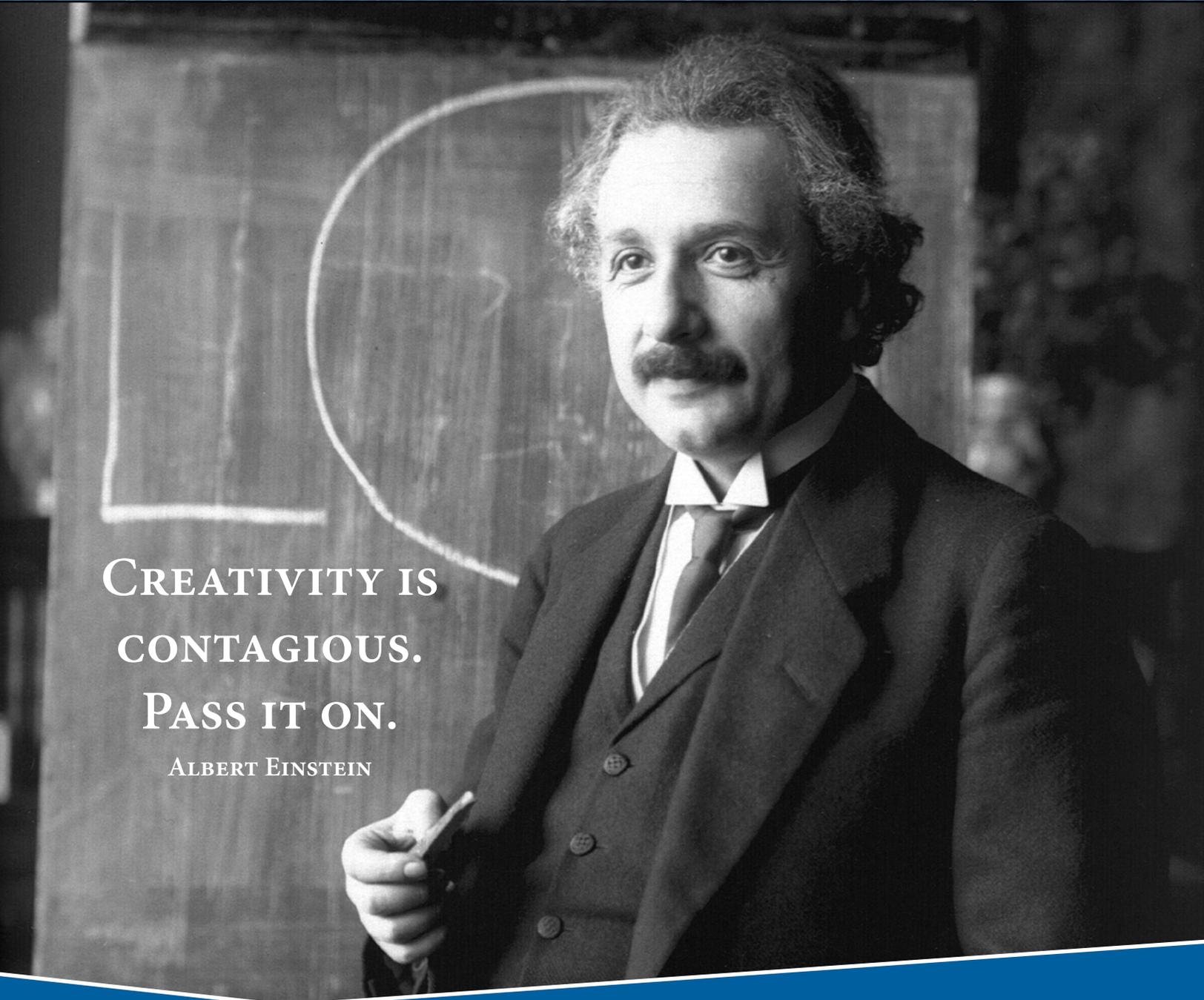




TELEWORK ANNUAL REPORT 2014



CREATIVITY IS
CONTAGIOUS.
PASS IT ON.

