

**What the Private Sector Can Learn From  
Government Flexibility Initiatives  
Teleconference Transcript  
July 20, 2006**

**FTS-DOL**

**Moderator: Frances Jefferson  
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**Background: On July 20, 2006 the Women’s Bureau Flex Options project hosted “What the Private Sector Can Learn from Government Flexibility Initiatives,” the eleventh in a series of national teleconferences sharing information about workplace flexibility. Guest speakers included Susan E. Bullard, Program Manager for the U.S. Environmental Protection Agency’s (EPA’s) Office for Transportation and Air Quality, team leader of *Best Workplaces for Commuters*; and Kathryn Oliver Kadilak, Worklife Program Manger, U.S. Department of Justice. They shared highlights of their programs, and answered questions from teleconference participants.**

Coordinator: Welcome and thank you for standing by.

At this time, all participants are in a listen only-mode.

To ask a question, during the question and answer session, please press star -1 on your touch tone phone.

Today’s conference is being recorded. If you have any objections, you may disconnect at this time.

I'll now turn the call over to Ms. Frances Jefferson, Regional Administrator for the Women's Bureau in Region 8.

Ma'am, you may begin.

Frances Jefferson: Thank you, Julie. Good afternoon and welcome everyone.

I am also the co-team leader with Michael Williams, an Economist in Washington D.C. for the Flex-Options initiative.

Today's conference call will be addressing what private sector can learn from government flexibility initiatives.

It is my pleasure to introduce two outstanding women business owners. Our national service provider is working with us on this initiative.

Karen Kerrigan, President and CEO for Woman Entrepreneur Inc. Washington D.C. and Linda Roundtree, President, Roundtree Consulting, LLC, Renton, Washington.

Linda and Karen have been doing a tremendous job in planning and organizing our virtual conference calls.

Today, we will be introducing you to Linda who is going to start the call off.

Linda.

Linda Roundtree: Hey, thank you Fran.

I'm delighted to welcome all of you and to introduce our first speaker, Kathryn Oliver Kadilak.

Kathy is the Work-Life Program Manager for the US Department of Justice. Holding this position since 1995, she is responsible for initiatives affecting more than 100,000 employees nationwide.

The Department is the nation's premier law enforcement agency and includes organizations such as the FBI, Drug Enforcement Administration, US Attorney's Offices and several legal division, boards, and commissions.

Over the years, Kathy has successfully expanded the availability and use of work-life programs including flexibility through innovative marketing and education campaign, development of a comprehensive work-life Web site, establishment of an inter-agency council's dialogue and partnership among department organizations and through greater use of state-the-art technology for service delivery.

Kathy has 28 years of federal service including positions within the US Department of Education and the Department of Treasury. She's a long standing Board member and current President of the Metropolitan Washington Work/Life Coalition.

She's an active committee member with the Alliance for Work-Life Progress and is a frequent contributor to work-life newsletters and conferences.

Kathy, I'll turn it over to you now. We look forward to learning from you.

Kathryn Oliver Kadilak: Thanks so much, Linda.

Hi, everybody. This is my first adventure with a cyberspace presentation, so I hope I can keep it at a good clip and keep everybody interested and give you something of value to walk away with today.

Like many organizations, the Department of Justice faces myriad challenges in broadly implementing workplace flexibilities.

I'd like to start off by sharing some information about my agency and the hurdles we have to overcome in expanding use of flexibility in other work-life initiatives, and ultimately sustaining our competitiveness as an employer.

I suspect some of the things I'm going to mention now, the challenges I'll mention will resonate with many of you.

Our agency is responsible for investigating, prosecuting, and incarcerating criminals. We protect crime victims and witnesses, research and track trends in criminal activity and we support community crime prevention and policing and in recent years, we've had a particular focus on white collar crime, and since the event of September 11, a significant effort has been dedicated to terrorism prevention, investigation, and prosecution.

As Linda mentioned, we have a very large agency. At this point, we have nearly 120,000 employees in 39 components or sub-agencies throughout the country and in some cases, located outside of the United States.

Our sub-agencies are led by presidential appointees. This is really challenging for us because we have a revolving door of leadership at the highest levels in our agency.

Typically, for those of you not in the federal government, politically - political appointees are in office for about 18 to 24 months.

So the culture that we have tends to support longer work hours, stressful assignments, and significant travel with no commensurate increase in pay. We face the issue of de-unionization in the last few years. The Attorney-General has the authority to strip away union representation if it is in the best interest of national security.

And John Ashcroft, our Attorney General, not this past one, but before that, decided to take away union representation for some of our justice organizations.

Some functions within the Department of Justice have been contracted out resulting in lay-offs.

We have ever increasing healthcare benefit cost without a parallel cost of living salary increase.

Our workforce is aging. The average age within the Department of Justice is 46 years old.

In the federal government under the old retirement system, employees can retire at the age of 55, on the outside, under the new system, at the age of 60. So, there you have many employees who will be eligible to retire within five to ten years.

Salary levels at - within the federal government are really not competitive with our private sector counterparts. So a good example of that with our workforce would be our attorneys.

Our attorneys could make three to four times the amount of money in the private sector, in a private firm than they would make at the Department of Justice.

And of course, since we're located throughout the country, we face the issue of increasing congestion in urban areas and that is really causing a problem with many of our employees with additional stress in commuting to and from work.

I'd like to share what our agency is doing to address these challenges and position ourselves as an employer of choice in the years to come.

We established a comprehensive work/life program that provides flexibility and work scheduling and support in meeting dependent care and other personal life responsibilities.

We offer an array of flexible work options such as flexible and compressed schedules, part-time schedules, job share arrangements, and telework.

