

THE UNITED STATES PATENT AND TRADEMARK OFFICE

2013

# TELEWORK ANNUAL REPORT



# USPTO TELEWORK AWARDS

- 2013 ENERGY AND ENVIRONMENTAL STEWARDSHIP AWARD**  
AWARDED BY THE DEPARTMENT OF COMMERCE
- 2012 SAMUEL J. HEYMAN SERVICE TO AMERICA AWARD NOMINATION**  
AWARDED BY THE PARTNERSHIP FOR PUBLIC SERVICE
- 2010 TELE-VISION AWARD FOR INNOVATIVE APPLICATION OF TECHNOLOGY TO SUPPORT TELEWORK**  
AWARDED BY THE TELEWORK EXCHANGE  
(Enterprise Remote Access (ERA) Portal)
- 2010 FEDERAL TELEWORK DRIVER AWARD**  
AWARDED BY THE TELEWORK EXCHANGE  
(Danette Campbell, Senior Telework Advisor)
- 2009 TELE-VISION AWARD FOR BEST USE OF INNOVATIVE APPLICATIONS OF TECHNOLOGY TO SUPPORT TELEWORK AWARD**  
AWARDED BY THE TELEWORK EXCHANGE  
(Office of General Law Telework Program)
- 2008 TELE-VISION AWARD FOR BEST NEW TELEWORK INITIATIVE**  
AWARDED BY THE TELEWORK EXCHANGE  
(Trademark Assistance Center)
- 2007 EXCELLENCE IN TELEWORK LEADERSHIP AWARD**  
AWARDED BY THE TELEWORK EXCHANGE
- 2007 FEDERAL TELEWORK DRIVER AWARD**  
AWARDED BY THE TELEWORK EXCHANGE  
(Deborah Cohn, Deputy Commissioner, Trademarks)
- 2007 WORK-LIFE INNOVATIVE EXCELLENCE AWARD**  
AWARDED BY THE ALLIANCE FOR WORK-LIFE PROGRESS  
(Trademark Work at Home Program)
- 2006 TELE-VISION AWARD: TELEWORK PROGRAM WITH MAXIMUM IMPACT ON GOVERNMENT**  
AWARDED BY THE TELEWORK EXCHANGE  
(Trademark Work at Home Program)
- 2004 TELEWORK IN THE FEDERAL GOVERNMENT LEADERSHIP AWARD**  
AWARDED BY THE POTOMAC FORUM
- 2003 BEST ORGANIZATION FOR TELEWORK AWARD**  
AWARDED BY THE MID-ATLANTIC TELECOMMUTING ADVISORY COUNCIL
- 2003 GOVERNMENT TELEWORK AWARD**  
AWARDED BY THE TELEWORK COALITION
- 2001 COMMUTER CONNECTIONS TELEWORK AWARD**  
AWARDED BY THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
COMMUTER CONNECTIONS

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**SPECIAL THANKS IS EXTENDED TO  
FRED STECKLER, CHIEF ADMINISTRATIVE OFFICER,  
AND PAUL EHLKE, LEAD VISUAL INFORMATION  
SPECIALIST.**





# INTRODUCTION TO USPTO TELEWORK

*Letter from USPTO Deputy Director Michelle K. Lee*

*Interview with Chief Administrative Officer Fred Steckler*

*Interview with Chief Financial Officer Tony Scardino*



1752

*Benjamin Franklin's kite experiment took place*

1770

*Boston Massacre*

1773

*Boston Tea Party*

1776

*Second Continental Congress declares independence from the British Empire*

1781

*The Articles of Confederation were ratified*

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## INTRODUCTION TO USPTO TELEWORK

To address the challenges associated with increased filings of patent applications in complex technologies, the USPTO must hire, train, and retain highly skilled employees. In Fiscal Year (FY) 2013 more than 700 new employees (mostly patent examiners) were hired and there are plans to hire more examiners in the next three years in order to address the increased application filing rates and backlogs.



Telework at the USPTO supports mission achievement and goal fulfillment via a distributed workforce. At the end of FY 2013, more than 8,300 employees agency-wide were working from home at least 1 day per week; of these, more than 4,600 employees worked from home between four and five days per week. This represents a 15 percent increase in teleworking employees, agency-wide, over the previous fiscal year.

In FY 2013, the agency continued to be a model for telework in the Federal Government and implemented the SPE/MQAS Full-Time Telework Program (Supervisory Patent Examiner and Management Quality Assurance Specialist), expanded the Telework Enhancement Act Pilot Program (TEAPP), and implemented or expanded smaller-scope programs throughout the USPTO.

Because the USPTO is at the vanguard of Federal telework, the agency is frequently called upon to provide assistance to federal agencies interested in starting or expanding their telework programs. In FY 2013, the USPTO met with over 22 Federal agencies to provide such assistance.

We thank you for your time reviewing the USPTO's 2013 Telework Annual Report and hope you find it informative.

Currently standing in the office suite of the Under Secretary of Commerce for Intellectual Property and Director of the USPTO, this clock (shown at left) has many theories surrounding its origins. While a plaque hidden inside the clock declares that it was built in 1711, the face proudly proclaims its birthplace as Washington, D.C., which was not founded until 1790. The clock was made by a member of the Letmate family, who had a clockmaking business in D.C. in the mid- to late-1800s, so it is more likely to be from that time period. USPTO legend claims that the clock belonged to Robert E. Lee and was seized by the government after Lee lost the Civil War, as part of his property at what is now Arlington National Cemetery.

1783

*The Treaty of Paris ended the American Revolutionary War*

1790

*President George Washington signs the bill which laid the foundations of the modern American patent system*



1790

*First U.S. patent was issued to Samuel Hopkins for an improvement "in the making of potash and pearl ash by a new apparatus and process". This patent was signed by then president George Washington*



*Letter from the Deputy Under Secretary of  
Commerce for Intellectual Property and Dep-  
uty Director of the USPTO*

In 2013, the USPTO had the honor of being elevated to the number one place among more than 300 subcomponents in the 2013 Best Places to Work in the Federal Government® rankings by the Partnership for Public Service. One large component of this success is the agency’s telework program of which I am enormously proud. This business strategy and workplace flexibility has helped contribute to reduced examiner turnover, increased examiner productivity, and enabled the agency to avoid millions in real estate costs each year.

In 2013, the USPTO had more than 8,300 employees participating in some type of telework arrangement. The expansion of our telework programs has increased job satisfaction, enhanced workplace flexibilities, and enabled the agency to retain some of the best and brightest employees in the federal government.

This report summarizes the results of our 2013 Telework Program efforts, shares its successes since inception in 1997, provides updates on the Telework Enhancement Act Pilot Program (TEAPP) initiative, and highlights our telework expansion and accomplishments in each of our major business areas, including both the Patents and Trademarks very successful hoteling programs.

As always, we welcome your comments and suggestions.

Sincerely,

*Michelle K. Lee*

Michelle K. Lee

Deputy Under Secretary of Commerce for Intellectual Property and  
Deputy Director of the United States Patent and Trademark Office



1790

*Federal Government  
moves from New York  
City to Philadelphia*

1793

*Eli Whitney invents  
the cotton gin*

1800

*Federal Government  
moves from Philadelphia  
to Washington, D.C.*

1800

*The Library of Congress  
was founded*

1802

*The Patent Office was  
founded within the  
Department of State*

## INTERVIEW WITH THE CHIEF ADMINISTRATIVE OFFICER OF THE USPTO

**Q** The USPTO Telework Program falls under your purview, as does the Office of Human Resources where staffing and recruitment of highly skilled employees is tantamount to the success of the USPTO. What impact do you think telework has had on recruitment and retention at the agency?

**A** In December 2012, as part of the first annual Telework Enhancement Act Pilot Program (TEAPP) Evaluation, employees from across the USPTO workforce, both teleworkers and non-teleworkers, were surveyed and 83 percent indicated that the option to participate in this full-time telework program would affect their decision to accept or not accept a position in future career choices. Additionally, 93 percent of TEAPP survey respondents felt that the TEAPP has a positive impact on employee satisfaction and 66 percent of respondents indicated that the TEAPP option has encouraged them or someone they know to stay at the USPTO longer than originally planned.



*Fred Steckler*

**Q** Do you believe the USPTO Telework Program has influenced the agency's status as one of the best places to work in the federal government? How so?

**A** This year the USPTO had the honor to be named one of the U.S. Federal Government's Best Places to Work by the non-profit Partnership for Public Service (PPS). The PPS ranked the USPTO #5, out of 292 federal agency subcomponents, based on a survey of more than 700,000 civil servants.

In addition to our on-site child care facility, an Employee Assistance Program, LifeCare, a fitness center, health units, and a transportation subsidy, I believe that agency telework programs had a significant impact on our recent ranking. Since the first USPTO Trademark telework program began in 1997, the organization has seen increased job satisfaction that has steadily grown in direct correlation to its expanding telework programs. Employees, particularly those residing in an area recently ranked as worst in the nation for traffic (Washington, D.C.) can

1802

*Dr. William Thornton, designer of the U.S. Capitol, served as the first "chief" of the Patent Office*

1810

*The Patent Office moves into Blodgett's Hotel*



1812

*The Patent Office was the only government building spared in the War of 1812 Burning of Washington*



spend enormous amounts of time commuting. Work-life balance when commute time is eliminated entirely as with USPTO hoteling programs, or significantly reduced as with our 1-3 days per week telework programs, is attainable in a situation where it otherwise may be very difficult.

**Q From your perspective as the Chief Administrative Officer, what part does USPTO telework play in future planning for the agency?**

**A** Telework plays a significant role as the agency looks to the future. Employee recruitment, retention, IT infrastructure and continuity of operations planning are all greatly affected by the fact that the agency has a substantial telework and hoteling base.

From a continuity of operations perspective, federal agencies have historically had to place all but emergency employees on administrative leave an average of two days a year due to snow and other emergencies. With the changes to Office of Personnel Management regulations regarding leave and unscheduled telework, more eligible employees are able to continue to work and the cost savings for these two days can be calculated. As long as the agency's IT network remains intact and accessible during the weather or other emergency event, the telework programs would allow for some, perhaps most, of daily business operations to continue.