ALBERT EINSTEIN



UNITED STATES
PATENT AND TRADEMARK OFFICE

USPTO TELEWORK AWARDS

2014 17TH ANNUAL CONSTANCE L. BELFIORE QUALITY OF LIFE AWARD

AWARDED BY THE
DISTRICT OF COLUMBIA
QUALITY OF LIFE
COMMITTEE
(Trademark Organization)

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

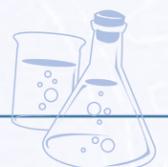
AWARDED BY THE
METROPOLITAN
WASHINGTON COUNCIL
OF GOVERNMENTS
COMMUTER
CONNECTIONS

TABLE OF CONTENTS

THE SCIENCE OF TELEWORK – A USPTO STRATEGY TO EXCEL	1
Why Telework Matters	3
An Interview with USPTO Deputy Director Michelle K. Lee	3
THE TELEWORK EQUATION	5
CHANGING THE WAY WE SEE WORK – FY 2014 BUSINESS UNIT HIGHLIGHTS	9
Trademark Work at Home	10
Patents Telework Programs	11
Office of the Chief Financial Officer	12
Office of Equal Employment Opportunity and Diversity	13
Office of the Chief Information Officer	13
Office of Administrative Services	14
Office of Human Resources	14
Office of the General Counsel	15
Office of Policy and International Affairs	15
Office of the Under Secretary and Director – Patent Trial and Appeal Board	15
Office of the Under Secretary and Director – Trademark Trial and Appeal Board	16
THE EDGE OF INNOVATION	17
Spotlight on Satellite Offices	19
Telework Enhancement Act Pilot Program (TEAPP)	22
BUILDING SUCCESS	20
KEEPING USPTO WIRED	23
Trademark and Patent Hoteliers by State	24
Tools Used by USPTO Teleworkers	26
FISCAL YEAR 2014 MAKING A DIFFERENCE	27
INVESTING IN THE FUTURE	31
Be the Change: Telework Leaders and Acknowledgements	33
The Pursuit of Knowledge: Telework Resources	38

This year's annual report was inspired by those who inspire us. The Telework Annual Report includes the likes of Albert Einstein, Thomas Jefferson, Abraham Lincoln, Thomas Edison, and Elijah J. McCoy. These visionaries showed creativity, resiliency, and entrepreneurship and their contributions are forever engrained into the history of patents and trademarks. May they inspire us all.

A sincere thank you is extended to Fred Steckler, Chief Administrative Officer, and Paul Ehlke, Lead Visual Information Specialist.

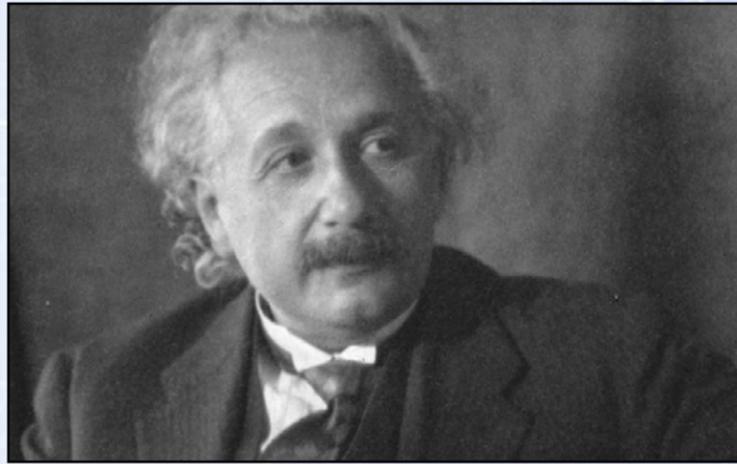


mc2
Mas
Sec
1.6c
Energy
kg
Speed of Light



The
**SCIENCE OF TELEWORK—
A USPTO STRATEGY
TO EXCEL**

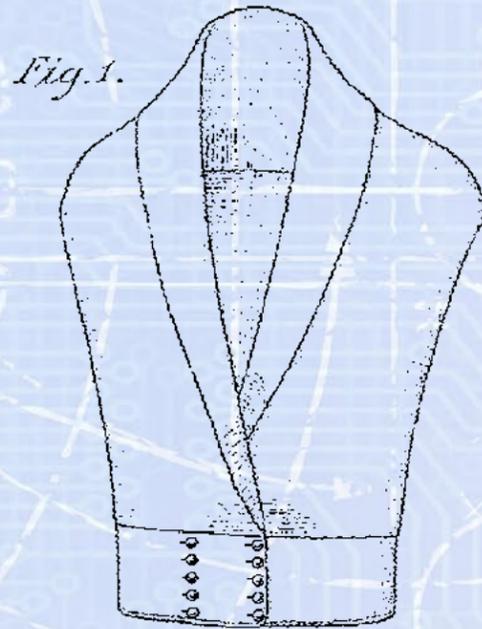
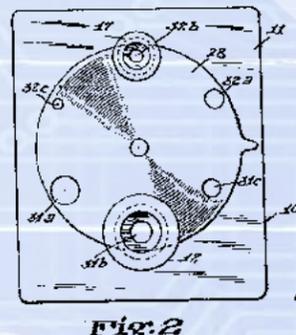
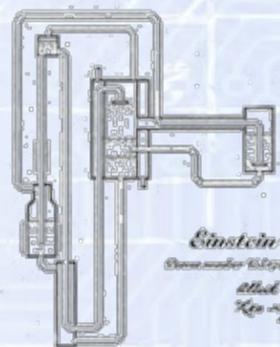