We provide employees assistance counseling services. We have a work-life or life event resource and referral service provided to our contract with Lifecare Incorporated.

We have on-site or near-site child care centers that we sponsor in different parts of the country, and we also provide access to family leave like, the private sector, we provide employees with access to family and medical leave.

We also though at the Department of Justice have a voluntary leave transfer program which allows employees to get leave donations from their co-workers or family members who are in the federal government.

And we have a leave bank. Employees can join the bank, they can bank some leave time and they can draw leave, not just their own bank leave, but from a pool of leave at the leave bank.

The array of programs I just mentioned may sound good, but how do we take advantage of these programs to meet the unique needs of law enforcement professionals?

Before I go into that, I do want to point out that these programs are vital for our broader employee population. We have to be mindful of the need to recruit entry level workers throughout our agency.

And I'm pleased to report that over 20% of the Department of Justice staff at various levels within the agency take advantage of flexible work options.

But for the sake of time today, I wanted to mention our law enforcement professionals and I'm specifically thinking about our special agents and our prosecutors.

These people are very costly to hire and train. And when they've been with the agency for a while, they have very valuable historical case knowledge. They're also quite marketable outside of the agency.

So I wanted to mention three strategies or three programs rather, that we have taken advantage of to encourage attorneys and prosecutors and special agents to stay with our agency hopefully for the duration of their careers.

First of all, I want to mention the part-time program for special agents. This was a cutting edge program that was implemented in the mid 1990s.

The FBI, at that time, had noticed that many of their younger agents were leaving the bureau after only a few years of service. They were very concerned about that and interviewed – did exit interviews to find out why these agents were leaving.

What they found out was that many of the agents felt that dealing with their family responsibilities and being an effective special agent were mutually-exclusive activities.

And when asked, they said, “Well, if we could have less stressful assignments, reduced hours, we might be able to stay with the Bureau.”

So, they experimented with the PTAP-- Part-Time Agent Program. It was a huge success. Agents are still given substantive assignments, but they can work a reduced schedule and they don't have the same travel requirements.

When the FBI tried to quantify the impact, they went and interviewed 175 agents who had taken advantage of the program. And by the way, there is no time limit for being in this program. Typically, agents will go into it for three to five years.

However, these agents had stayed in for about a five-year time period and said that they would have left the FBI had they not had access to the program. When the FBI looked at the cost to hire and train those agents, they estimated they had saved \$22 million just with those 175 agents alone and many more have gone through the program since that time.

Another program that's very effective in dealing with the needs of our law enforcement professionals is the Maxiflex schedule. Many of you may have a similar schedule in your organization.

Basically, Maxiflex allows our employees within the framework of working an 80-hour two-week pay period to come and go as they please. So as long as they put in 80 hours every two weeks, they can come in and leave whenever they want to.

And it's a wonderful program for our professionals who are very independent workers, very reliable workers and really have very demanding jobs. We may not be able to compensate them when they work long hours, but this is a way of giving them a modicum of control over their schedules and this has been very popular, as a matter of fact it's been used at the Attorney General's level.

Telework is a third option I want to mention and this relates to something, I believe Susan, the other speaker will be talking about later.

I'm probably, preaching to the choir out there, but telework is a vitally important option for our workforce and for our law enforcement professionals who in many cases have very portable jobs, are out on the road anyway, and again, are very, very self-sufficient.

Telework gives them an opportunity to avoid the commute and realize greater productivity in work at their peak productivity times.

I want to point out that on our Work-Life Web site, which I hope you'll visit later on, we have a very interesting study about telework.

The Office of Administrative Appeals that was with our former Immigration and Naturalization Service decided to experiment with telework and they purposely did it on an extreme level.

So they went from no telework at all to allowing a volunteer cadre of attorneys to telework four days per week.

The outcome was really amazing. They were able to quantify the changes in productivity because the attorneys were responsible for processing a certain number of briefs each week.

Productivity went within 18 months up to 71% higher than it had been before telework. So, there was a 71% -- 7-1 percent increase in productivity during that time and they still have a telework program in place today. It's a very, very successful program.

Okay. So, I mentioned some programs that we think are really special and have worked quite well for us. They can make a positive difference in retaining employees we value.

And again, I'd like to say, beyond just our attorneys and law enforcement agents but any employee who is valuable to us. How do we encourage managers to take advantage of these programs? How do we make the rubber meet the road, so to speak?

I wanted to offer up four strategies that we have tried over the years and found to be quite successful.

First of all, make them go public. What do I mean by that? I mean, mandating that each organization establish a formal program and practice. That's very important.

I can't tell you how many times over the years I've heard executives say, "We have an informal program in place and we're happy with that. We just take care of people when they need help."

It doesn't work very well because what often happens is that employees may feel that the manager is playing favorites, nobody knows what the real rules of the game are.

So, essentially, an informal program can result in lower employee morale and disenfranchisement, so it's very important to make sure that there are formal programs in place.

One-stop shopping is very helpful. Our Work-Life Web site provides the opportunity for managers and non-supervisory staff to go in and find out any information they need on any flexible work program or the broader Work-Life programs that are available at our agency.

Not only can they find out information but we are right now, as a matter fact, finalizing PDF versions of our forms -- request forms. So, very soon employees will be able to go onto our Web site, which is on the Internet, educate themselves on flexibility, fill out the form and e-mail it to their boss.

So one-stop shopping is a great way to make it easy and again, enhance employee access to these programs and manager use of these programs.

Bring the stakeholders to the table. When I started at the agency in 1995, my predecessor had done a wonderful job at envisioning a very comprehensive Work-Life program, sold it to the Attorney General and was in the process of force feeding on our bureaus and sub-agencies.

