



## Manager Follow-up Survey

**What equipment, software or support does your organization provide teleworkers?** *Check any that apply*

- |   |  |
|---|--|
| <input type="checkbox"/> Computer or laptop in the home           | <input type="checkbox"/> Office software                                 |
| <input type="checkbox"/> Laptop to check out when teleworking     | <input type="checkbox"/> Specialty software                              |
| <input type="checkbox"/> Flash drive                              | <input type="checkbox"/> Anti-virus / Firewall                           |
| <input type="checkbox"/> Extra phone line                         | <input type="checkbox"/> VPN or other network access                     |
| <input type="checkbox"/> High-speed internet connection           | <input type="checkbox"/> Call forwarding to home office                  |
| <input type="checkbox"/> Cell phone                               | <input type="checkbox"/> Tech support                                    |
| <input type="checkbox"/> Cell phone to check out when teleworking | <input type="checkbox"/> Financial help for setup or internet connection |
| <input type="checkbox"/> Smart phone or PDA                       | <input type="checkbox"/> Special training for telework                   |
| <input type="checkbox"/> Basic office supplies                    | <input type="checkbox"/> Don't Know                                      |

**Please list any other equipment, software or support your organization provides to teleworkers**

**Is there any specific equipment, software or support that your organization doesn't provide that you think would significantly improve teleworking ... either for teleworkers or for their managers?**

Please rate each of these potential telework benefits on the 1-5 scale ... the higher the number, the more you agree that telework could provide this benefit for your organization.

	Disagree Strongly	Disagree Somewhat	Neutral	Agree Somewhat	Agree Strongly
	1	2	3	4	5
Having teleworkers helps us to be prepared for emergencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework increases employee morale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework creates a more "tech-sawy" workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework helps our organization recruit better talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework can save money for our organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework increases worker productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework can reduce employee absenteeism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework helps employees concentrate on difficult tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework allows employees to better manage their time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework helps our organization meet carbon reduction goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telework reduces employee turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Earlier this year we asked how concerned you were about eleven different issues associated with telework. Now for each issue, we'd like to find out if you are still concerned or if you have found ways to resolve the issue.

*The first concern is ...*

**The difficulty of managing people I can't see**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**Employees that don't telework may resent those that do**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**People won't be as productive when working from home**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**Teamwork will suffer when everyone isn't together all the time**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**Having people work from home can be a security risk**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**I may have to learn new technologies in order to communicate with teleworkers**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**Having teleworkers may increase my workload**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**Refusing telework to some could be bad for office morale**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**The difficulty of interacting and communicating with teleworkers**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**It could be more difficult to evaluate teleworkers**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

**Use this space to tell us how this concern can be resolved or why it is ongoing**

*The next concern is ...*

**I may have to learn a new style of management**

- Not concerned
- A concern, but can be resolved
- Continues to be a concern

Use this space to tell us how this concern can be resolved or why it is ongoing

If a manager from an organization that was just starting a telework program came to you for advice about how to manage teleworkers, what would you say? What are the most important lessons that you've learned?

Now we have some questions that pertain to the specific employees you directly manage that participated in the pilot project.

There is room in the survey for up to 6 employees. Please include all employees that participated, that you directly managed even if they didn't participate for the entire project. Do not include employees that are managed by someone else, even if that manager works for you. *(Those managers will be providing information about the employees they manage.)*

The survey will ask you for the first name of each employee, one at a time. This is done as a convenience for you *(their name will appear in the subsequent questions)*. You do not have to provide their real name if you don't want to - you could type in "Employee 1", "Employee 2", or make up a name, but you do need to enter something.

**Any reporting we do WILL NOT include employee or manager names.**

Please enter the first name of the first teleworker

What was First Teleworker's telework experience prior to participating in the pilot project?

- Was already teleworking on a regular basis
- Teleworked occasionally
- Wasn't teleworking at the time, but had previously
- Had never teleworked prior to the pilot

**Check all of the reasons below that best explain why First Teleworker was selected to participate in the project.**

- |  |  |
|--|--|
| <input type="checkbox"/> Competent                                     | <input type="checkbox"/> Responsible                         |
| <input type="checkbox"/> Trustworthy/Reliable                          | <input type="checkbox"/> Has work that suitable for telework |
| <input type="checkbox"/> Already teleworking or prior experience       | <input type="checkbox"/> Already had equipment               |
| <input type="checkbox"/> Employee wanted to participate                | <input type="checkbox"/> Has good home office setup          |
| <input type="checkbox"/> Employee's need for flexible work arrangement | <input type="checkbox"/> Employee works unusual hours        |
| <input type="checkbox"/> Independent worker                            | <input type="checkbox"/> Other <input type="text"/>          |
| <input type="checkbox"/> Manages time well                             |  |

**Approximately how frequently does First Teleworker telework?**

- |  |  |
|--|--|
| <input type="radio"/> Employee has stopped teleworking | <input type="radio"/> Two days a week          |
| <input type="radio"/> Only occasionally                | <input type="radio"/> Three days a week        |
| <input type="radio"/> One day every other week         | <input type="radio"/> Four days a week         |
| <input type="radio"/> One day a week                   | <input type="radio"/> Five or more days a week |