For example, during the October 2012 Hurricane Sandy, while the federal government was closed to the public, the USPTO was still able to maintain a rate of 70 percent productivity, thanks to its telework program. One of the USPTO's primary business units, the Trademark Assistance Call Center, continued to answer questions about the trademark process and was fully operational during the two days of the storm with 100 percent participation from the work-at-home employees. Similarly, Patent examiners maintained an 82.7 percent production rate and Trademark examining attorneys maintained a 93 percent production rate during the March 6, 2013 snowstorm that shutdown Washington D.C. metropolitan agencies. Without telework and hoteling, the agency would have been much less productive during this time.



1825

*The Patent Office purchases its own pony to ride to the State Department to receive the signatures of the Secretary of State, the Attorney General and the President of the United States on issuing patents*

1825

*The Erie Canal is opened for traffic from Albany to Buffalo*

1828

*The Baltimore & Ohio Railroad, the first passenger & freight carrier, breaks ground*

## INTERVIEW WITH THE OFFICE OF THE CHIEF FINANCIAL OFFICER OF THE USPTO

**Q From the CFO perspective, what do you think is the most valuable return from the USPTO telework program, and why?**

**A** Employee retention. As a service organization with employees whose skills are transferrable to any federal agency, I am always conscious of employee retention. I believe the OCFO has a relatively low attrition rate. Over 98 percent of employees are happy with the OCFO telework program and statistics show that almost 90 percent of employees are happy with the OCFO organization as a whole. We have used telework as a part of our business strategy. The OCFO Telework Program has been embraced by all employees and it is seamless to the OCFO services and operations provided to our business partners.

The work-life balance afforded through telework empowers employees to manage successful careers and personal lives, together. We have learned that telework helps to sustain employee engagement. Engaged employees are the mainstay for a successful OCFO. During FY 2013, I held forums with our business partners. The purpose was to listen and learn about where we might want to improve or streamline operations and to take a pulse on service delivery. One thing stood out in all four forums – without fail our business partners praised our employees – “always helpful”, “has personal commitment”, and “always gets the job done despite hurdles”. I believe that the primary driver for this is the engagement of our employees, which is buoyed by the success of telework.

**Q What challenges has the OCFO telework program experienced?**

**A** We’ve had a couple of challenges that we overcame or are in the process of perfecting. The first challenge was with scheduling. We have a number of processes and services in the OCFO that are not completely automated and/or require paper signatures. Therefore, we require a certain number of employees in certain processes to be on-site providing support for our business partners. In addition, a number of our activities are very collaborative and problem-solving (think white-boarding and flip-charting). Defining position eligibility, number of telework days, and scheduling while considering all of USPTO’s work schedule flexibilities was a challenge. Our managers have collaborated with our employees and have primarily tackled that obstacle. We occasionally have pockets of service delivery issues that surface, but given the foundation we’ve set, we’re managing very well.

1836

*U.S. Patent Office fire,  
all 10,000 patents and  
several thousand related  
patent models were  
destroyed*

1836

*Patent Act of 1836 requires that patent applications  
be examined before being granted and that both the  
Patent Office and the applicant maintain a copy of the  
granted application*

1836

*The Patent Office became a separate organization  
within the Department of State with Henry Leavitt  
Ellsworth as the first Commissioner*

Another challenge has been learning new ways to collaborate in the virtual environment. We have some areas within OCFO that use the collaboration tools more heavily than others. I would say that this is an area that we are continuing to perfect.

**Q What future investments do you see USPTO making in order to continue to expand the USPTO telework program?**

**A** As we improve our information technology systems, we are always looking for ways to incorporate electronic document management and electronic signatures. These features might afford us the ability to expand telework. We are also looking to expand the use of collaboration tools. First, we need to ensure that all of our employees can use the basic collaboration tools already heavily used in some areas of OCFO. Next, we would like to explore ways to expand usage of some of the more sophisticated tools used heavily in other USPTO organizations. Just like all operations within the OCFO, we continuously look for areas to improve the telework experience for our employees and business partners.



*Tony Scardino*

1837

*Samuel F.B. Morse invents the telegraph*

1839

*Daguerre invents the first form of photography*

1840

*The Patent Office moves into a building still being constructed at 8<sup>th</sup> & F street, currently the National Portrait Gallery*



1845

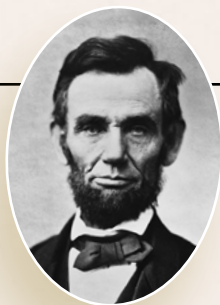
*U.S. annexes Texas establishing its 28<sup>th</sup> state causing the Mexican-American War*

1858

*The first transatlantic cable (telegraph) was laid*

1860

*Abraham Lincoln is elected president*



1860

*The Pony Express was founded*

1861

*The Confederate States of America is established and after two months the Civil War begins*



*Fiscal Year 2013*

# BUSINESS UNIT HIGHLIGHTS

*Trademark Work at Home*

*Patents Telework Programs*

**Office of:**

*Chief Financial Officer*

*Chief Information Officer*

*Administrative Services*

*Human Resources*

*General Counsel*

*Policy and International Affairs*

*Under Secretary and Director:*

*Patent Trial and  
Appeal Board*

*Trademark Trial and  
Appeal Board*



**1864**

*The Patent Office was completed making it the nation's largest office building occupying two full blocks.*



**1865**

*Robert E. Lee surrenders to Ulysses S. Grant at Appomattox Courthouse, Virginia*

**1867**

*U.S. acquires Alaska from Russia*

**1867**

*Alfred Nobel patents dynamite*

## FISCAL YEAR 2013 BUSINESS UNIT HIGHLIGHTS

In FY 2013, the USPTO continued to demonstrate that with the appropriate telework eligibility selection, collaboration tools, non-IT/IT training, and clearly defined performance measures, telework is successful for all business units. This has been validated through the agency's new and continued telework programs and pilots, which now include more than 8,500 teleworkers agency-wide. Following the philosophy that the USPTO telework initiative is not "one-size-fits-all," each telework program is developed to meet the needs of a specific business unit or audience within a business unit. Below are business unit telework highlights for FY 2013 and photographs of the business unit's telework working group members.



*Meryl Hershkowitz*  
Trademarks

### TRADEMARK WORK AT HOME

After 16 years of telework opportunities in Trademarks, there can be no doubt that telework is part of the Trademark work culture. At the end of FY 2013, 91 percent of Trademark employees in all work units had the opportunity to telework one or more days per week, and 85 percent of Trademark employees participated in telework. Ninety-five percent of eligible Trademark examining attorneys teleworked full time, most choosing to change their official duty stations to their residence address. These employees only report to headquarters on an as needed basis.

By the end of FY 2013, 19 percent of Trademark examining attorneys were participants in the Telework Enhancement Act Pilot Program (TEAPP) in 28 different states: Alabama, California, Colorado, Connecticut, Delaware, Florida, Georgia, Illinois, Kansas, Louisiana, Massachusetts, Maryland, Minnesota, Michigan, Missouri, North Carolina, New Hampshire, New Jersey, New York, Ohio, Oklahoma, Pennsylvania, South Carolina, Texas, Utah, Virginia, Washington, and Wisconsin. In addition, two senior staff attorneys from the Trademark Office of Training and Quality Review and one attorney from our Outreach office were TEAPP participants residing in Illinois and California.

*"Telework enables me to be a productive employee while fulfilling my responsibilities as a parent."*

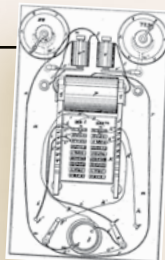
**CHRISTOPHER  
BUONGIORNO**  
TRADEMARK EXAMINING  
ATTORNEY



Of note in FY 2013, a new omnibus agreement was signed consolidating Trademark telework agreements and guidelines for all Trademark examining attorneys. This agreement expanded a pilot program for examining attorneys wishing to telework 32 hours per bi-week and expand-

1868

*Thomas Edison executes a patent application for an electric vote recorder which became his first patent*



1869

*Central Pacific and Union Pacific railroads are joined at Promontory, Utah creating the first transcontinental railroad*



1873

*Barbed wire was invented*



Mary Sparrow  
Trademarks

ed telework slots for part-time employees. Clarifications in the agreement improved Trademarks ability to communicate with remote employees using video conferencing and other collaboration tools.

With so many Trademark employees teleworking and living throughout the United States, Trademarks continued to emphasize and encourage communication and employee engagement. Trademarks publishes a quarterly electronic employee magazine called TMPeople, and the Commissioner sends out monthly newsletters entitled Madison Messages. The Trademark intranet provides contact information for each work unit and provides searchable tools for legal research and employee procedures. In FY 2013, Trademarks conducted several employee focus groups to collect employee feedback on both work life and next generation IT application user interfaces. In addition, a collaborative Web site that allows Trademark employees to comment on policy changes prior to implementation is in place. Trademarks conducts most training sessions and employee All-Hands meetings using webcasting technology. An employee-centric initiative, @Friends, is a voluntary program for employees to meet, collaborate and socialize throughout the continental United States. Connection coordinators, who are employee volunteers, set up and invite others in their area to a lunch or other occasion. In FY 2013, 20 events were held each with at least two participants; 72 employees attended these events with an average attendance of four per event (range two - ten) in various locations in California, Florida, Georgia, Maryland, South Carolina, Texas, and Virginia. Trademark Work at Home had an innovative and well attended booth at the USPTO Green Fair.

Trademarks also recognizes the very significant role that the OCIO organization plays in a successful telework program. This year Trademarks continued to meet regularly with the Service Desk Branch and the Advanced Problem Resolution team. We also continued increased special Saturday support for Trademark teleworkers.

Trademarks provided information on teleworking to foreign governments (Taiwan and Mexico) and other federal agencies. Trademarks participated as a workshop leader for the Mobile Work Exchange Spring 2012 Town Hall Meeting on the topic of “Telework and Labor/Management Cooperation.”