THE INFLUENCE OF EINSTEIN

Among his extraordinary achievements, Albert Einstein once worked at the Federal Office of Intellectual Property in Switzerland, evaluating patent applications for electromagnetic devices.

This Nobel-award winning scientist held approximately 50 patents including a hearing device, a refrigerator seal, an automatic camera, and a compass. In 1936, Einstein patented a design for “a new, original, and ornamental” blouse.” He was known to look at objects around him and think of ways to improve. In addition to being a genius, he seemed to have an eye for fashion as well.



INVENTOR.
Albert Einstein

“The value of achievement lies in the achieving.”

Albert Einstein

WHY TELEWORK MATTERS

Fiscal Year (FY) 2014 marks 17 years since the inception of the award-winning telework program. The USPTO has made monumental strides in telework – from 18 employees’ teleworking in 1997 to 9,650 in 2014.

Telework successfully addresses challenges in heavy workloads, reduces patent backlog, minimizes commutes, and recruits and retains a highly-skilled workforce. It’s a fixture in the USPTO strategic plan. It’s an equation for success and inspiration for others.

In FY 2014, 11,441 positions were eligible to telework (up by 7 percent from FY 2013) and 9,432 employees were working from home at least one day a week, translating to 75 percent of the USPTO workforce. This is an increase of nearly 1,097 teleworking employees from FY 2013. In addition, between FY 2013 and FY 2014, the percent of positions eligible to telework increased from 90.7 percent to 91.0 percent (+747 eligible positions agency-wide).

During federal closures in the Washington D.C. metropolitan area, telework and hoteling employees remained productive. During the January 21, 2014 snowstorm, patent examiners maintained an 84 percent production rate and trademark attorneys maintained a 90 percent production rate. During the February 13, 2014 closure patent examiners maintained an 81 percent production rate and trademark attorneys maintained an 80 percent production rate. Additionally, during the March 3, 2014 closure, patent examiners maintained a 91 percent production rate and trademark attorneys maintained a 103 percent production rate.

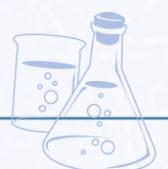
The USPTO’s mission is clear. Telework is a business strategy and a part of the agency’s energy. The vision for success and the return on the 17-year investment are clear as well. In this year’s report, you’ll see why telework matters to the USPTO. On behalf of the Telework Program Office, thank you for your support and we hope you find the enclosed report informative.

AN INTERVIEW WITH USPTO DEPUTY DIRECTOR MICHELLE K. LEE

Q: The USPTO is recognized as an employer of choice in the federal government. Describe the competitive landscape when recruiting for top talent. How does telework fit into this important equation?

In today’s competitive job market, individuals have ample career choices. Despite this competitive landscape, the USPTO has continued to recruit and retain

highly-skilled employees. While employees choose the USPTO for many of reasons, the ability to telework provides a benefit that may not be available at other organizations. The award-winning telework program – which aligns the agency’s needs with a dispersed 21st Century workforce – is a key component of the USPTO’s recruiting strategy.



Q: How has telework contributed to the USPTO's Strategic Plan?

The USPTO Strategic Plan sets forth the agency's ambitious goals through 2018, including efforts to build and maintain a flexible, diverse, and engaged workforce. The USPTO recognizes the importance of its telework strategy and how that strategy fits into the overall development of the agency. We are consistently ranked as one of the best places to work in the federal government, and I truly believe that telework gives the agency this lead.

Q: From your leadership perspective, how do you envision the USPTO's workforce in 2020?

As the marketplace evolves over the next five years, so will the agency's workforce. Telework and satellite offices will remain critical to the agency's success. It's imperative for innovation and entrepreneurship

that the USPTO stay connected across the United States. Additionally, with the skillset and efficiency the USPTO's workforce demonstrates, we will continue to reduce the backlog and pendency of patent applications and maintain the highest level of quality for both patent and trademark examination.