**Do you expect First Teleworker will continue teleworking after the pilot project, and if so, how frequently?**

- |  |
|--|
| <input type="radio"/> Employee will stop teleworking         |
| <input type="radio"/> Probably telework less frequently      |
| <input type="radio"/> Continue teleworking at same frequency |
| <input type="radio"/> May increase frequency of teleworking  |
| <input type="radio"/> Will definitely increase teleworking   |
| <input type="radio"/> Other <input type="text"/>             |

**Is First Teleworker the only employee you directly manage who participated in the pilot or are there others?**

- |   |
|---|
| <input type="radio"/> Only one            |
| <input type="radio"/> Others participated |

**Please enter the first name of the second teleworker**

**What was Second Teleworker's telework experience prior to participating in the pilot project?**

- |  |
|--|
| <input type="radio"/> Was already teleworking on a regular basis         |
| <input type="radio"/> Teleworked occasionally                            |
| <input type="radio"/> Wasn't teleworking at the time, but had previously |
| <input type="radio"/> Had never teleworked prior to the pilot            |

**Check all of the reasons below that best explain why Second Teleworker was selected to participate in the project.**

- |  |  |
|--|--|
| <input type="checkbox"/> Competent                                     | <input type="checkbox"/> Responsible                         |
| <input type="checkbox"/> Trustworthy/Reliable                          | <input type="checkbox"/> Has work that suitable for telework |
| <input type="checkbox"/> Already teleworking or prior experience       | <input type="checkbox"/> Already had equipment               |
| <input type="checkbox"/> Employee wanted to participate                | <input type="checkbox"/> Has good home office setup          |
| <input type="checkbox"/> Employee's need for flexible work arrangement | <input type="checkbox"/> Employee works unusual hours        |
| <input type="checkbox"/> Independent worker                            | <input type="checkbox"/> Other <input type="text"/>          |
| <input type="checkbox"/> Manages time well                             |  |

**Approximately how frequently does Second Teleworker telework?**

- |  |  |
|--|--|
| <input type="radio"/> Employee has stopped teleworking | <input type="radio"/> Two days a week          |
| <input type="radio"/> Only occasionally                | <input type="radio"/> Three days a week        |
| <input type="radio"/> One day every other week         | <input type="radio"/> Four days a week         |
| <input type="radio"/> One day a week                   | <input type="radio"/> Five or more days a week |

**Do you expect Second Teleworker will continue teleworking after the pilot project, and if so, how frequently?**

- |  |
|--|
| <input type="radio"/> Employee will stop teleworking         |
| <input type="radio"/> Probably telework less frequently      |
| <input type="radio"/> Continue teleworking at same frequency |
| <input type="radio"/> May increase frequency of teleworking  |
| <input type="radio"/> Will definitely increase teleworking   |
| <input type="radio"/> Other <input type="text"/>             |

**Are these the only two employees you directly manage who participated in the pilot or are there others?**

- |                                      |
|--------------------------------------|
| <input type="radio"/> That's all     |
| <input type="radio"/> There are more |

**Please enter the first name of the third teleworker**

**What was Third Teleworker's telework experience prior to participating in the pilot project?**

- |  |
|--|
| <input type="radio"/> Was already teleworking on a regular basis         |
| <input type="radio"/> Teleworked occasionally                            |
| <input type="radio"/> Wasn't teleworking at the time, but had previously |
| <input type="radio"/> Had never teleworked prior to the pilot            |

**Check all of the reasons below that best explain why Third Teleworker was selected to participate in the project.**

- |  |  |
|--|--|
| <input type="checkbox"/> Competent                                     | <input type="checkbox"/> Responsible                         |
| <input type="checkbox"/> Trustworthy/Reliable                          | <input type="checkbox"/> Has work that suitable for telework |
| <input type="checkbox"/> Already teleworking or prior experience       | <input type="checkbox"/> Already had equipment               |
| <input type="checkbox"/> Employee wanted to participate                | <input type="checkbox"/> Has good home office setup          |
| <input type="checkbox"/> Employee's need for flexible work arrangement | <input type="checkbox"/> Employee works unusual hours        |
| <input type="checkbox"/> Independent worker                            | <input type="checkbox"/> Other <input type="text"/>          |
| <input type="checkbox"/> Manages time well                             |  |

**Approximately how frequently does Third Teleworker telework?**

- |  |  |
|--|--|
| <input type="radio"/> Employee has stopped teleworking | <input type="radio"/> Two days a week          |
| <input type="radio"/> Only occasionally                | <input type="radio"/> Three days a week        |
| <input type="radio"/> One day every other week         | <input type="radio"/> Four days a week         |
| <input type="radio"/> One day a week                   | <input type="radio"/> Five or more days a week |