Melissa McGrath  
Trademarks

1874

Edison invents the quadruplex telegraph

1875

Edison invents an “autographic press” kit to be used in making copies of documents

1876

Alexander Graham Bell invents the telephone



1877

President Rutherford B. Hayes has the first telephone line installed in the White House

## PATENTS TELEWORK PROGRAMS

In FY 2013, the Patents Hoteling Program (PHP) continued to include Patent examiners at the GS-12 level and higher. This telework program provides participants with the option to perform officially assigned duties at home during paid working hours. Major elements include providing Patent examiners a full complement of USPTO-supplied enterprise remote access (ERA) equipment with remote on-line access to all relevant USPTO patent business systems, job performance tools, patent information, and patent application documentation, as well as incorporating the use of collaborative communication technologies. The PHP also includes a component whereby participants can remotely reserve workspace in temporary offices located throughout the USPTO's Alexandria, Virginia, campus. The PHP allows the agency to retain experienced senior examiners, eliminate unnecessary commuting time, and attract potential candidates who currently reside outside of the Washington, D.C., metropolitan region. This telework program will enable the USPTO to continue to recruit from a highly qualified hiring pool and retain existing valuable employees.



*Scott Martin  
Patents*

The PHP 50-mile hoteling program option continued to be successful in FY 2013, providing local PHP participants the option to request a change to their official duty station to their home address if they live within 50 miles of the USPTO Alexandria, Virginia, campus. A participant in the 50-mile hoteling program eliminates the requirement to report to headquarters twice per bi-week. In 2013, the 50-mile hoteling program option was chosen by over 54 percent of the current hoteling Patent examiners. To date, more than 3,600 Patent examiners have relinquished their office space to participate in PHP, and plans for expansion in FY 2014 continue.

In FY 2013, 1,206 Patent examiners and 11 National Treasury Employees Union (NTEU) 243 members participated in the TEAPP. This program allows employees teleworking fulltime to decide, for their own convenience, to live greater than 50 miles from the USPTO located in Alexandria, Virginia, to change their duty station to an alternate worksite in the city in which they live. The employee must travel to the USPTO when directed by the office.



*Tung Nguyen  
Patents*

In FY 2013, the NTEU hoteling program (PHP-N) experienced continued success. Participants in this program give up their office and use a defined set of temporary generic offices/cubicles when on the Alexandria, Virginia, campus and in the USPTO offices at Randolph Square in Arlington, Virginia. This option was chosen by 54 percent of the current technical support staff. To date, 332 NTEU 243 employees participate in PHP-N.

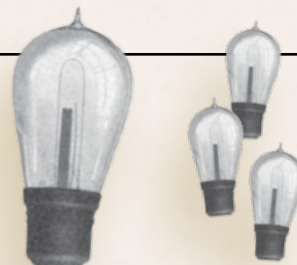


1877

*Second Patent Office fire, no patents were lost but about 136,000 patent models were lost or damaged*

1879

*Edison invents the light bulb*



1880

*The commercial production of electric lamps begins at the Edison Lamp Works*



*The Patent Trial and Appeal Board Telework Program and flexible schedule have reduced my stress and improved my productivity. The lack of a commute and flexibility of schedule have helped me personally by improving my family life and allowing me to maintain a healthier life style. Professionally, the ability to work from home has made it easier to coordinate schedules with fellow judges and attorneys, increasing the efficiency of the Patent Trial and Appeal Board and fostering an environment of collegiality.*

**ROBERT NAPPI**  
PTAB JUDGE IN  
ALEXANDRIA OFFICE



The Patents Telework Program for NTEU 243 (PTP-N) continues to be successful in FY 2013. This program provides an opportunity to telework from one to four days a week. In FY 2013, the PTP-N program had 152 participants.

The Patents Management Telework Program (PMTP) is for managers and non-bargaining unit employees. Participants telework up to 32 hours bi-weekly. In FY 2013, 639 non-bargaining unit employees and managers participated in the PMTP.

In FY 2013, The Patent Telework Program 2013 (PTP) began, permitting patent examiners, patent reexamination specialists, and bargaining unit employees in the Office of

PCT Legal Administration and the Office of Petitions to work at home. PTP 10 is a 10 hour option (one day per pay period, up to 10 hours) for GS-9 or 11. PTP-20 is a 20 hour option (one day per week, up to 10 hours per day) for GS-12 or higher. PTP-32 is a 32 hour per pay period option for GS-12 or higher and includes telework equipment. In FY 2013 there were 628 PTP-10 participants, 597 PTP-20 participants, and 897 PTP-32 participants.

In FY 2013, the Supervisory Patent Examiner/Management Quality Assurance Specialist (SPE/MQAS) Full-Time Telework Program began, permitting eligible SPEs and MQAS to work full time at home. In FY 2013, there were 112 participants in this program.

## OFFICE OF THE CHIEF FINANCIAL OFFICER (OCFO)

The Office of the Chief Financial Officer, which includes the Office of Finance, the Office of Procurement, the Office of Financial Management Systems, and the Office of Planning and Budget have determined that 100 percent of all position activities in OCFO are eligible to telework in some capacity. Depending on the position, activities the employee may be eligible to telework episodically, one day, two days, or three days a week. Currently the OCFO has 90 percent of OCFO employees participating in the OCFO telework program.



Jackie Maxfield-Davis  
OCFO

1881

Clara Barton creates the American Red Cross

1882

U.S. adopts standard time



1883

The Brooklyn Bridge opened

1886

Statue of Liberty is dedicated



Every aspect of the OCFO Telework Program has been designed to achieve organizational goals, ensure that customer needs are addressed, and make collaboration a priority. In addition, the program has shown employees a new way of effectively and efficiently conducting business from remote locations. The OCFO Telework Program has had a significant impact on the OCFO's ability to continue its standard of excellence even when inclement weather might impair commuting to the Alexandria, Virginia, campus.

Since the incorporation of the Universal Laptop, the OCFO has updated its telework handbook to reflect the new processes and procedures. Also, the OCFO continually revisits its position eligibility to determine if position work activities may have changed, thereby allowing an increase in the number of days of telework eligibility for OCFO employees.



Teddy Tadesse  
OCIO

## OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO)

In FY2013, telework participation in the Office of the Chief information Officer increased by 8 percent over the previous year. As of September 30, 2013, there were 359 trained teleworkers in OCIO working at an alternate worksite one or two days per week or on a situational basis. Employees in OCIO must meet minimum time-in-position requirements and complete 4 hours mandatory training before they can telework.

Employees participating in telework enjoy the flexibility of work-life balance, and are able to contribute to agency objectives for business continuity during emergency or contingency operations. In addition to managing a productive telework program for its own employees, OCIO helps ensure telework success for employees across the agency by providing essential equipment and infrastructure support.

## OFFICE OF ADMINISTRATIVE SERVICES (OAS)

The Office of Administrative Services continued to utilize telework to sustain and enhance operations, and as a tool to offer flexibility to employees.

OAS again incorporated telework into its Continuity of Operations Plan (COOP) exercise. For the COOP exercise in the spring, OAS encouraged all business unit COOP managers to telework. This helped validate the importance of telework as an effective means of operation in an uncertain situation.



Lisle Hannah  
OAS



1888

Eastman's Kodak camera begins amateur photography

1890

The Census Bureau announces that the West has been settled and the frontier is closed

1892

General Electric was founded

1896

Edison introduces the Edison Home Phonograph

## OFFICE OF HUMAN RESOURCES (OHR)

Telework participation in the Office of Human Resources includes an eligibility of 100 percent for OHR positions in FY 2013. Participants in the OHR telework program are eligible to telework up to two days per week.

Participants and their supervisors continue to note increased productivity and enhanced work-life balance as a result of teleworking. The OHR encourages telework for most employees within the business unit, and at the end of



Adrianna Benedetti  
OHR

FY 2013, 23 OHR staff now telework two days per week, 48 at least one day per week and 21 telework on a situational basis. This benefit allows OHR to recruit and retain staff who normally may be seeking other employment, as the flexibility is highly valued by the staff. OHR teleworkers are able to select, in tandem with their supervisor, a telework routine that will provide the flexibility they need without negatively impacting their co-workers or the OHR business process.

Within 90 days of their hire to OHR, staff is generally offered the opportunity to telework intermittently or up to two days a week, depending on duties and OHR's customer needs.

*Initially, I was ambivalent about teleworking. However, after teleworking full-time for a few months, I became a big believer. Teleworking improved my productivity and work quality, added hours to each day, and eliminated the stress of commuting. As a result, I enjoy my job more than ever. The judges that I supervise have experienced similar gains in productivity, reductions in stress, and enhancement of their work-life balance. It's a great program.*

**JIM CALVE**

LEAD PTAB JUDGE IN MENLO  
PARK SATELLITE OFFICE



Sherryl Trammel  
OGC

## OFFICE OF THE GENERAL COUNSEL (OGC)

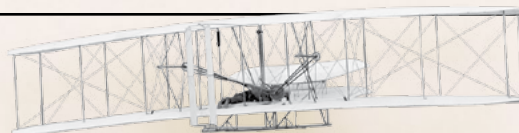
In FY 2013, the Office of the General Counsel had approximately 90 percent of eligible positions in a telework status, an increase of about 12 percent from FY 2012. The OGC continued to offer telework schedules to the majority of its employees. The ability for OGC attorneys and staff to telework allows our employees to maintain continuity during inclement weather, while also supporting work-life balance, and increasing employee morale. As the Office of the General Counsel grows, our reliance on telework schedules will increase.

1897

The Boston subway was completed

1902

Edison conducts the first successful road tests of electric vehicles equipped with Edison storage batteries



1903

Wright brothers make the first controlled, sustained flight in heavier than air aircraft at Kitty Hawk, North Carolina





*Kendra Mashack*  
OPIA

## OFFICE OF POLICY AND INTERNATIONAL AFFAIRS (OPIA)

OPIA continues to lead the way in developing and strengthening domestic and international intellectual property (IP) protection through its support of the USPTO, other U.S. federal agencies, and international IP offices.

OPIA telework metrics have increased incrementally since the program began in 2007. This is due to the flexibility telework provides to employees, enabling enhanced work-life balance and employee satisfaction.