Q: The FY 2014 Telework Annual Report highlights Albert Einstein, a historic patent holder, physicist, and at one point, patent clerk in Switzerland. The patent marketplace has certainly evolved since his time in 1905. What do you think Einstein would say about today's IP marketplace?

A genius in his time, Albert Einstein would be impressed by the marketplace – not only its competitiveness but also its advancements. I also suspect that Einstein would be impressed by the patent system advancements and how the actual patent review process moves closer to the “speed of light” than ever before.



Deputy Director Michelle K. Lee

The TELEWORK EQUATION



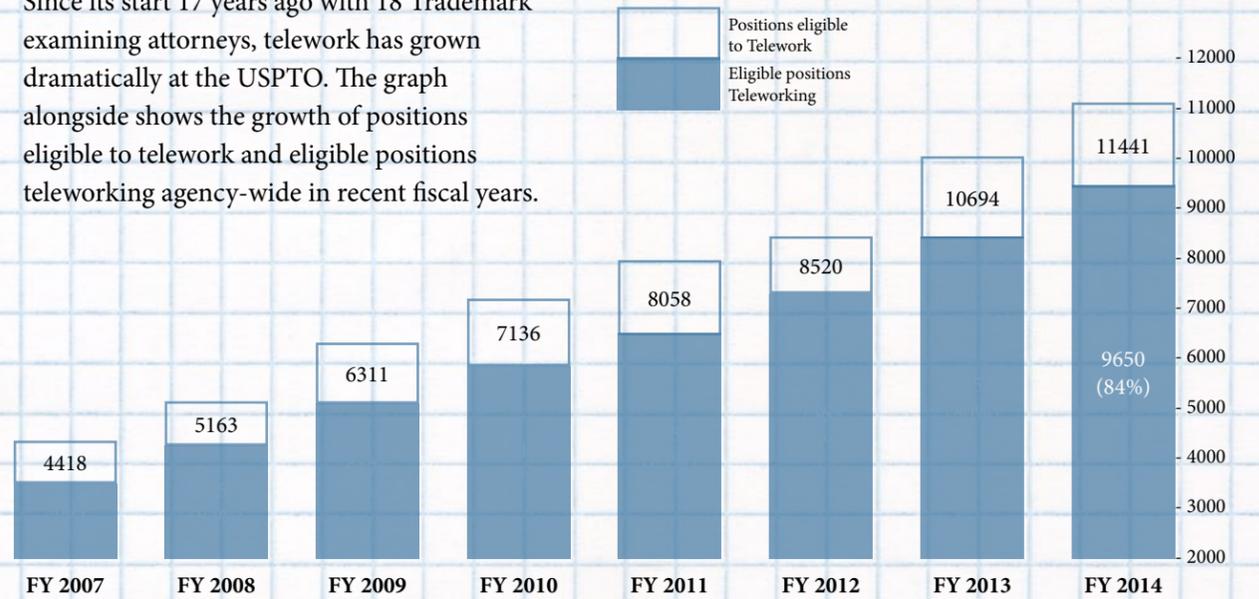
FY 2014 BY THE NUMBERS

The USPTO works diligently to analyze telework data from ongoing pilot programs, pre- and post-surveys, focus sessions, and quarterly statistics/data. Below, please find agency-wide FY 2014 telework statistics.