By the time I arrived on the scene, there was an incredible amount of resistance; I would say even hostility, towards these programs.

So, one of the first things I did was to form the Department of Justice Work-Life Quality Council. That council has representatives on it from every single Department of Justice organization. And it has been a wonderful mechanism for bringing our stakeholders to the table, the very people who have to implement these programs at the grassroots level, they have a voice in shaping the programs in ways that can work for their constituency and they have a stake in the outcome.

So, it really is important to define who your stakeholders are and give them the opportunity to be involved in rolling out these initiatives.

And last but not last least, advertise, advertise, advertise -- it's very important. We do regular e-mail announcements, we do newsletter articles, we have sent multi-color brochures on work-life and telework to employees' homes.

But we make sure that on a periodic basis, we guess the word out because we never assume that people will remember that this program is in existence and what it entails.

Before I stop talking so that Susan has a chance to provide some great information about (EPA)'s program, I wanted to relay what we've accomplished recently.

Each of our 39 components has published a written plan outlining the flexibilities that are available to staff. We have upgrade and expanded the Department's Work-Life Web site to include a for managers page. I believe we're the first federal agency to do that.

So, we have a page exclusively dedicated to our managers. Now, any employee can go in and look at that page but this is designed to help our managers to get comfortable with implementing flexibility.

It includes guidance on administering flexible work options, practical tips to address real-life situations. It has an interactive decision tool kit. So, a manager, when they get an individual employee's request for flexibility, can use the decision tool kit to analyze it, to measure it against certain basic business criteria and get some assistance on what the right outcome is.

It also has video scenarios.

We've conducted a variety of special training programs on work-life related issues for senior managers and first line supervisors and our big emphasis of course, right now, is on telework both for continuity of operations planning, and also just because of this ever increasing problem with traffic congestion and fuel prices.

And last but not least, we have worked with our payroll provider to track flexible work option participation to our timekeeping system. This is an excellent thing to do if there's anyway that you can work that out.

In our case, we are, I guess, by 2007, we will have rolled out this new timekeeping system throughout our agency, and we will be able to get a real-

time snapshot of use of flexible work options, the entire array of flexible work options to include telework throughout our agency.

You measure what you treasure. So the beauty of that is that it makes it important. Managers know that at anytime an executive, anyone could go in who has access to the timekeeping system and run reports, we can see what their progress is like, and it creates a sense of accountability.

And in our case, because we do report to Congress on our progress with telework, it makes it very easy for us to produce timely, quality reports on our participation levels.

So, with that, I'd like to stop and I want to offer up contact information in case any of you have questions after we conclude our presentations for today, I'd be more than happy to answer questions or provide you with any information that might be useful.

My number is 202-353-9278 and you can reach me on e-mail at Kathryn, K-A-T-H-R-Y-N.o -- as in Oliver -- .kadilak, K-A-D-I-L-A-K@usdoj.gov (Kathryn.o.kadilak@usdoj.gov).

And if you contact me, I'll be more than happy. I don't want to try to repeat the Web site for Department of Justice's Work-Life initiative. It's a little bit lengthy, but I'd be glad to provide to you if you contact me later.

Thanks so much.

Linda?

Linda Roundtree: Kathy, thank you for such a great overview of all of the programs and initiatives and great accomplishment.

And I too, would like to encourage the audience to check out the Department of Justice Web site. And Kathy, we can provide that...

Kathy Oliver Kadilak: Great.

Linda Roundtree: ...link. We can put it on our Flex-Option site which will give you information about later on because the tools really are exceptional and they're accessible to the public.

So thank you.

Kathy Oliver Kadilak: Thank you.

Linda Roundtree: Now, it is my pleasure to introduce our next speaker, Susan Bullard.

Susan is Program Manager for the US Environmental Protection Agency's Office of Transportation and Air Quality. She works in partnership with federal state and local agencies and the full range of US employers to reduce congestion, air pollution, and greenhouse gases, while improving quality of life.

Susan also oversees the best workplaces for commuters' project, a government-to-business effort to increase workplace flexibility through superior benefit.

In 1974, Susan joined the federal government unexpectedly when tornadoes blew through the Midwest, making her one of the country's first teleworkers.

Working on site for PHIMA and its predecessor agency, Susan served as Public Information Officer and Congressional Liaison in more than 42 natural disaster recovery operations and nuclear power plant exercises.

She joined EPA 23 years ago when she supported Superfund, the Toxic Release Inventory, Indoor Air and Community Right-to-Know.

She was also the first Marketing Director for the Energy Star program. And Susan tells us that still after all of these years, she has not become a bureaucrat and retains her sense of humor to this day.

Susan, we're delighted to have you join us. Welcome.

Susan Bullard: Thank you very much and thank you for this opportunity. I love hearing the example that Kathy gave of what's going on at the Department of Justice, because our research has shown that so often the federal government is a catalyst for social change programs in the corporate world.

So, anything we can do to be a leader or provide a model that makes it possible for Corporate America to move in the same direction that should be one of our goals.

My role here today is to introduce you into - introduce you to a potential tool, which is a small but effective piece of the work-life puzzle.

According to the Flexibility 2010 definition, flexibility, the best workplaces for commuters, actually addresses two of their six categories for maintaining - establishing and maintaining flexibility.

So, one of the things I want to show you is how organizations such as Department of Justice and those of you on the line, how you can amplify the value of your commuter benefits.

So first, what are best workplaces for commuters? It may not be a program you've heard of, because it's relatively new. It began in 2001, established jointly by the Environmental Protection Agency and the Department of Transportation. And it actually came out of highway legislation which created the need for commuter choice program based on tax benefits.