**Do you expect Third Teleworker will continue teleworking after the pilot project, and if so, how frequently?**

- |  |
|--|
| <input type="radio"/> Employee will stop teleworking         |
| <input type="radio"/> Probably telework less frequently      |
| <input type="radio"/> Continue teleworking at same frequency |
| <input type="radio"/> May increase frequency of teleworking  |
| <input type="radio"/> Will definitely increase teleworking   |
| <input type="radio"/> Other <input type="text"/>             |

**Are these the only three employees you directly manage who participated in the pilot or are there others?**

- |                                      |
|--------------------------------------|
| <input type="radio"/> That's all     |
| <input type="radio"/> There are more |

**Please enter the first name of the fourth teleworker**

**What was Fourth Teleworker's telework experience prior to participating in the pilot project?**

- |  |
|--|
| <input type="radio"/> Was already teleworking on a regular basis         |
| <input type="radio"/> Teleworked occasionally                            |
| <input type="radio"/> Wasn't teleworking at the time, but had previously |
| <input type="radio"/> Had never teleworked prior to the pilot            |

**Check all of the reasons below that best explain why Fourth Teleworker was selected to participate in the project.**

- |  |  |
|--|--|
| <input type="checkbox"/> Competent                                     | <input type="checkbox"/> Responsible                         |
| <input type="checkbox"/> Trustworthy/Reliable                          | <input type="checkbox"/> Has work that suitable for telework |
| <input type="checkbox"/> Already teleworking or prior experience       | <input type="checkbox"/> Already had equipment               |
| <input type="checkbox"/> Employee wanted to participate                | <input type="checkbox"/> Has good home office setup          |
| <input type="checkbox"/> Employee's need for flexible work arrangement | <input type="checkbox"/> Employee works unusual hours        |
| <input type="checkbox"/> Independent worker                            | <input type="checkbox"/> Other <input type="text"/>          |
| <input type="checkbox"/> Manages time well                             |  |

**Approximately how frequently does Fourth Teleworker telework?**

- |  |  |
|--|--|
| <input type="radio"/> Employee has stopped teleworking | <input type="radio"/> Two days a week          |
| <input type="radio"/> Only occasionally                | <input type="radio"/> Three days a week        |
| <input type="radio"/> One day every other week         | <input type="radio"/> Four days a week         |
| <input type="radio"/> One day a week                   | <input type="radio"/> Five or more days a week |

**Do you expect Fourth Teleworker will continue teleworking after the pilot project, and if so, how frequently?**

- |  |
|--|
| <input type="radio"/> Employee will stop teleworking         |
| <input type="radio"/> Probably telework less frequently      |
| <input type="radio"/> Continue teleworking at same frequency |
| <input type="radio"/> May increase frequency of teleworking  |
| <input type="radio"/> Will definitely increase teleworking   |
| <input type="radio"/> Other <input type="text"/>             |

**Are these the only four employees you directly manage who participated in the pilot or are there others?**

- |                                      |
|--------------------------------------|
| <input type="radio"/> That's all     |
| <input type="radio"/> There are more |

According to a preliminary review of the weekly telework diaries, in any given week, about 13% of the employees who are scheduled to telework that week don't because they are "required at the office".

We need to better understand the reasons for this reduction in telework.

Think back over the past weeks: Has this occurred in your office? If so, could you describe the situations and reasons why teleworkers are required at the office? Could something have been done differently so employees could have teleworked according to their schedule?

Have you looked at the Telework Toolkit found online at [www.teleworktoolkit.com](http://www.teleworktoolkit.com)?

- Yes
- No, but plan to
- No, no plans to
- No, didn't know about it

Have you looked at the section of the toolkit called "A Manual for Telework Managers"?

- Yes
- No, but plan to
- No, no plans to
- Do, didn't know about it

We'd like to hear any suggestions you have for specific tools or other material we could add to the toolkit that would be helpful for managers.

What specific training topics or training tools would help you as a manager of teleworkers?

**What specific training topics or training tools would help your employees transition to telework or be better teleworkers?**

**Has your overall opinion of telework changed during the course of this pilot project?**

- I'm more positive than before
- I'm slightly more positive now
- No change - was already positive about telework
- No change - was already negative about telework
- I'm slightly more negative or skeptical now
- I'm more negative or skeptical than before

**If your opinion has changed, what is the reason for the change?**

**What do you think will happen to telework in your organization after the pilot project is concluded?**

- Probably reduce or discontinue telework
- Probably stay about the same
- Probably expand and add more teleworkers
- Other

**Can we check back with you in the future (say in 6-12 months) to see what has happened with telework in your organization and in your department?**

- Yes
- No

Our last question is a "what if" thought exercise, so feel free to speculate, but give it serious consideration:

Usually, when an organization begins offering telework, managers select employees they think will work best; those that can work independently, are reliable, have work that can be taken home, have good technical skills, etc. In other words, the "first teleworkers" may not be typical of all employees.

Expanding telework to include many employees can present a number of challenges.

Imagine that your organization made a major commitment to expand telework. Imagine that at least 50% of all work had to be done from home (*for example, all employees working from home half of the time or half of the employees working from home all the time*). What do you think would be the main challenges or obstacles to making this policy a reality?



Thank you.  
Your response has been received.

[Click here to visit the Telework Toolkit](#)