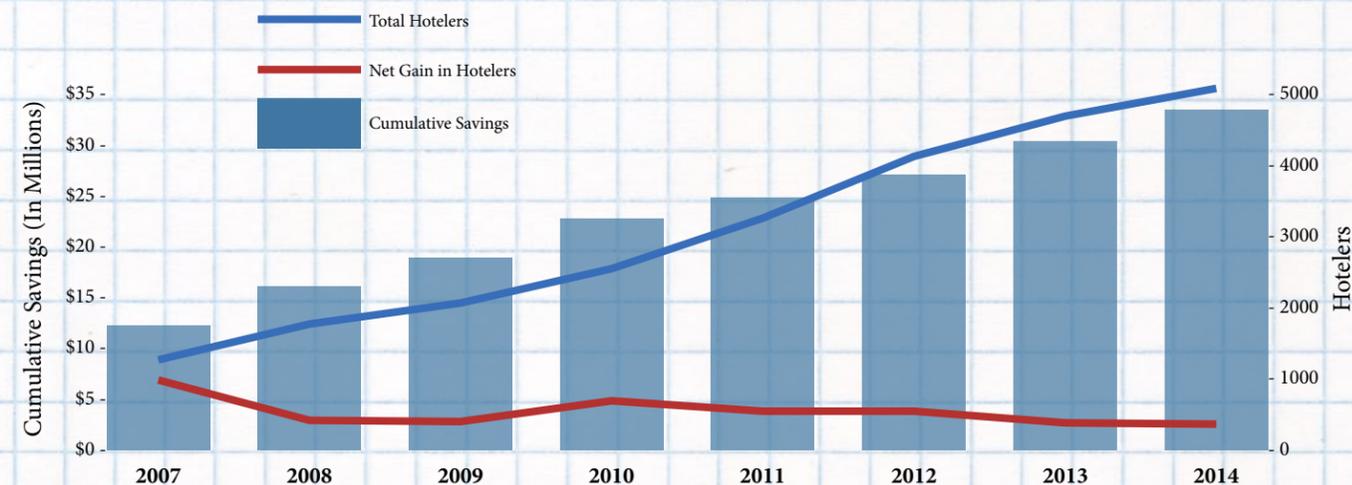
DESCRIPTION	NUMBER
Current Number of Teleworkers at USPTO	9,650
Current Number of Eligible Positions at USPTO	11,441
Percent of Positions at USPTO that are Eligible	91.03%
Percent of Positions at USPTO that are Teleworking (Agency-Wide)	76.78%
Total Number of Patent Teleworkers	8,021
Percent of Eligible Patent Positions that are Teleworking	85.06%
Total Number of Trademark Teleworkers	597
Percent of Eligible Trademark Positions that are Teleworking	94.16%
Number of Patent Positions Teleworking 4 or 5 days per week	4,455
Number of Trademark Positions Teleworking 4 or 5 days per week	449

TELEWORK GROWTH

Since its start 17 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.