And as has been said, it's a voluntary program, it's government-to-government or business-to-government and it's a partnership that tries to do a number of things including reduce traffic congestions, save, fuel, improved energy security and then, of course, of most interest to the EPA, reduced air pollution and greenhouse gas emissions.

So, the way the program has been designed, the idea is to identify and require the best practices for commuter benefits around the country and then proceed to recognize those organizations that are actually offering those superior benefits which meet, what we call, the National Standard of Excellence -- which I'll describe in a moment -- and offer those commuter benefits to their employees.

And as I was mentioning to Kathy the other day, also, let people know in the organization that they have excellent commuter benefits. Because sometimes they're kind of tricky, they have everything in place, but don't tell anyone about it. So, they're not really responsible for the investment in commuter benefits in the employees.

So, our environmental goals are really by reducing the single-occupancy driver commute, and we did focus on the commute because it was a discreet piece of the vehicle miles traveled picture and also is steadily increasing to reduce the number of vehicles that are being driven with one person in the car commuting by offering employers the opportunity to be recognized, and then we want to eliminate as a result of that, as many as 15 million metric tons of carbon dioxide and save 1.8 billion -- billion with a B -- gallons of gasoline.

And our practical way of describing, what we're trying to do is we're trying to look commuter benefits and make them as common as the 401K or health benefits that are important both to employers and employees and then also jobseekers so that's when you get into the retention and recruitment of quality performers.

So, why commuter benefits? I don't really need to tell you this. You know the answer as to why commuter benefits are important, but maybe not from the environmental and energy conservation perspective.

Just a few things for context, commuter trips account for 27% of the US vehicle travel and it's growing. The average commuter spends 47 hours in traffic annually -- I say, in D.C. it's 47 hours a day -- that's up from 16 hours in 1982 and that's growing.

We have six billion wasted on gasoline each year -- that's growing. And our research shows that if travel patterns continue at this rate, the growing travel from drive-alone commuting will load the atmosphere with 43 million tons of additional CO2 by the year 2012.

So, I mean, all those numbers you don't have to remember the numbers, you just need to know that things are not good right now and if things continue at their present rate, it's going to be a whole lot worse.

But the momentum for programs such as flexible options, work-life balance, and commuter benefits is obviously increasing.

We've also learned that nearly 50% of the workers describe their commutes as unsatisfactory. Fourteen percent have said they've actually changed jobs or left because of their commute. And 36% of the workers said they'd be willing to take 10% or greater pay-cut for shorter commute. That one kind of surprised me.

So, commuter benefits are happening all over the country in the world. So what is different about best workplaces for commuters and why should you try to achieve the best workplaces designation?

As I said before, federal agencies often pioneer programs in social change and so what we tried to do is look at the part of the commute that was the most easily described and try to find a way to amplify that to increase the - and encourage and promote superior commuter benefits to achieve the environmental results.

Many organizations participating in best workplaces for commuters are already offering the superior commuter benefits when we talk to them in the first place.

So, it's just a matter of getting to the Web site, looking at do-we-qualify, showing that you do qualify with the benefits that are meeting the National

Standard of Excellence. If you do qualify, then you are now designated as a best workplaces for commuters.

There is positive media coverage involved. We have community partners around the country that are developing lists of best workplaces for commuters in their area and offering positive media coverage, indicating that these organizations are working to protect the environment, reduce traffic congestion, and all of the things that would make it an appealing place to either stay or to go to work.

Through best workplace for commuters, you have access to the state-of-the-art commuter benefit strategies, very much like the information that Kathy was mentioning that you can find on the Department of Justice Web site.

We have strategies and tools and we have a network of 300 plus individuals and organizations who are working towards reducing traffic congestion and air pollution through commuter benefits.

Our Web site, which is very simple, [www.bwc](http://www.bwc) -- best workplaces for commuters – dot gov ([www.bwc.gov](http://www.bwc.gov)). And on that, you'll find a wealth of Web tools.

There are tool kits, there are calculators that will show you the benefits to your business, various commuter benefits. We offer a forum for the exchange of ideas, comparative benchmarks and as of late we have a progress report that really validates the fact that not only are commuter benefits important, but being designated as a best workplaces is an important designation.

We learned that BWC employers in any given zip code have 15% fewer single-driver trips than other employers in that zip code. So, that was kind of an interesting bit of information that came out of our last evaluation.

So, this is a growing trend and I want to let you know that we are populated in the program by the full range of employers.

We have federal organizations, more than a hundred. We have hospitals for whom - for which the commuter benefits are very important to their land use and smart growth.

We have colleges and universities nationwide, over 90 of the Fortune 500. And then we have companies that are as small as six or seven people.

So, there is absolutely no demographic or geographic constraint on those companies and organizations that can offer the benefits and be designated for that offering.

Benefits make good sense. It cost less to implement a commuter benefit program than it does to give salary increases. It does support recruitment and retention, hopefully increasing your competitive edge.

In many cases, it can result in a reduction in parking and facility cost if you reduce the number of cars and the number of people through telework and calls centers that are actually using office space. There are tax advantages.

Research shows that worker productivity is improved by reducing tardiness and stress, conserving energy and fuel and then you get to be seen as a good environmental citizen.

So, quickly, the program results today since 2001, we've got 1,600 plus employers designated. And they represent 3.3 million employees in the country that are covered by the benefits meeting the standard of excellence.

There are 22 business districts that are geographic locations including, one that came in last week. Downtown Seattle covers 231,000 employees with the superior commuter benefits.

What the National Standard of Excellence requires is that you must coordinate communication, designate a point of contact, offer the superior benefits, pull together all your information so your employees know about it, and then report your success to EPA on an annual basis in a very, very easy Web report to show that progress is still being made.