## OFFICE OF THE UNDER SECRETARY AND DIRECTOR PATENT TRIAL AND APPEAL BOARD (PTAB)

Patent Trial and Appeal Board is an active participant in providing teleworking options and alternatives for its employees. The Board continued to expand during FY 2013, hiring more than 30 new Judges, who are assigned to USPTO's Alexandria office as well as the USPTO's satellite offices in Menlo Park, California; Lakewood, Colorado; Detroit, Michigan; and Dallas, Texas.

*The Patent Trial and Appeal Board Telework Program has allowed me to be more productive with my time. Every week, I save hours of time that previously were spent on commuting to the office. In addition, the flexible schedule has made it much easier to handle my family responsibilities.*

**STACEY WHITE**  
PTAB JUDGE IN DALLAS  
SATELLITE OFFICE



All new Judges are in telework-eligible positions and will be approved for telework on a case-by-case basis as their familiarity with Board processes and procedures increases.

PTAB ended the fiscal year with 98 percent of positions at the Board being eligible for telework under its current telework program for non-bargaining employees and hoteling program for NTEU 243 with the 50-mile radius option for change of duty station.



*Stephanie Murray*  
PTAB

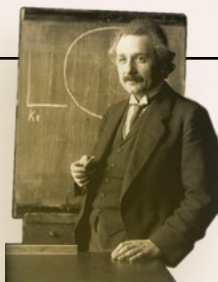
PTAB teleworkers are able to design their individual telework routines, thus providing them needed flexibility without negatively impacting their coworkers or the Board's business processes. PTAB will continue to ensure all PTAB employees receive adequate training on the suite of telework tools prior to being deployed to work remotely.

1904

*In St. Louis, Missouri, the ice cream cone is invented during the Louisiana Purchase Exposition*

1905

*Einstein announces theory of relativity*



1906

*Edison receives a gold medal from the Royal Academy of Sciences in Sweden for his inventions in connection with the phonograph and incandescent light*

## TRADEMARK TRIAL AND APPEAL BOARD (TTAB)



Kim Goodwin  
TTAB

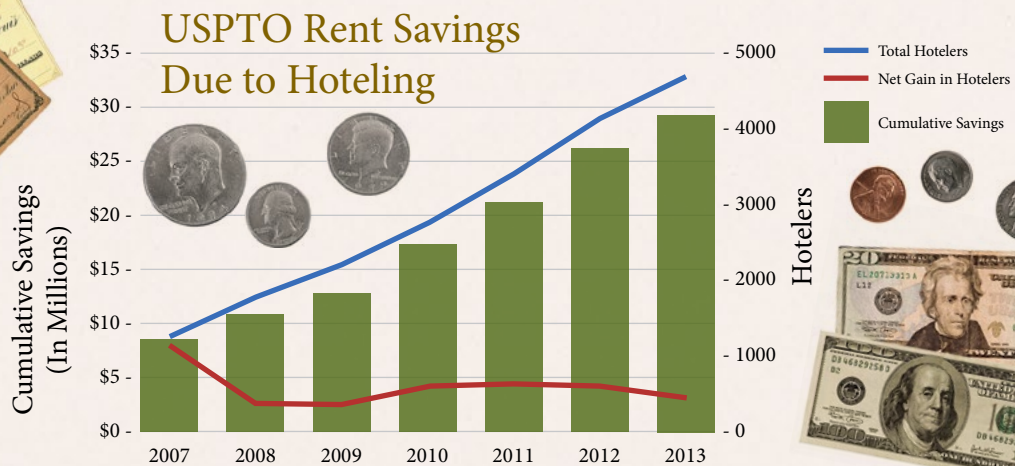
The Trademark Trial and Appeal Board ended FY 2013 with 85 percent of eligible positions teleworking. In the future, new judges and attorneys will end their in-office training requirement period and will be able to participate in TTAB's various telework options.

During FY 2013, TTAB was able to re-allocate office space and stay within its current footprint by offering more full-time telework arrangements for judges and attorneys, (e.g., 50-Mile Radius Option and the Telework Enhancement Act Pilot Program). Additionally, TTAB set up four new dual hoteling offices to allow for greater flexibility of

its hoteling population. In FY 2014, TTAB will endeavor to establish a permanent telework program for its NTEU 243 members and continue to explore telework and other flexible work options for its other non-bargaining members. These proactive actions are intended to increase productivity, encourage retirement-eligible employees to continue working, and enhance flexibility and work-life balance for employees.

*One of the biggest benefits in teleworking is it allows me to cut down on the time I spend dealing with traffic five days a week. I no longer stress about it...*

**CHRISTINE TAYLOR**  
TRADEMARK SPECIALIST



**1908**  
Chicago Cubs win the World Series

**1908**  
The Ford Model T appears on the market



**1911**  
Approximately one million patents have been granted

1913

*The Patent Office is transferred from the Interior Department into the Department of Commerce*

1913

*Ford develops the first moving assembly line*

1914

*U.S. enters World War I*



1914

*The Panama Canal opens for traffic*



# DISTRIBUTED WORKFORCE

*Telework Enhancement Act Pilot Program (TEAPP)*

*The Detroit Satellite Office*



1915

*First long distance telephone service between New York and San Francisco is demonstrated*



1918

*Shapley determines sun is part of the Milky Way galaxy*

1920

*The first radio broadcasts were made in Pittsburgh and Detroit.*



1924

Schrodinger proposes wave mechanics



1926

The broadcast network NBC was founded

1927

The radio network Columbia Broadcasting System (later CBS) was founded

1927

Charles Lindbergh makes the first solo nonstop transatlantic flight in his plane The Spirit of St Louis



## TELEWORK ENHANCEMENT ACT PILOT PROGRAM

As part of the Telework Enhancement Act of 2010, the USPTO was granted legislative authority to conduct a first-of-its-kind in the federal government, Telework Travel Expenses Test Program. This program, termed internally by the USPTO as the Telework Enhancement Act Pilot Program (TEAPP), allows employees to waive their right to travel expenses for up to six annual mandatory trips back to the USPTO headquarters in Alexandria, Virginia. Hoteling (or full-time teleworking) employees may now elect, voluntarily and for their own convenience, to live greater than 50 miles from the USPTO campus, by becoming a TEAPP participant and thereby effectively changing their duty station.

At the end of its first year of operation, TEAPP had 740 pilot participants in 39 states. At the end of the 4th quarter 2013 there were 1,324 pilot participants in 44 states.

In June 2013, the TEAPP Oversight Committee announced that the TEAPP Standard Operating Procedures were being modified in order to expand participation in the pilot program. The modification increased the number of TEAPP slots available and was effective immediately. As a result, 25 percent of employees eligible to hotel (full-time telework) from each bargaining unit were eligible to join the pilot program.

On a quarterly basis, 25 percent of any additional employees eligible to hotel (full-time telework) from each bargaining unit are now allotted for TEAPP expansion. As a result of this expansion, the number of slots are updated during the first bi-week following the end of each quarter. Slots not filled will be carried over.

The TEAPP benefits the agency, participating employees, and agency stakeholders while enabling increased production, revenue gain due to reduced attrition/recruiting cost-avoidance, enhanced continuity of operations planning, real-estate and transit subsidy cost-avoidance. In December, all USPTO employees in business units with TEAPP participants, received a survey designed to collect perceptions from participants, supervisors of participants, and peers of participants.

## DETROIT SATELLITE OFFICE

The USPTO reached a milestone anniversary on July 13, 2013, marking one full year of operation of the Elijah J. McCoy Satellite Office in Detroit, Michigan. As the agency's very first satellite office, it represents a historic achievement for the USPTO.

The Detroit satellite office has expanded the agency's capacity and productivity. And through increased outreach efforts with entrepreneurs and innovators throughout the Midwest, the USPTO

1927

*Farnsworth demonstrates working model of a television*



1929

*Wall Street Crash of 1929 leads America into the Great Depression*

1930

*Plant Patent Act established, which allows asexual, manmade plants to receive patents*



is creating a stronger and more efficient patent system locally—one that's attuned to the needs of the area's unique ecosystem of creativity and enterprise.

The Detroit office also has expanded the Patent Trial and Appeal Board through the hiring of 10 new judges from the region, with plans to add more. This increase in staff will help the agency reduce its inventory of appeal cases and American Invents Act (AIA) trials, which in turn will help drive down cost-prohibitive court appearances and resolve disputes earlier and more efficiently. It also allows practitioners to more readily access and navigate the patent appeals process.

The presence of the office in this important American hub of innovation and growth has increased our agency's ability to support innovators, and provides the Midwest intellectual property community direct and central access to resources that enable inventors to better understand, obtain, maintain, and commercialize their IP rights.

The office offers workshops and seminars that provide local businesses and inventors with tools to develop, license, and distribute technologies and services. We've participated in 30 different outreach events in the area and have held several "Saturday Seminars" for local inventors and entrepreneurs to visit the office and learn more about patents and trademarks. In the coming year, we hope to see even more inventors and stakeholders come through our doors.

One year ago, an esteemed group of Michigan's leaders joined USPTO to officially open this office, including Detroit Mayor Dave Bing, U.S. Senators Carl Levin and Debbie Stabenow, U.S. Representatives John Dingell, John Conyers, Jr., and Gary Peters, and former U.S. Representative Hansen Clarke.