REAL ESTATE AVOIDANCE DUE TO HOTELING



ENVIRONMENTAL IMPACT OF TELEWORK

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

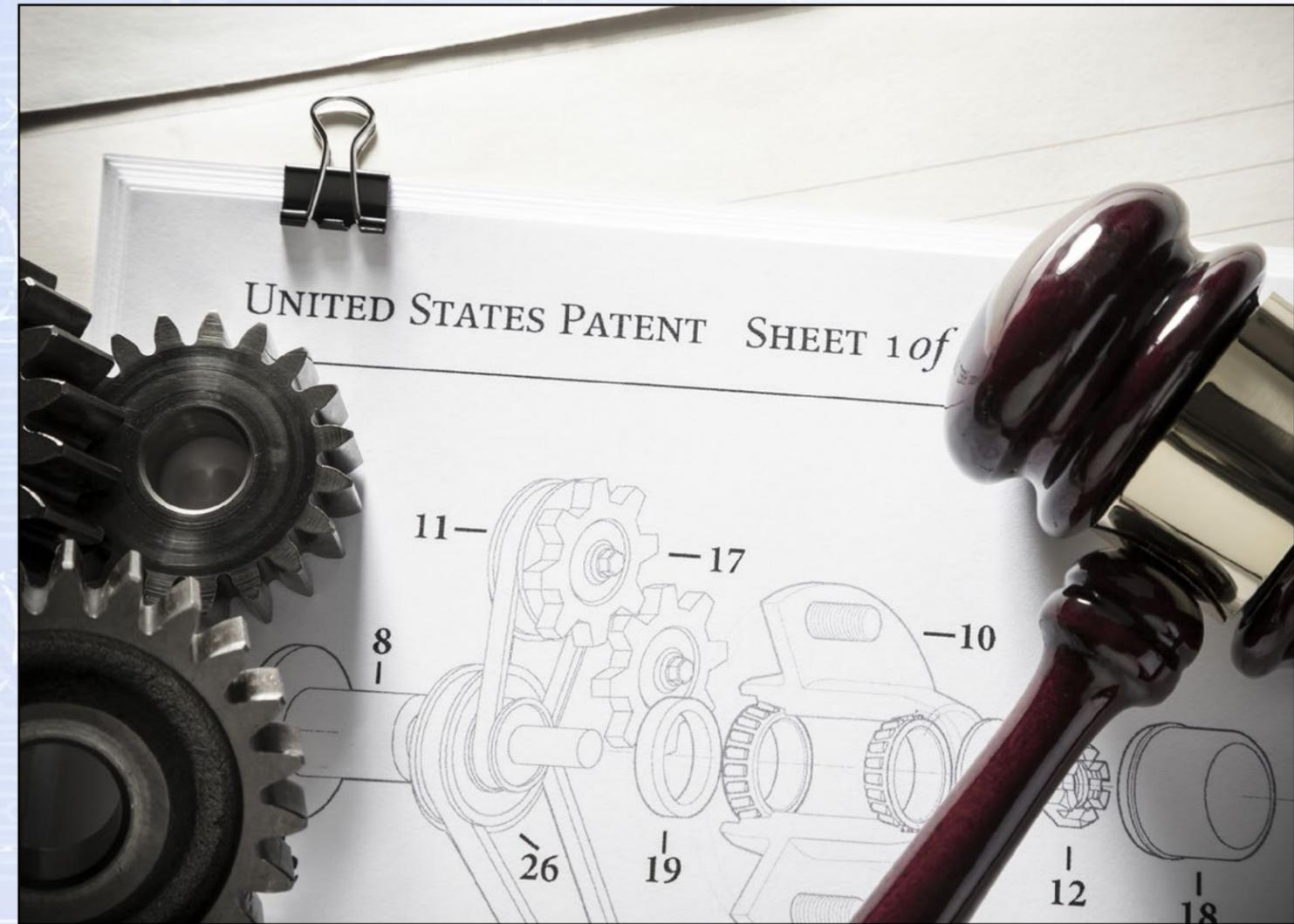
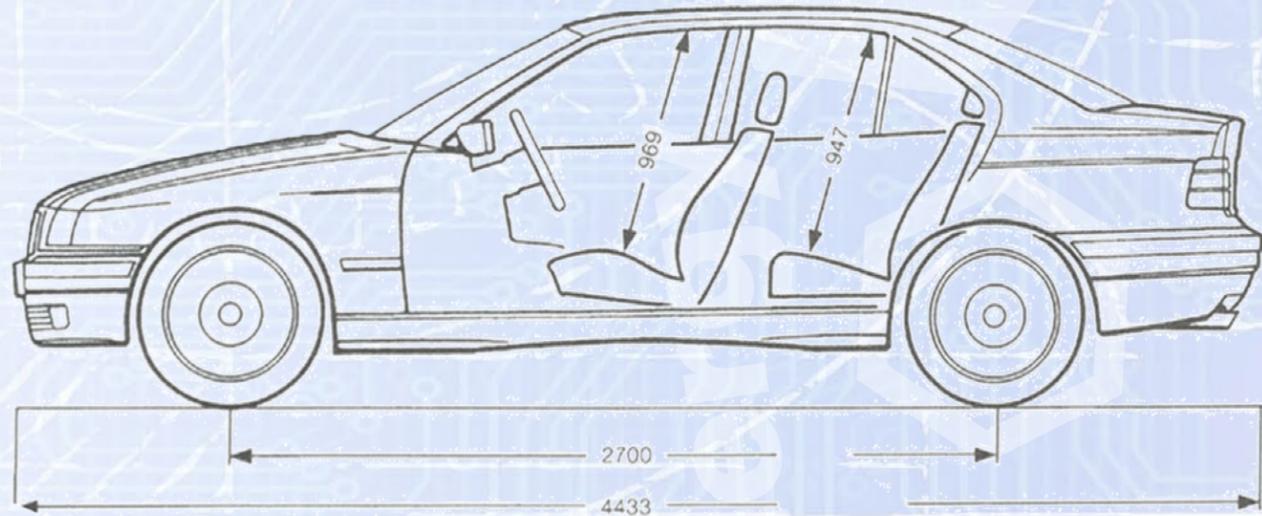
5,044 TELEWORKERS WORK FROM HOME 4/5 DAYS PER WEEK:

Avoid driving 56,007,315 miles in a year
Collectively save \$6,534,187 in gas a year, and
Collectively reduces emissions by 29,404 tons in a year

4,388 TELEWORKERS WORKING FROM HOME 1-3 DAYS PER WEEK*:

Avoid driving 21,654,780 miles in a year
Collectively saves \$2,526,391 in gas a year, and
Collectively reduces emissions by 11,369 tons in a year

Environmental impact calculations provided by the Mobile Work Exchange.
*Includes PTP 10 hours per bi-week



Fiscal Year 2014

CHANGING THE WAY WE SEE WORK — BUSINESS UNIT HIGHLIGHTS





I am more productive by having the opportunity to work at my own home. Telework has not only provided me with a better work-life balance, but it has also provided me the opportunity for career advancement and growth.