The primary benefits that we're looking for under the Standard of Excellence, and I'll say it upfront, that the emergency or guaranteed ride home is required, that seems to be something that encourages employees to sign up for benefit programs if they know they're not going to be stuck.

But you need to choose only one, either transit or van-pool subsidy, parking cash out, which means in lieu of. If you don't drive, you get money. You can have your own proposal that meets the equivalent requirements of the program or you can use telework, which is the one I want to kind of pull out and discuss in just a second.

I wanted to let you know that organizations such as the Alliance for Work-Life Progress support and I think maybe Kathy Lingle is on the phone -- I think she was on the list -- from that organization.

But her quote is that the Alliance for Work-Life Progress supports EPA's recognition of best workplaces for commuters because it underscores concern for the quality of life in the communities in which employees live and work -- a key component of work-life strategy.

And by implementing telework, employers not only help improve the physical environment, they also augment their health, well-being, and productivity of their workforce.

And employers and human resources professionals are always looking for ways to promote the work-life balance, recruit, and retain, and improve employee productivity.

So, we do have support of a number of stakeholders in addition to just the partners who are participating in the program who are involved in the area that is addressed by best workplaces.

Obviously, telework provides a continuity of duties; it reduces congestion, serves as recruitment and retention to be very repetitive. It can improve your profitability and employee productivity and reduces cost of office space parking needs.

And as Kathy mentioned, this is getting even more important because it's a potential credible solution to recent and hopefully not but future events. As an example, the D.C. flooding that happened recently. Although I will admit that EPA's remote Web system is down in the basement, it was flooded so the teleworkers were having a difficult time actually getting their work done for a while.

Rising gas prices, increasing congressional support, natural disasters, 9/11 and of course, we just got an e-mail today that (OPMs) working on a telework process for the event of a pandemic.

There are things on our Web site, there's a benefits brief is what we call the information on the various types of benefits that will tell you, all you need to know about teleworking.

It has employer resources, case studies, that sort of thing.

Our requirement is that you reduce your overall commute trips by more than 6% on a monthly basis, but as I said, the benefits brief will explain to you examples of what's been done in other possibly similar demographic areas to yours and similar industries, the obstacles and solutions that they've come across, the resources needed, and networking opportunities.

There are also some supporting options that you can find on the Web site, but your work site that you represent may already qualify.

As I said, best workplaces for commuters is not actual commuter benefits, it's raising commuter benefits to the point of being an (unintelligible) Standard of Excellence and giving you credit for what you're doing, so it will hopefully give you internal and external visibility in the work that you're doing on commuter benefit.

So, if you go to [www.bwc.gov](http://www.bwc.gov) and just click on "Do we qualify?" you can do kind of a preview to see and it's just a matter of checking boxes. Do we offer van pool subsidies; do we offer (unintelligible), do people - are people allowed to telework and to what degree?

And then you can also join our network, which you do from the homepage as well and that will give you all the resources of the Web site and the network.

Once again, peer-to-peer solving of problems, ideas for how you can handle things. It gives you a chance to demonstrate environmental leadership. There is absolutely no cost for any of the services that are provided.

And it actually will give you the recognition you deserve for being a quality leader.

So, that being said and said kind of quickly, I'm going to turn over to Karen.

Karen Kerrigan: Well, thank you very much, Susan and thank you Kathy. This is Karen Kerrigan with Woman Entrepreneurs Inc. or WE Inc.

Let me quickly provide the Web site for the Flex-Options site that has all of the information about Flex-Options and the program. And on that site as well, we will post the transcript of this teleconference.

The site is -- on the Web -- [we-inc.org](http://we-inc.org).

And like Linda suggested, I will also provide the link to the Department of Justice Web site. So, Kathy, you can just send that to me and then we can have a little intro and link right to that site. We'll also include the Best Workplaces for Commuters site as well.

If I could, if I can ask Julie our operator, to quickly come on to explain how the Q&A system works, so we can get some folks lined up for calls.

Julie, are you there?

Coordinator: Yes. Thank you.

We will now begin the question and answer session.

If you would like to ask a question, please press star-1. You will be prompted to record your name.

To withdraw your request, press star-2.

Once again, if you'd like to ask a question, please press star-1.

One moment for the first question.

Karen Kerrigan: And while we're waiting for that question, I think I'll - get everyone a little warmed up here.

And I direct this question to you, Kathy, if I may. I know, you said as part of your Web site which is publicly available -- and it sounds like a terrific resource -- in particular, I'm interested in the "For Managers" part of that Web site and whether that would have applicability for business owners and, if they are large enough, their HR teams, to use that for their businesses.

Kathryn Oliver Kadilak: Absolutely. It is a very generic tool.

It was actually - we contracted out for the development of that tool and they - a local business put it together for us, so it was developed by a relatively small business actually, but with - it is a generic instrument and basically walks the manager through a variety of questions about the request they've received measuring it against your typical criteria, you know, maybe asking about the

employees' performance level and whether or not they need a lot of direct supervision for example, if it was a telework request, that might have an impact.

So, there are a lot of different questions that are asked that would be relevant no matter where you're sitting or how large your organization would, you know, is.

Karen Kerrigan: And since you've developed that, has that been used - has it been used frequently by the managers within government?

Kathryn Oliver Kadilak: Yes. Actually, I've gotten a lot of very good feedback about that. They enjoy using the tool. It's - I wanted to give you a couple of examples, I actually just clicked into it, but for example there's a part that is entitled job requirements profile, so the issue is are tasks and functions discreet.

Karen Kerrigan: Uh-huh.

Kathryn Oliver Kadilak: And the manager would click always most of the time, about half the time rarely or never.