*I recently started participating in the Patent Trial and Appeal Board's Telework Program. In several ways, the program enhances my ability to be productive at work, and at the same time, meet family responsibilities at home. On telework days, I save significant time and money by avoiding the daily commute and associated expenses, stress, and lost time. Also, the flexible work hours of the telework program allow me to work when I am most productive — working early, late, or split-days. Overall, the Patent Trial and Appeal Board's Telework Program is a valuable benefit that improves work-life balance while increasing productivity at work.*

**JEREMY CURCURI**  
PTAB JUDGE IN DETROIT  
SATELLITE OFFICE



1932

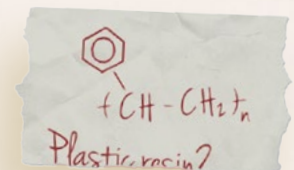
*The Patent Office and the Department of Commerce move to the Commerce Building on Constitution Avenue*

1937

*The Golden Gate Bridge opens in San Francisco*

1937

*Dow Chemical develops plastics*





*Fiscal Year 2013*

# ACCOMPLISHMENTS

*Telework Presentations*

*Media Coverage and Interviews*

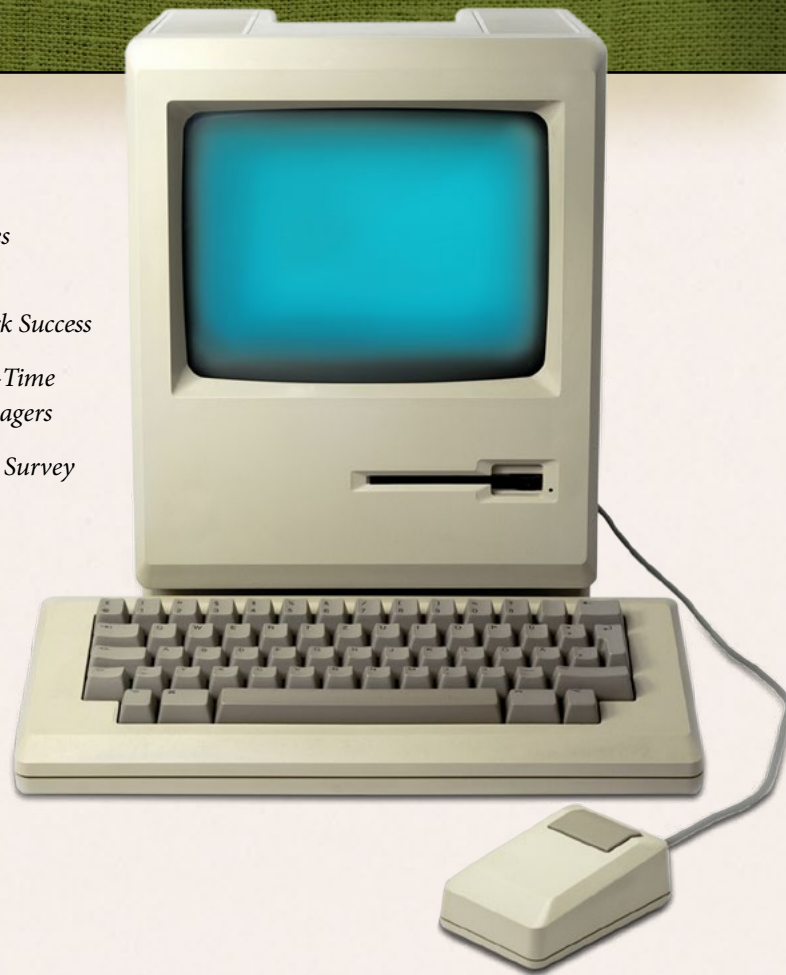
*Assistance to Government Agencies and Institutions*

*USPTO Paves the Way for Telework Success*

*USPTO Launches Landmark Full-Time Telework Program for Patent Managers*

*2013 Federal Employee Viewpoint Survey*

*100 Percent Participation through Emergencies*



1941

1941

1945

1948

*Chemical element plutonium discovered by American nuclear chemist Glenn T. Seaborg with fellow U.C. Berkley researchers*

*United States enters World War II*



*United Nations formed*

*Bell Labs invent transistor*

# FY 2013 ACCOMPLISHMENTS

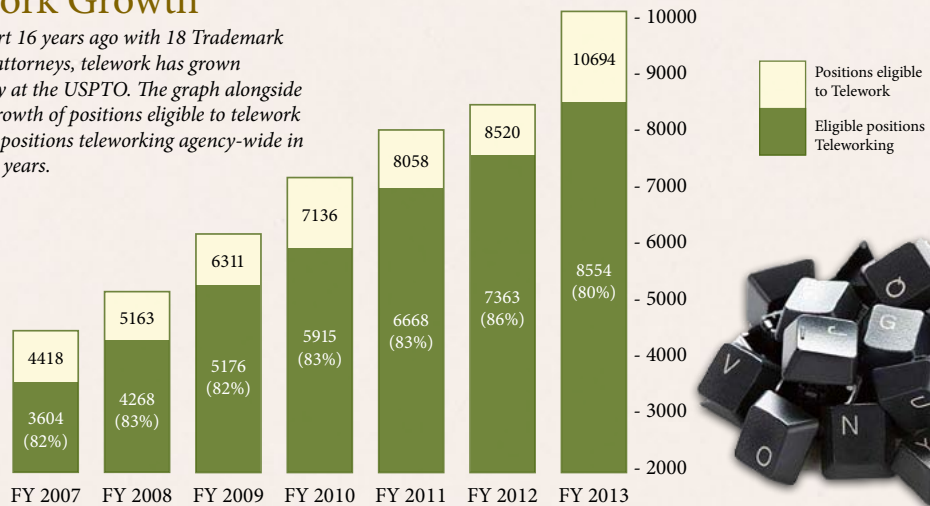
The following provides highlights of FY 2013 activities and accomplishments:

- The number of eligible positions teleworking increased by 1,191 positions agency-wide (from 7363 in FY 2012, to 8554 in FY 2013)
- Provided expert consultation to 22 government agencies and institutions and conducted at least 16 external telework presentations; the USPTO continued to serve as a leader in telework implementation
- Submitted the First Annual TEAPP Report to General Services Administration (GSA) as part of the USPTO Telework Enhancement Act Pilot Program
- Participated in the Office of Personnel Management’s (OPM) Telework Measurement Group and Telework Advisory Group
- Partnered with the Patent Office Professional Association, National Treasury Employees Union Chapter 245, and National Treasury Employees Union Chapter 243, to advise and promote telework in Department of Commerce (DOC) agencies
- Hosted quarterly working group meetings for all DOC telework points of contact including their labor unions
- Provided and maintained secure intranet sites for USPTO hoteling and teleworking employees as a resource for information on collaboration tools, best practices, telework program status updates, research and media coverage and archived telework reports



## Telework Growth

Since its start 16 years ago with 18 Trademark examining attorneys, telework has grown dramatically at the USPTO. The graph alongside shows the growth of positions eligible to telework and eligible positions teleworking agency-wide in recent fiscal years.



1950



First modern credit card introduced.

1951



Color TV introduced

1952

Car seat belts introduced

## USPTO TELEWORK PRESENTATIONS

The agency is frequently asked to make external telework presentations. The following is a listing of those presentations that took place in FY 2013:

- Speaker: “Leadership at All Levels” American Council for Technology and Industry Advisory Council (ACT/IAC)
- Speaker: 2012 Medical Officer Retreat, Department of Health and Human Services/Food and Drug Administration
- Speaker: “Managing Mobility” Telework Exchange Fall Town Hall
- Speaker: “Telework in Government” Advanced Learning Institute
- Speaker: “Australian Telework Week” CISCO Australia
- Panel Member: “Best Practices in Implementing Emerging Technologies/Methodologies” ACT/IAC
- Panel Member: CISCO National Town Hall on Collaboration Evolution
- Keynote Speaker: Health & Human Services on-site presentation
- Speaker: “Transitioning a Federal Agency Business Unit to Telework” American Society for Training & Development (ASTD)
- Speaker: “Green Initiatives” U.S. Courts
- Panel Member/Moderator: “Return on Investment” Mobile Work Exchange Spring Town Hall
- Panel Member: Japan Patent Office/General Affairs Division
- Panel Member: USPTO/Office of Policy & International Affairs, Trademark IT Program in the Global Intellectual Property Academy
- Panel Member: “Focus Group on Telework Management Training” Department of Justice, Executive Office for U.S. Attorneys
- Panel Member: “Peer to Peer Open Forum” Mobile Work Exchange Fall Town Hall
- Speaker: “Building Employee Engagement in Challenging Times” ASTD 2013 Government Workforce Learning Innovations Conference



*Danette Campbell, USPTO Senior Telework Advisor, speaking at Peer-to-Peer Open Forum at the Mobile Work Exchange Fall 2013 Town Hall Meeting.*

1953

*Hillary and Norgay climb Mt. Everest*

1954

*USS Nautilus first nuclear submarine launched*

1957

*Soviets launch Sputnik, first artificial satellite*



## USPTO TELEWORK MEDIA COVERAGE AND INTERVIEWS

In FY 2013, the USPTO received the following media coverage and participated in the interviews listed below:

- Federal Times with Andy Medici (10/16/2012), USPTO Saving Money through Teleworking
- NPR with Elise Hu (02/25/2013), Working from Home, the End of Productivity or the Future of Work
- WAMU the Kojo Nnamdi Show (03/05/2013)
- The Public Manager with Alicia Dickerson (Summer 2013 issue) Patent Office Honored as Best Place to Work
- ASTD webcast: “Transitioning a Federal Agency Business Unit to Telework” (04/16/2013)
- US News and World Report with Jada Graves (04/18/2013) How to Work from Home Effectively
- FedTech Magazine with Kaplan (06/28/2013)
- Digital Workplace Forum with Steve Bynghall (06/20/2013)
- CQ Researcher with Sarah Glazer (07/19/2013) Patent Office Workers Embrace Telework
- Mobile Work Exchange/The Mobile Worker (07/25/2013) USPTO Launches Landmark Full-Time Telework Program for Managers
- Federal Computer Week with Katherine Reynolds Lewis (07/29/2013) Making Room for Innovation
- Federal News Radio In Depth Show Blog with Francis Rose (07/29/2013) Patent Manager Full Time Telework Program
- WJLA Government Matters with Morris Jones (08/07/2013) Patent Manager Full Time Telework Program
- Federal Computer Week with Frank Konkel (08/30/2013) USPTO Paves the Way for Telework Success

1960

*Theodore Maiman  
makes first laser*

1962

*NASA launches Telstar  
the first active, direct  
relay commercial  
communications satellite*

1967

*The Patent Office moves  
from the Commerce  
Building to Crystal City  
in Arlington, Virginia*



1969

*Neil Armstrong and  
Buzz Aldrin walk on  
the Moon*

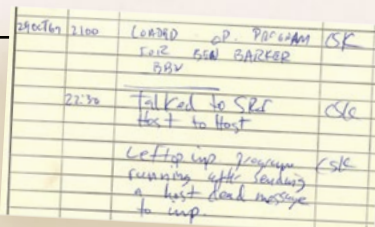
## ASSISTANCE TO GOVERNMENT AGENCIES AND INSTITUTIONS

In FY 2013, the USPTO Telework Senior Advisor met with the following agencies to respond to questions regarding telework program design, development, implementation, and IT infrastructure necessary for successful telework deployment.