Steven Berk
Trademarks Chief of Staff

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 2014, 20 percent of Trademark examining attorneys participated in the Telework Enhancement Act Pilot Program (TEAPP) in 30 different states: Alabama, California, Colorado, Connecticut, Delaware, Florida, Georgia, Illinois, Indiana, Kansas, Louisiana, Massachusetts, Maryland, Michigan, Minnesota, Missouri, North Carolina, New Hampshire, New Jersey, New York, Ohio, Oklahoma, Pennsylvania, Rhode Island, 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.

In FY 2014, Trademarks created new telework opportunities for law office managers, including two pilot virtual law offices each comprised of a managing attorney and 14 experienced Trademark examining attorneys who all worked at home full-time. Preliminary evaluations indicated that these pilots were successful.

Trademarks implemented telework agreements and guidelines for all Trademark examining attorneys and expanded a pilot program for examining attorneys interested in teleworking 20-32 hours per bi-week. They also increased telework slots for part-time employees. Clarification to the



I have seen these (telework) programs engender so much appreciation and loyalty in employees that they certainly are a "win-win" for employees and the agency.

Cynthia Lynch
Administrator for Trademark
Policy and Procedure

Telework is not a "one-size-fits-all" approach for the USPTO. Each of the business unit programs is tailored to fit the strategic goals of the business units. The USPTO Telework Program Office works with business units to define guidelines, develop pilots, expand initiatives, and measure results. The USPTO asked business units to describe FY 2014 improvements to date, their foundation for telework success, and how telework has made a difference. Below are comments from USPTO employees.

TRADEMARK WORK AT HOME

After 17 years of telework opportunities in Trademarks, there is no doubt that telework is part of the Trademark work culture representing a highly-successful business strategy. For the ninth year in a row, Trademarks achieved all of its goals for pendency, quality and e-government despite an increase of almost 5 percent in trademark application filings. Trademark examining attorneys completed 913,500 balanced disposal points. In the Federal Employee Viewpoint Survey for 2014, 96.3 percent of Trademark respondents stated that they would recommend their organization as a good place to work; and Trademark respondents reported a 93.9 percent job satisfaction rate on the survey. At the end of FY 2014, the Trademark examining attorney resignation rate was only 1.59 percent.

In this fiscal year, 92 percent of Trademark employees in all work units had the opportunity to telework one or more days per week, and 86 percent of Trademark employees participated in telework. Ninety-six percent of eligible

telework agreements improved Trademarks ability to communicate with remote employees using video conferencing and other collaboration tools.

Significantly, a new Trademark omnibus telework agreement and guidelines were signed and implemented, expanding opportunities for the technical, support, and professional staff that include hoteling in three work units, expansion of telework positions, and additional telework days. This telework agreement was the first signed with National Treasury Employee Union, Chapter 243 (NTEU 243) under their new collective bargaining agreement and will serve as a model for the agency.

In 2014, Trademarks won the Seventeenth Annual Constance L. Belfiore Quality of Life Award from the Bar Association of the District of Columbia. In granting the award, the Bar Association stated:

"As a large government agency, the Trademark Organization of the U.S. Patent and Trademark Office took a bold and experimental step in 1997 to offer telework and flexible work schedules, save office and energy costs, and increase efficiency. The initiatives succeeded, and at present, 98 percent of the more than 500 lawyers take advantage of teleworking and flexible scheduling. They also benefit from advanced communication technologies and strategies, career development programs, and exceptional work-life balance benefits."

Telework has allowed Trademarks to hire new examining attorneys without acquiring additional office space. Since 2012, they have increased the examining attorney staff by 51 attorneys (an increase of 13 percent). Thus, telework has saved the team from having to acquire 7,650 square feet of office space.

Trademarks gives employees excellent opportunities to achieve a great quality of life, including handling interesting and challenging legal work, while still maintaining a full life outside the office. Telework has been one of the pillars of great work-life balance helping us retain the best employees, saving them the stress of commuting, and allowing the work force to achieve high productivity and quality.



The Virtual Law Office Pilot (VLO) is a resounding success for my attorneys and for me! My job satisfaction increased exponentially since I am able to work from home more often and adjust my work schedule. And the performance of our law office has improved. In my opinion, the VLO should be the model for law offices in the future!