And so they rate different types of criteria. Work can be scheduled or time-controlled, quantity and quality of work are measurable.

So, those are the kinds of issues that a manager might be considering and they could rate that particular individual and their request against this criteria.

Karen Kerrigan: Very Good.

Julie, are there any questions?

Coordinator: Yes.

Our first question comes from Linda Jurgens. Your line is open.

Linda Jurgens: Hi. This is Linda Jurgens from the National Association of Mother Centers. I'm in Nassau County in New York. And we've just had quite a bit of controversy because our recently elected female district attorney decided that she was no longer going to offer part-time options for her staff and it affected as you can imagine, some working moms. And I'm sure others but they didn't get any PR around it, but the working moms did.

And as a result, the State Women's Bar Association has been trying to contact other government offices to find out their experience with part-time work and flex-options.

So, the information that Kathryn gave today, I feel is so invaluable here in Nassau County.

And I just wanted to ask for any advice on how to approach this at a county level. I'm not in the political arena. I'm head of a non-profit although we do, do advocacy around work-life issues.

And I'm not quite sure how to – the most effective way to bring this information to our county, the (ace) office, and elsewhere.

Kathy Kadilak: I think that one of the first – well, first of all, I think we probably should talk off-line...

Linda Jurgens: That's great.

Kathy Kadilak: ...to go through some things, but I think that you could certainly use our agency as a role model. We have a part-time program that's quite successful.

We've actually allowed part-time for many of our attorneys including trial attorneys.

I probably have a couple of senior executive level attorneys who would be more than happy to provide feedback on how well this has worked for themselves and their staff.

And you know, and – so I think that it's - in a way it's making the business case argument and looking at it in a similar type of environment. So I can't – I know exactly what you're talking about, since we have had situations in the agency where we've had a new senior executive come on, you know, come on board who decides that they're not comfortable with certain programs that are in place and it really creates up people.

And, you know, they're addressing a problem that actually doesn't exist.

Linda Jurgens: Yeah.

Kathy Kadilak: So, I think maybe part of it is fear of the unknown, but if we can educate and perhaps provide some real-life situations of what has happened and how it's worked, and maybe even some policy guidance for...

Linda Jurgens: Uh-huh.

Kathy Kadilak: ...organizations that are very similar. We do have, again, obviously, our legal divisions, and they have used part-time as a very effective strategy for attorneys and support staff.

Linda Jurgens: Yeah. We've been struggling as an organization. We've – this is our 11th year doing a work-life conference where we've been focusing on the corporate community to make the case about life flexibility benefits to your bottom line. And they don't believe it.

And it was kind of a little bit of a shock to see the DA's office go down that same road.

So, thank you.

Karen Kerrigan: Okay.

Woman: You're welcome.

Karen Kerrigan: Well, thank you.

Julie, is there another question?

Coordinator: Yes.

Our next question comes from Peter Polk. Your line is open.

(Peter Polk): Hello Kathryn and Susan.

Woman: Hi.

Woman: Hello.

(Peter Polk): My name is Peter Polk, I'm retired, but I'm working with the Arizona Advisory Council on aging, the Mature Worker Taskforce.

Woman: Uh-huh.

(Peter Polk): That a mouthful.

My assignment for the next meeting is to identify family friendly companies in Arizona. And Susan, you mentioned recognizing businesses that use flex-options and commuter benefits.

How can I get a list of the criteria that you use to identify these businesses and do you have a list of the businesses that might be in Arizona?

Susan Bullard: I do. And actually Arizona is one of our more active states, particularly, the Phoenix area.

If you go to the Web site, [bwc.gov](http://bwc.gov), and...

Peter Polk: Okay.

Susan Bullard: ...you click on – you can click on View 1600 Employers, which is on the very front of the home page, that will give you a search opportunity and you can just search for the State of Arizona or you can actually search by industry or you can search by city.

But if you just want to search by the State of Arizona, it will give you a list of all of the companies that are participating...

Peter Polk: Good.

Susan Bullard: ...and you can also get information on the Valley Metro Organization that is actually – that does put our list together.

Peter Polk: Okay.

Susan Bullard: And also, under do we qualify, you can see exactly what the companies had been asked to do and how they did respond in order to get on the list, and what those criteria are as far as commuter benefits are concerned.

Peter Polk: That's been very helpful. Thank you.

Karen Kerrigan: Great. And Susan while we're on that topic of individual companies, can you just real quickly explain the peer-to-peer process in terms of, current participants helping others or...

Susan Bullard: Sure.

Karen Kerrigan: ...people, who may, want to do this program and have a question about specifics or implementation?

Susan Bullard: Sure. I mean, you can do a general question to the best workplaces inquiries list which is – I mean, the e-mail which is on the Web site as well and just ask a question and then we'll research it.

If you have a particular question like you know that there's a company that has a demographic similar to yours or is in an area that is similar in terms of land use and you want to contact me, then I can – what we do is we do protect

the confidentiality of our partner contacts information unless they say otherwise in their application.

But, if you want to speak to someone who would probably have similar obstacles and have potentially come up with solutions, then I can contact that company and ask them if it's okay if you call, and I've never been turned down.

And then that would give you a contact right on the spot to help answer some of the same question that you might be – that maybe arising from the experience you're having with trying to get this through the system.

Karen Kerrigan: Terrific. Thanks for that.

Julie, is there another question?

Coordinator: Yes, Latoria Strickland, your line is open.

(Latoria Strickland): Thank you.

Hi, this is Latoria Strickland calling from Collins & Aikman in Michigan.

Kathryn Oliver Kadilak: Good afternoon.

Latoria Strickland: Good afternoon.