- Environmental Protection Agency
- Grant Thornton
- Census Bureau
- Federal Communications Commission
- Department of Commerce/Census
- Drug Enforcement Administration
- USDA/Farm Service Agency
- Public Defender Service for the District of Columbia
- HHS/U.S. Food and Drug Administration
- Department of Commerce/CIO
- Department of Education
- HHS, Administration for Children and Families
- Government Accountability Office
- Nuclear Regulatory Commission, IG's Office
- Department of Veterans Affairs
- Department of Transportation/FAA
- Securities and Exchange Commission
- DOT/FAA-Policy & Compliance Division
- DHS/National Protection & Programs Directorate

1969

Internet  
(Advanced Research  
Projects Agency)  
goes online connecting  
4 major universities



1972

Electronic mail  
is introduced by  
Ray Tomlinson



1975

Patent Office renamed  
"The Patent and  
Trademark Office"

## USPTO PAVES THE WAY FOR TELEWORK SUCCESS

By Frank Konkel

The Patent and Trademark office got into telework early and now has nearly 8,000 employees who incorporate it into their work.



In 1997, 18 trademark examining attorneys at the U.S. Patent and Trademark Office became the basis for the federal government's first pilot program in telework, under the direction of USPTO attorney Deborah Cohn, who is now commissioner for trademark operations.

USPTO's IT staff set up the attorneys' home offices with equipment suitable for telework, and attorneys began working from home a few days per week. They shared office space when they worked at the USPTO headquarters and carried briefcases full of files as they shuttled between work and home.

There were complications and issues — this was the era of unreliable dial-up Internet and 56k modems — but within a year, the patent office followed the trademark office's lead and began its own one-day-per-week telework pilot.

In the past 16 years, telework has become a critical component of agency operations, said Danette Campbell, senior telework adviser at USPTO. Officials have conducted multiple pilot programs in response to legislation, federal initiatives or agency needs, and have developed individual telework strategies for various departments.

Today the agency has almost 8,000 employees who work remotely from one to five days per week, including 4,100 who do so four to five days per week and more than 1,000 who work far outside the commuting range of USPTO's Alexandria, Va., headquarters. And although there are undoubtedly still papers in some employees' briefcases, the agency's telecommute-friendly workflows are now entirely electronic.

USPTO's adoption of telework was a key factor in its ability to save 46,000 square feet in office space and millions of dollars in leasing costs by moving from Crystal City to a consolidated campus in Alexandria in 2005.

The agency has grown substantially since moving to the new space. The rising number of patent applications has fueled the demand for additional examiners, yet because of the telework programs, the agency has been able to increase the size of its workforce without adding office space.

1975

MICRO  
SOFT

*Microsoft founded*

1976

*Viking 1 & 2  
land on Mars*



1976

*The Commodore PET, the  
first personal computer  
for retail sale is released*



In fact, USPTO’s savings increase with each new full-time teleworker. Federal guidelines specify that employees at the GS-12 level or higher must have 150-square-foot offices (GS-12 and below share offices). But USPTO’s full-time teleworkers do not have designated space at the agency’s office, though they have the ability to reserve a work space when they do come into the office, a practice known as hoteling. That approach saves USPTO about \$20 million annually in real estate costs.

“Telework at USPTO is a very carefully strategized business initiative,” Campbell said. “We do pilots along the way to test the particulars of each pilot, and we continue to collect data throughout all pilot programs. We look at the technology, what worked, what didn’t work, and we monitor programs past the pilot status. That’s one of the reasons telework has been so successful here.”

### **(TELE)WORKING THROUGH THE CHALLENGES**

Teleworking isn’t as easy as flipping a switch, even after 16 years.

Significant challenges remain in terms of security, training, and potential trust issues between remote employees and office-based managers. Campbell said individualized training has alleviated most of those concerns.

USPTO employees receive training based on their position, and it covers IT and non-IT issues. Campbell said managers also receive training to minimize the friction points between teleworking and non-teleworking employees.

In addition, future teleworkers at USPTO learn how to troubleshoot IT issues and operate programs such as WebEx, one of the videoconferencing tools USPTO employees use to communicate with one another. And they do all that before they attempt to work remotely. IT training also covers other tools that come with the teleworking territory: voice over IP, remote desktop sharing, video instant messaging and teleconferencing.

USPTO issues a standardized package of laptop, docking station and peripherals to every employee. After the appropriate training, teleworkers can take the computers home, but they are not allowed to use the laptops on public networks because of the proprietary nature of their work.

Other agencies have similar policies. Some teleworkers at the Agriculture Department may only use government-issued devices on the agency’s virtual private network. Other employees who deal with less sensitive information have remote technology that “allows more flexibility in how and where the work gets done,” said Mika Cross, work/life and wellness program manager at USDA’s Office of Human Resources Management.

1979

Sony introduces the Walkman



1980

CNN, the first 24-hour cable news channel was founded



1981

STS-1: The Space Shuttle Columbia was launched, being the first flight of NASA’s Space Shuttle program

Security, she said, is tailored to the mission. “In USDA, we have options vetted, procured and approved for teleworking,” Cross said. “It depends on the mission, agency CIO restrictions and what kind of equipment is available.”

Among the toughest challenges for managers who are implementing telework initiatives are the size and mission diversity of the agency. USDA, for example, has more than 100,000 employees in 29 departments nationwide. What works for one department might not work for another. And simply getting the word out about telework opportunities can be challenging.

Cross said USDA’s evangelizing has helped expand the use of telework. From food inspectors to firefighters, the number of USDA employees approved to telework jumped by 10,000 in 2012, and the number of those who actually telework has increased to more than 38 percent of eligible employees.

“Socializing the idea that even if you are eligible to conduct your annual training, routine administrative reports or some limited form of work from a remote location, you are in fact eligible [to telework] was a stretch,” said Cross, adding that employees’ misperceptions about telework also hinder the process.

The education efforts are worth it, she added. “With today’s technology and USDA’s mobility strategy, our teleworkers are able to perform their work seamlessly with the same level of customer service, availability, accessibility and accountability.”

## FEDS WARM UP TO TELEWORK

USPTO was doing telework before most federal agencies acknowledged its potential to cut costs, boost efficiency and retain talented employees. The agency’s approach has become the gold standard for telework in the federal government, and it is on par with leading mobile innovators in the private sector.

In recent years, the rest of the government has begun exploring telework for three primary reasons: to comply with legislation, in particular the Telework Enhancement Act of 2010; to thoroughly exploit every penny-pinching measure possible as budgets dwindle; and to respond to the growing interest in mobile technology.

“We have seen tremendous increases across the board,” said Cindy Auten, general manager of the Mobile Work Exchange. “When we look back to before 2010, there were only a handful of agencies leading implementation of telework.”

1982

*The word Internet is used for the first time*

1984

*First release of Apple’s Macintosh computers*

1987

*DNA first used to convict criminals*

1990

*The Hubble Space Telescope was launched during a mission of the Space Shuttle Discovery*

1993

*Use of the Internet grows exponentially*

By contrast, the organization's latest Telework Week in March, an annual effort that encourages public- and private-sector employees to telework at least once during that week, attracted 112,000 federal employees. That's only about 10 percent of the 1 million federal employees who are estimated to be eligible to telework, but it represents a huge jump in telework participation in the past three years.

"It's hard now to find an agency that doesn't have some form of telework or plan in place," Auten said. "Some agencies have been extremely aggressive with their programs over the past few years."

Just a few years ago, agencies aggressively exploring telework were rare. Now, successful examples abound:

- The Federal Emergency Management Agency dove into Telework Week with more than half of its 5,500 full-time employees trying telework for the first time in 2013. Telework is part of the agency's plans to consolidate space and close five of its eight buildings by 2016. That initiative will cut \$9.1 million in annual leasing costs and another \$530,000 per year in utility expenditures.
- In 2012, U.S. Citizenship and Immigration Services went from minimal teleworking — one telework day per pay period — to allowing almost its entire staff to telework up to three days per week.
- At the Interior Department's Office of Inspector General, a mobile program has expanded to allow 98 percent of its employees to telework, increasing telework hours by 500 percent compared to 2010.
- The General Services Administration moved its headquarters to downtown Washington, shedding half the office space for 3,300 employees in favor of a telework-friendly policy implemented by Administrator Dan Tangherlini. Teleworkers communicate with co-workers and bosses through instant messaging, Google Chat and email, and they reserve desk space when they need to come into the office. The savings in leased space is reportedly \$24 million a year.

## BETTER METRICS BUILD A BETTER CASE

One of the biggest challenges about telework is tracking its returns. Although savings in real estate, for example, can be documented in hard numbers, tracking the productivity of an employee who teleworks compared to one who doesn't is not always straightforward.

At USDA, for example, leaders still struggle to measure the productivity of a huge customer-facing workforce, especially because attempting to do so could be futile given the diversity of work that takes place in the agency, Cross said.

1997

*Pathfinder sends back images of Mars*



1997

*Trademark Work @ Home (TWAH) Pilot Program begins with 18 Examining Attorneys working at home part time*

1998

*Google, Inc. is founded in Menlo Park, CA*

**Google!**

In the private sector, CEO Melissa Mayer banned teleworking at Yahoo earlier this year because she believed teleworking employees were not as productive as their in-office counterparts and that communication and collaboration suffer when employees work remotely. Government leaders have the same concerns, and most agencies have not yet resolved them — in part because few have production metrics that are as specific and unambiguous as USPTOs’.

At USPTO, however, tracking productivity is relatively easy because most of its teleworkers are engaged in quantifiable work. Performance measures are based on the employee’s position and experience level, and a trademark-examining attorney or patent examiner knows how many trademark applications or patents he or she must review on a biweekly basis.

Patent examiners and trademark examining attorneys must demonstrate competence in the office for one to two years before they are allowed to telework. Even in departments where productivity

is not easily measured, performance metrics for teleworkers and non-teleworkers are clearly defined. And performance measures are the same for teleworkers and in-office employees.