And I have a question. Kathryn, you were speaking earlier about the four methods to use to get executives on board...

Kathryn Oliver Kadilak: Yes.

Latoria Strickland: ...for flex – the Flex-Options program?

Kathryn Oliver Kadilak: Uh-huh.

Latoria Strickland: And of course, they all seem like it would be an excellent strategy, however, I'm thinking that for my purposes here, we may need something a bit more aggressive.

Do you have any thoughts on that? Any ideas? Is the idea altogether, I mean is not necessarily taken well?

So we're trying to introduce, but we're trying to be aggressive as well in our explaining and...

Kathryn Oliver Kadilak: Uh-huh.

Latoria Strickland: ...looking at benefits and so forth.

You know, and Kathy and it maybe in terms of those four strategies which I found to be very informative, is there anyone that, you know, maybe the priority strategy that you would start with?

Kathryn Oliver Kadilak: I think...

Latoria Strickland: (Unintelligible) one that's most effective? I mean, obviously, there would be maybe a follow-up on, but if you can address it also in that context...

Kathryn Oliver Kadilak: Yes, I...

Latoria Strickland: ...I think it would be helpful.

Kathryn Oliver Kadilak: Sure, Karen.

I think that if I had to point to one, it's bringing the stakeholders to the table. You know, you really need to know who your stakeholders are. In your case, you're mentioning your senior management team.

So, if you can identify and if you can find these in one member of the senior management team who is a champion of this and get them to facilitate bringing people together, maybe doing focus group meetings, talking about what they think might be good and what they – what they're worried about when it comes to offering flexible work options and begin to address those concerns.

So, we did focus group meetings, probably, ten years ago, and periodically, we still do them.

And you know, and you typically will hear it's the fear of the unknown. Gee, everybody's going to want a telework arrangement. There won't be anybody left in the office. You know, where are they going to be when we need them. Or the flood gates will open and everybody's going to want some form of flexibility. It'll be chaos to administer and you know, so you get a lot of these fears that they express.

And you can dismantle that one at a time by – not only by having a couple of champions who are willing to pilot these programs or talk about their own experience, but also, you can – once you've identified what their concerns are, you can give them examples, case studies and situations where this has worked quite effectively.

So, we did focus group meetings, we identified what the concerns were, and we, in a very, you know, organized and maybe even in a baby-step fashion address each of those concerns and got some managers who were somewhat open to the idea to engage in pilot programs.

And the value of doing pilot programs is that you can demonstrate success without a manager having to make a long term commitment.

So, that might be another positive – does that help you at all? Is that along the lines of what you were asking about?

Latoria Strickland: Yeah. I'm just trying to get something basically to advertise and grab the attention, make it more appealing. And you got to kind of do it quick when you have the attention of your execs. We have various - so much going on to have some of your responsibilities, so I want to make sure that it's good and it makes the point very clearly, very aggressively.

Kathryn Oliver Kadilak: Are you strictly right now thinking about flexible work arrangements or are you including in this category the broader work-life programs like dependent care or counseling services, things like that?

Latoria Strickland: Probably, baby steps just the flexible work arrangements.

Kathryn Oliver Kadilak: Yeah, because one thing you can offer up is that most flexible work arrangements are cause transparent, that they could experiment with a flexible work schedule, a compressed schedule which is working a longer day and having one or two days off every couple of weeks. Things like that don't cause them anything.

There's no monetary investment and they have the opportunity to see whether or not those programs will increase productivity and morale.

But if you would like to contact me later, I'd be more than happy to talk with you a little more specifically about the situation and what you could do, and maybe even share some things that we've offered up to our top managers.

Latoria Strickland: Okay.

Kathryn Oliver Kadilak: Great.

Latoria Strickland: That works. Thank you.

Frances Jefferson: Thank you.

Kathryn Oliver Kadilak: You're welcome.

Karen Kerrigan: Is there another question, Julie?

Coordinator: At this time, there are no questions.

Karen Kerrigan: Okay.

I have another question Kathy for you, if...

Kathryn Oliver Kadilak: Okay.

Frances Jefferson: I know you talked about, I believe it – what you were talking about was in regards to the law enforcement folks at DOJ...

Kathryn Oliver Kadilak: Yeah.

Karen Kerrigan: ...and in the program that you implemented there were part-time assignments.  
Is that the right?

Kathryn Oliver Kadilak: Yes.

Karen Kerrigan: ...terminology?

Kathryn Oliver Kadilak: PTAP -- Part-Time Assign – Part Time for Special Agents.

Karen Kerrigan: Got you.

Kathryn Oliver Kadilak: Part-time agents (unintelligible).

Karen Kerrigan: And were those – I'm interested in the character of this assignment. Are they  
– were they more project-oriented type of work that lends itself to the type of  
flexibility...

Kathryn Oliver Kadilak: Yes.

Karen Kerrigan: ...that was offered?

Kathryn Oliver Kadilak: Exactly.

Analytical projects, they would be involved in, for example, if there's an investigation going on and there's an analysis that they need to do, of evidence that they've gathered, these agents might be involved in doing some piece of the investigation that wouldn't require travel or wouldn't require surveillance, wouldn't require a lot of long hours, so they could afford to, you

know, reduce the amount of time they spend at the office and increase the amount of time they have available for their families or their personal life activities.

Karen Kerrigan: And Susan, regarding the primary committer benefits and the breakdown provided on the Web site, there are some great stats regarding each of the benefits and how many work sites use those benefits whether it's transit, van-pool, telework, parking cash out or other.

Susan Bullard: Right.

Karen Kerrigan: Are there any trends that you see – any growth trends in those benefits that are being looked at or used more than the other...