Those metrics are tracked over time, providing USPTO with hard numbers regarding the productivity of its employees. Since the early 2000s, when telework began to take shape at the agency, the productivity of individual patent examiners and trademark examining attorneys has at least held steady.

*I’ve only been teleworking a short time, and I already love it. The hour per day that I gain from not having to commute shortens my work day and reduces my stress level. I also enjoy spending my lunch break playing with my dogs out in the yard.*

**ADAM FLOYD**  
PTAB JUDGE IN DENVER  
SATELLITE OFFICE



“Our performance measures agencywide are very clearly defined,” said Campbell, noting that telework is now integral to the agency’s mission. “Those expectations are also very clearly defined and addressed prior to an individual participating in telework.”

In 16 years, USPTO went from 18 teleworkers to close to 8,000. With the agency paving the way for telework success in the federal government, its peers have a clear model from which to craft their own strategies.

### About the Author

*Frank Konkel is a staff writer covering big data, mobile, open government and a range of science/technology issues. Connect with him on Twitter at @Frank\_Konkel.*

**2000**

*Patents one-day-per-week telework program begins*

**2001**

*USPTO receives Commuter Connections Telework Award, from the Metropolitan Washington Council of Governments Commuter Connections*

**2002**

*Pilot Hoteling Office – Trademark Examining Attorneys begin sharing office space and reserving time through an online tool*



## USPTO LAUNCHES LANDMARK FULL-TIME TELEWORK PROGRAM FOR MANAGERS

The U.S. Patent and Trademark Office (USPTO) continues to push the telework envelope, announcing in July the establishment of a formal program that allows some of its Patent managers to telework on a full-time basis. These employees oversee not only other remote workers, but also those who continue to work in USPTO offices.

“This program is designed to help the USPTO retain highly-skilled and qualified managers who otherwise might have returned to production-level jobs where full-time telework programs are available,” explains Danette Campbell, the agency’s senior adviser for telework. “We also believe this alternative work arrangement will give us an increased ability to make management more attractive to our current teleworking workforce.”

The establishment of a permanent program comes on the heels of a successful six-month pilot project held during 2012. Approximately 100 volunteer Patent managers who met certain criteria participated. “The pilot was very successful and definitely met our expectations,” says Campbell. “We found the majority of our participants were able to manage effectively in a remote environment.”

According to Campbell, USPTO management came up with the idea for the original pilot to test the ability of front-line managers to telework full-time as one of many strategies that would help retain managers who were already managing full-time teleworkers and non-teleworkers in their technology centers. Patent Directors Wynn Coggins and Angie Sykes led the team, along with other team members Mike Razavi and Donnetta Alston.

Such a major cultural shift, however, brought up numerous concerns about whether managers would be able to effectively engage with their staff, peers, and supervisors as they had when working at the office, explains Campbell. “The main issue we had was securing buy-in from all stakeholders,” she says, noting that moving forward depended on the pilot project outcomes that would satisfy participants and stakeholders and overcome initial concerns.

2003

*Patents Telework Program agreement signed*

2003

*USPTO receives Best Organization for Telework Award from the Mid-Atlantic Telecommuting Advisory Council*

2003

*USPTO receives Government Telework Award from the Telework Coalition*



2004

*USPTO moves from Crystal City to Old Town Alexandria Carlyle Campus; Trademarks incurs a savings of 46,000 square feet in the move*

Directors Coggins and Sykes were able to get everyone on board by agreeing that “some level of ‘physical presence’ would be necessary at times” and then working that reality into the program’s final guidelines. In addition, to ensure that communications between the office and remote sites would not be an issue, the Patents organization decided to train all managers and employees, not just remote workers, on the proper use of the agency’s various communications tools.

“We successfully addressed these issues through good communications, data gathering during the pilot phase, and strong collaboration with our union,” Coggins says, explaining that the Patent Office Professional Association was heavily involved in the structure of the pilot and the eventual deployment of the formal program.

All managers were provided with standard USPTO telework tools: a laptop, docking station, keyboard, mouse, surge protector, and carrying bag. However, Sykes notes, the pilot program just happened to coincide with the launch of a campus-wide upgrade to the organization’s conference room communications tools that now enable full webcasting capabilities. “That technology improvement was critical to the success of our program,” she states.

The USPTO carefully evaluated manager performance during the pilot by relying on objective and subjective measures to ensure each manager/participant was able to perform their duties and to verify their efforts were in no way diminished by working remotely. It was also critical that the pilot show that the USPTO was able to serve its constituents well, regardless of the managers’ official duty location. The objective data used included a comparison of aggregate performance data for each participating manager over historically similar time periods. Surveys and focus sessions also were employed to understand a range of measures, including participant responsiveness, information technology issues, collaboration tool usage, and reasons why participants were required to physically return to the USPTO campus.

The feedback from participants and their managers was extremely positive in the end. Participants felt their “overall accessibility to staff had improved and that they had more time and flexibility since they were no longer commuting and spending time on the road,” Coggins says. “The majority of second-level supervisors felt that there was no change in the participating manager’s responsiveness – and some second-level managers specifically reported that participants were generally more available when working remotely.”

The formal, permanent program is officially underway, with 110 Patent managers now working from home on a permanent basis. Coggins notes that to be eligible to work as a full-time teleworker, managers must, among other things, have at least one year’s experience in their management position, possess a strong record for meeting key performance metrics, and have demonstrated the ability to work remotely from home. To remain eligible, participants must continue to manage as effectively as they did when working in the office.

2004

The social networking website Facebook was launched



2004

USPTO awarded Telework in the Federal Government Leadership Award from the Potomac Forum

2006

Patent Training Academy instituted

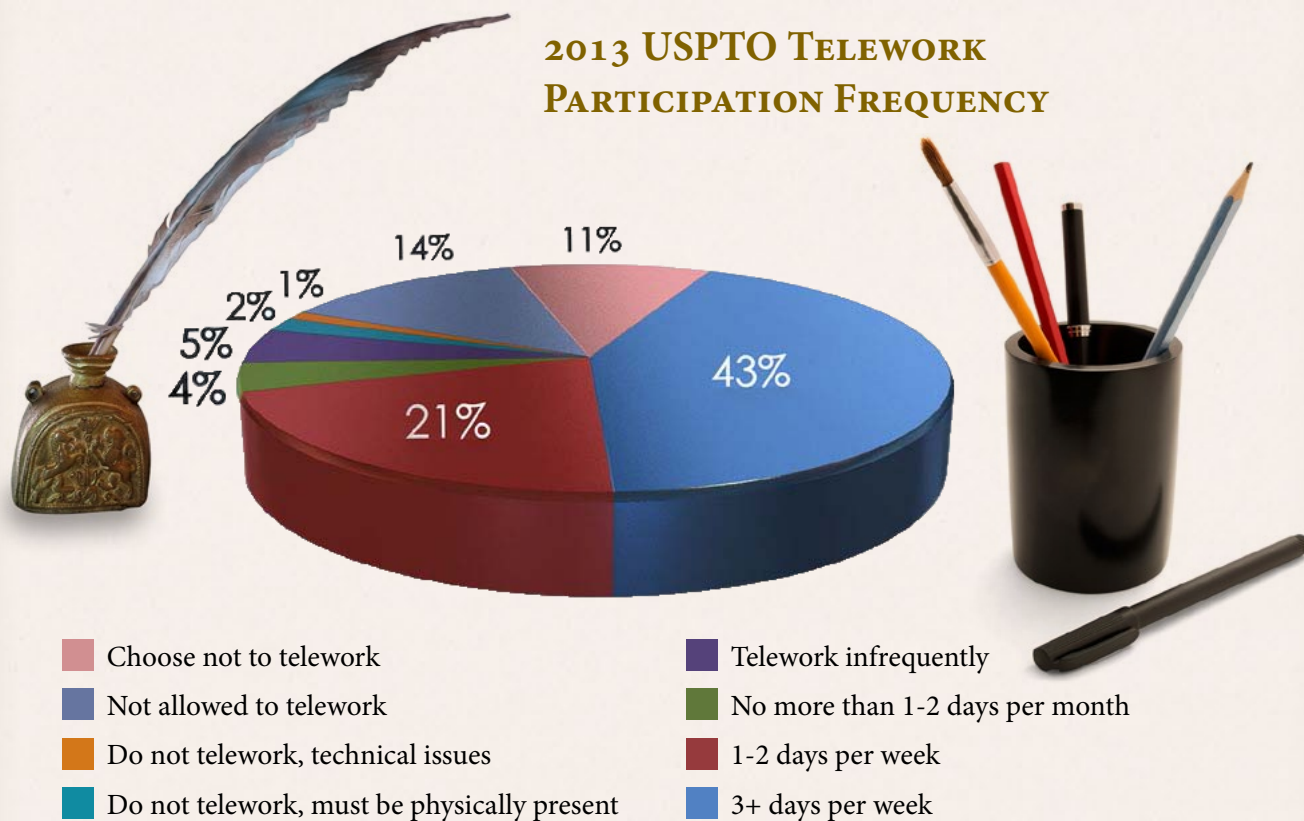
2006

The U.S. Census Bureau estimates that the population of the United States has reached 300 million

Campbell, who believes the program may be the first of its kind in the Federal government, says the full-time manager program will grow over time and she is looking forward to continue to share best practices with other agencies. “We will continue to gather data and evaluate the formal program in the coming months and will make adjustments as necessary, including future participation levels.”

## 2013 FEDERAL EMPLOYEE VIEWPOINT SURVEY (EVS)-TELEWORK

The Employee Viewpoint Survey is administered by the OPM. This survey was launched on April 23, 2013 and concluded on June 7, 2013. A random sample of eligible USPTO employees were notified of the survey by email and 2,500 USPTO employees participated. The survey encompasses seven categories and includes a section containing telework questions. The following reflects the USPTO’s responses to the EVS telework questions.



2006

*Western Union discontinues use of its telegram service*

2006

*Patents launch the Patent Hoteling Program*

2006

*USPTO receives Tele-Vision Award: Telework Program with the Maximum Impact of Government awarded by the Telework Exchange*

2007

*USPTO ranks #172 in The Best Places to Work in the Federal Government®*

## 100 PERCENT PARTICIPATION THROUGH EMERGENCIES

The past few years have plagued the D.C. metropolitan area with several significant weather incidents. More than three-and-a-half years ago, the “Snowmageddon” snowstorm crippled the Washington, D.C. area. And like February 2010, the “Frankenstorm” of Hurricane Sandy in October 2012 brought much of the East Coast to a standstill.