Susan Bullard: I think that's a good point. It's been primarily transit subsidies. The largest percentage of the employers who are participating have been offering transit subsidies as their primary benefit.

I think we're starting to see a trend toward telework, believe it or not.

And also, the parking cash out is not moving as quickly as some of – as the other primary benefits, but telework is actually increasing in the percentage of employees that are given the opportunity to do that and – then we do have some employer proposals, but telework is – transit subsidy is still very clearly the number 1 benefit that's offered.

Karen Kerrigan: And what would the both of you identify as being or having been the biggest barrier to implementing flexibility?

I know in the private sector the whole issue of the culture and the need for cultural change and you know, just, that is a huge barrier in terms of management accepting flexibility, and I just wanted to get your sense within the government.

Is it similarly that as well?

Susan Bullard: Well, I've got to answer not from the perspective of the kind of commuter benefits that EPA offers, but in looking at the national program – I just totally lost my thought.

Kathryn Oliver Kadilak: You want me to jump in Susan?

Susan Bullard: Yes. You jump in Kathryn because I totally I lost my thought.

Kathryn Oliver Kadilak: To answer your question, from my perspective is that – as the overseer of the telework initiative at our agency and being a member of the interagency council and the federal government of all the people involved in these things, I really do think it's a cultural issue.

I think management resistance is huge. And it has to do with many managers and not to admit my own age, but having come into the workforce at a time when, you know, there weren't PCs and we didn't have all the technology we have now and still operating with that industrial age paradigm in mind and so that we're chipping away at that.

And the other problem quite frankly besides management resistance is the technology infrastructure. A lot of our organizations still don't have the necessary technology to allow many, many people remote access to the server at the same time.

So we have to have the technology infrastructure in place in order to really sell these programs.

Karen Kerrigan: I...

Susan Bullard: We'll admit to having had a senior moment there.

But what I was going to say is one of the things that's been difficult for us in the start up of the best workplace is recognition and designation, is that people don't have any intuitive sense of the impact of commuters, commuter benefits, the use of their car, on – I mean, they obviously know that it has an effect on congestion, but we've had to spend a lot of time finding the right place and corporations whether there is a work place balance, whether we talk to the HR folks, whether we talk to the transportation coordinators, because bringing the environmental element, I mean, one of the questions we've always gotten is, why is EPA involved in this?

So, there is something where we're bringing new -- hopefully, new support and new ammunition to commuter benefits that shows that they have a broader value than simply something that you give to – that is – has an impact only on employee-by-employee.

Karen Kerrigan: Okay. And I'm going to ask Mike Williams of the Women's Bureau.

Mike, how are we doing on time as want to take your lead on that.

Michael Williams: Okay. We're about five minutes over, but if there are one or two more questions, we could probably take them.

Karen Kerrigan: Okay.

Julie, is there another question?

Coordinator: We have a question, they just withdrew.

If you still want to ask a question, please press star-1 and I'll open up your line.

Star-1 to ask a question.

Karen Kerrigan: Okay, and if we can have that person rejoin us again, I apologize.

Please do try to star us back and we can get your question. One thing that I would like to add while we're waiting for that question if in fact it does come through, is that on the WE-Inc Web site, we do have a really good toolkit that Linda Roundtree has put together. And that might be useful for those on the line and particularly we did have that one question about, you know, gee, how do you get sell flex time?

You only have so much time and attention with the boss or with executives. There is a piece on the business case for flexibility and I think, you know, making the business case in terms of productivity and re-training and recruiting employees that this issue certainly does get the attention of the business owner or executive.

So, again, that's on the WE-Inc Web site -- WE-inc.org. And if you click on the Flex-Options icon, you'll be brought into that page and in the resource section.

So, Julie, did we get the question back?

Coordinator: At this time, there are no questions.

Karen Kerrigan: Okay. Maybe we answered it already.

Woman: Okay.

Karen Kerrigan: Well, with that, I think I'll turn it back over to Michael and I just want to thank Kathy and Susan for the terrific information. Both of your Web sites and resources that you all provide will be posted on the Web site - on our Web site.

And thank you again for taking time out to share all your terrific information with us.

Woman: It was fun.

Woman: You're welcome.

Karen Kerrigan: All right, Mike?

Michael Williams: Okay. Thank you.

I certainly enjoyed listening to the experts today about – talking about government flexibility initiatives. I was really impressed with those. I think Kathryn mentioned those four things that you should do go public, have one-stop shopping, bring the stakeholders to the table, and to advertise, advertise, advertise.

But, once again, I would like to thank Kathryn Kadilak. We'd like to also thank Susan Bullard.

And why – and I don't want to omit our two national contractors Linda Roundtree and Karen Kerrigan.

I think Karen just mentioned that if you want to read more about the Women's Bureau's Flex-Options Project, you can go to the Women's Bureau's Web site at [www.dol.gov/wb](http://www.dol.gov/wb) or you can go to the Women Entrepreneurs Web site which is located at [www.we-inc.org](http://www.we-inc.org) and you will see the Flex-Options logo in the upper-right hand corner of their home page.

We certainly enjoy hosting these Flex-Options Conference Calls. And I think this is either our third or fourth conference call for the year and our next call is scheduled for Thursday, September 21.

We hope these calls have been or have made a positive influence on you and your business culture, because we certainly hope to raise national awareness of workplace flexibilities.

So, this concludes our conference call for today on government flexibility initiatives and we hope everyone has a pleasant afternoon, and don't forget to join us for our next conference call, September 21.

Thank you very much.

Woman: Thanks very much.

Woman: Thank you.

Woman: Bye.

Woman: Bye-bye.

Coordinator: Thank you for participating in today's conference call.

You may disconnect at this time.

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