Despite the two day emergency government shut down following Hurricane Sandy, the USPTO patents and trademarks teams nonetheless averaged more than 70 percent productivity. A remarkable achievement, considering many of the examiners couldn’t participate because of widespread power outages. The USPTO Trademark Assistance Center—the call center for trademark owners and attorneys to contact with general questions about the trademark process—was fully operational during the Hurricane Sandy closure, with 100 percent participation from the work-at-home employees. Similarly, during the March 6, 2013 snowstorm that also shutdown Washington, D.C. metropolitan agencies, patent examiners at the USPTO were able to maintain a 82.7 percent production rate and trademark examining attorneys maintained a 93 percent production rate.

Despite the emergency circumstances and federal government closures, the USPTO and its employees shifted gears and performed admirably, demonstrating leadership in telework for government agencies. The USPTO has created and implemented the systems and processes necessary for a premier telework program. Events like these exemplify how far the USPTO has come in service to the public and its employees.

### Environmental Impact of Telework

*Each year, USPTO’s teleworkers have a dramatic impact on the environment in the Washington metropolitan area.\**

- 4,648 teleworkers working from home 4/5 days per week:
  - o Avoid driving 51,610,230 miles in a year
  - o Collectively saves \$6,021,193.50 in gas a year, and
  - o Collectively reduces emissions by 27,095 tons in a year
- 3,687 teleworkers working from home 1 day per week (minimum):
  - o Avoid driving 9,097,673 miles in a year
  - o Collectively saves \$1,015,907 in gas a year, and
  - o Collectively reduces emissions by 4,776 tons in a year



*\* Environmental impact calculations provided by the Mobile Work Exchange.*

2007

2007

2007

2008

*USPTO receives Excellence in Telework Leadership Award from the Telework Exchange*

*Deborah Cohn received the Telework Driver Award from the Telework Exchange*

*USPTO receives the Work Life Innovative Excellence Award from the Alliance for Work-Life Progress*

*Patents launch the Patents Hoteling Program for NTEU-243 (PHP-N) and the Patents Management Telework Program*





# TELEWORK: A VISION FROM 1969



2008

*USPTO receives the Tele-Vision Award for Best New Telework Initiative (Trademark Assistance Center) from the Telework Exchange*

2009

*USPTO ranks #105 in The Best Places to Work in the Federal Government\**

2009

*USPTO receives the Tele-Vision Award for Best Use of Innovative Applications of Technology to Support Telework Award (Office of General Law Telework Program) from the Telework Exchange*

## “You’ll Never Have to Go to Work Again”

By Allan Kiron

Research Scientist, Patent Office and Consultant to Congress

August 24, 1969

In recorded history, we have few instances in which technology and innovation provided a basis for an entire new way of life for mankind. The change from migrating bands of hunters to permanent agricultural settlements led to cities and civilizations. The Sumerian discovery of writing and Gutenberg’s movable type provided means for man’s intellectual development. The airplane dwarfed the continents. Today, the humble transistor, the building block of incredibly complex computers, has ushered in the beginning of a new chapter in the history of the development of human society.

We now have the resources and technology to revolutionize the standards of labor and at the same time increase enormously the productivity of industry. But this is not all; we are facing a truly revolutionary breakthrough that will ultimately alter our way of life and promises to bring Utopia to reality.

We all know that our service sector in the economy is the fastest growing of all. Of this service, some 60-70 per cent entails white-collar work, clerical as well as intellectual. Almost all the tasks involved are essentially reading, consulting, computing, writing, filing and forwarding information.

We can now provide each individual with a choice of either reporting to work, as at present, or working at home, where he can carry out his duties for all his assignments through computer access and other electronic means.

Let me give an example: John Bright is a research analyst. His job involves analyzing reports and making evaluations and appraisals. At his home, he sets aside part of one room as his office, which is equipped to receive and transmit pages of information. In addition, he can interrogate a central computer and receive any kind of information he requests by means of a TV screen sitting on his desk. A picture-phone intercom makes it possible for him to communicate with anyone connected with it.

Bright may read and consult his computer as well as his colleagues by means of his TV phone. His end product, a report, can be transmitted in longhand, or he can dictate the information to his secretary – who is also working in her private residence, which is similarly equipped with a TV phone and other electronic equipment.

Bringing a job to be done into the home of an employee through modern electronic means could be called the science of domonetics, a word derived from domicile, nexus and electronics. Through this science, we can begin to solve some of our currently outstanding domestic problems in transportation, pollution, housing and crime, as well as improve the quality of life.

First, the transportation problem of going to and from work is practically eliminated. The time wasted during commuting, the aggravation and frustration of waiting, delays, accidents, fear of accidents, inclement weather and other commuter problems would simply melt away. The time saved from transportation alone would be the equivalent of free time for five concerts a week, three months extra vacation a year or a bonus of ten years in a lifetime to pursue a cherished goal.

2010

*USPTO ranks #56  
in The Best Places to  
Work in the Federal  
Government\**

2010

*Danette Campbell  
received the Telework  
Driver Award from the  
Telework Exchange*

2010

*Telework Enhancement  
Act Legislation is signed  
into law*

2010

*USPTO receives the Tele-Vision Award for Innovative  
Application of Technology to Support Telework  
(Enterprise Remote Access (ERA) Portal) from the  
Telework Exchange*

The savings to government and industry would be equally appealing. To begin with, capital investment for real estate and office space would be drastically reduced. The overhead associated with physical accommodations would be similarly reduced, including heating, electricity, insurance and furniture.

The next benefit of considerable importance to employees involves housing. Availability of housing in a particular area would no longer be a problem since people could choose to live wherever they liked. The job would follow them in the form of a desk and a few electronic instruments. We would move jobs to man and not man to jobs. One would be able to choose his own Shangri-la and work there in quiet and solitude.

In pollution, too, we find a great dividend. Since a major cause of air pollution is exhaust fumes from commuters' cars, the reduction of such traffic would substantially decrease the amount of pollutants in the air.

Still another important effect would be on crime. Since the chief victim of crime is a residence without its resident, domonetics would deprive the criminal of his basic target – an empty residence.

The individual employee would be the greatest gainer of all. His transportation costs for going to work would be zero. Formal business dress would not be required, substantially reducing laundry, wear and tear and other clothing bills.

The food bill would similarly be reduced, since it costs more to eat out.

Another possibility is for industry and government to share part of the savings from real estate and office rental with each employee. Incredibly, our industrial society, although ever mindful of maximum efficiency and economy, has invested over \$100 billion worth of real estate in apartments and office space, both of which are unused about 50 per cent of the time – when a person leaves his apartment to go to work and when he leaves his office to go to his apartment. Here is a potential savings of \$50 billion, which could be shared with employees or spent in other more useful ways.

Shut-ins, now closed out of the labor market, would also benefit. Mothers with small children could work.

One of the greatest obstacles in reaching all the benefits outlined here is habit. Our custom of doing our work the way we now do is so strong and entrenched that it may take a shock to realize that these new methods are not a dream but hard reality resting on achievements in science and technology.

For generations, men have struggled, sacrificed and hoped for a better tomorrow that can be here now. It is up to us to choose a new vista for labor and a better quality of life for all.

Dear Ms. Campbell,

September 12, 2012

After reading the September 11, 2012 article about you and the telework in the Washington Post, I thought you would enjoy reading the enclosed article written by my husband in 1969. He died last December and was always pleased that telework or Domentics as he called it has become has become a reality.

LORETTA KIRON

2011

USPTO ranks #19  
in *The Best Places to  
Work in the Federal  
Government*®

2012

USPTO ranks #5  
in *The Best Places to  
Work in the Federal  
Government*®

2012

USPTO implements the  
*Telework Enhancement  
Act Pilot Program*

2013

USPTO reaches #1  
status of *Best Places to  
Work in the Federal  
Government*®



# ACKNOWLEDGEMENTS

## PATENT HOTELING COORDINATORS GROUP

The Patent Hoteling Coordinators Group meets on a bi-weekly basis to review PHP deployments, training, technology updates, and marketing strategies.

*Standing left to right: Tim Callahan, Tung Nguyen, Rich Dorvil, Meng-Ai An, William Trost, Retta Williams, Bill Korzuch, Jay Patel, Esther Williams, Scott Martin. Not pictured: Matt Kim, Ian Simmons, Brian Casler, Christina Johnson, Joseph Avellino, Gary Benzion, Jason Chan, Robert Childs, Deborah Jones, Matthew Landau, Vincent Millin, Mano Padmanablan, Dave Porta, Saul Rodriguez, Timothy Thorpe, Hezron Williams, Karen Young, Joseph Hail, Joseph McKane, Toshia Ross.*





## CORE TELEWORK TEAM

The Core Telework Team meets on a weekly basis to address training and technology issues that may impact the telework initiative.

*Walking left to right: Holly Chong-Williams, Van Keene, Albert Carter, Scott Martin, Keshawn Kearney, Khalid Waseem, Michael McGill, Khalil Naamane, Jim Nichols, Toby Barrera. Not pictured: Maraky Sissay, Michael Stehling, Jackie Bowen, Tung Nguyen.*





## TRADEMARK WORK AT HOME WORKING GROUP

(management and union representatives)

*Left to right: Jillian Cantor, Jay Besch, Andrew Lawrence. Not pictured: Mary Sparrow, Michael Kazazian, Kristin Dahling, Jeffrey Look.*

## **TELEWORK RESOURCES**

### **FEDERAL GOVERNMENT TELEWORK**

[www.telework.gov](http://www.telework.gov)

### **MOBILE WORK EXCHANGE**

[www.mobileworkexchange.com](http://www.mobileworkexchange.com)

### **TELEWORK VIRGINIA**

[www.teleworkva.org](http://www.teleworkva.org)

### **COMMUTER CONNECTIONS**

[www.commuterconnections.org](http://www.commuterconnections.org)