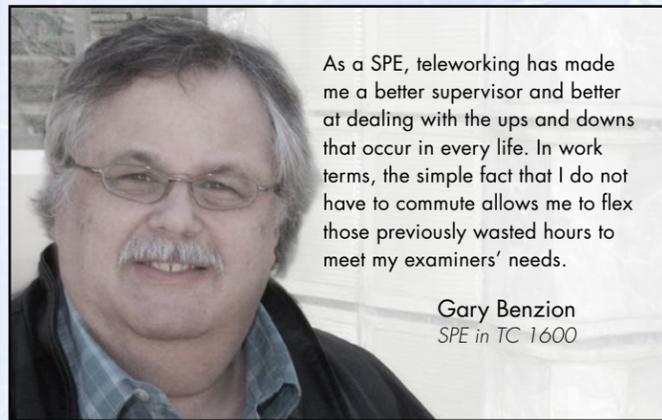
Tom Howell
Managing Attorney of LO118

PATENT TELEWORK PROGRAMS

With Patents' various telework program options, employees and managers select the telework opportunity that best matches the business needs of the unit and the employees' own individual work-life situation. In FY 2014, 4,455 Patent employees worked from home 4 to 5 days a week. In total, Patents had more than 8,000 teleworkers, working from home at least one day a week.

- During a full-time hoteling arrangement, examiners and other certain Patent Office Professional Association (POPA) employees can join the Patents Hoteling Program (PHP) and work at home full-time with limited bi-weekly reporting requirements. Examiners on PHP with an approved alternate worksite outside 50 miles from the Alexandria campus can participate in the Telework Enhancement Act Pilot Program (TEAPP). TEAPP participants must sign a travel waiver and only need to report back to USPTO office at their own expense for a limited number of trips each year, if required.
- Members of Patents Technical Support Staff (TSS) belonging to NTEU 243 can join the Patent Hoteling Program-N (PHP-N) and work at home full-time with limited bi-weekly reporting requirements. Members of PHP-N that have an approved alternate worksite outside 50 miles from the Alexandria campus may participate in the TEAPP program. NTEU 243 employees have similar reporting requirements as that for POPA employees participating in TEAPP.





As a SPE, teleworking has made me a better supervisor and better at dealing with the ups and downs that occur in every life. In work terms, the simple fact that I do not have to commute allows me to flex those previously wasted hours to meet my examiners' needs.

Gary Benzion
SPE in TC 1600

work schedule and work environment to maximize their efficiency. Under Patents' telework programs, employees are able to conduct all their necessary work while at home, eliminating time spent in traffic traveling to and from home and other distractions that may limit their productivity. The combination of being able to work at home and having flexible work hours enables employees to perform personal matters during the work day and not have to take leave because the number of total work hours remains the same. And, with the availability of collaborative tools such as WebEx, Microsoft (MS)

Lync and others, employees are able to interact in and attend meetings in much the same way as they do in the Alexandria office.

The impact of an office closure is significantly lessened during snow emergencies and other weather related acts. Employees are allowed to telework and work at home instead of taking leave or spending hours on the road in dangerous weather conditions.

The telework team in the Patents - Office of Patent Information Resources (OPIR) - Office of Patent Information Management (OPIM) continues to work on improving the tools, resources, and training programs available to teleworkers and hotelers, as well as, providing improved oversight of the programs for Patent management teams.

The new Patents Telework Enterprise System is a new electronic platform being developed to manage and track the applications, approvals, and participation information for all Patent telework programs that currently have a total of over 8,000 Patent employees. The new enterprise system will be fully operation by FY15.

The foundation for Patents' telework success is the work-life balance opportunity it provides to its employees. Patents' offers a variety of telework and hoteling program options. All necessary equipment, infrastructure, training, and support are provided to help ensure that employees and management can seamlessly perform their assigned duties independent of their location.

- Patent managers can join the PMTP program and work up to 32 hours a bi-week at home. Additionally, a limited number of Patent managers can join the Supervisory Patent Examiners-Management Quality Assurance Specialists (MQAS) Hoteling Program which allows managers to work at home full-time. The program requires the managers to report to the Alexandria campus one day per week.
- Patent tech support managers can join a similar program, the TSS manager hoteling program, which allows TSS managers to work at home full-time with a limited reporting requirement.
- Patents Telework Program 2013 (PTP 2013) is a program that allows examiners to work from home for a limited number of hours per bi-week. Examiners may be eligible to work at home for up to 10 hours per bi-week, 20 hours per bi-week, or 32 hours per bi-week.
- Members of NTEU 243 (not Patents Technical Staff) can join the Patents Telework NTEU 243 (PTP-N) program and work from 1 to 4 days per week at home. Patent managers can join the PMTP program and work up to 32 hours a bi-week at home. POPA non-examining members can join Program B and work 1, 2 or 3 days per week at home.

The various Patents telework and hoteling programs have improved performance and productivity primarily by providing employees the flexibility to arrange their

OFFICE OF THE CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer (OCFO), which is comprised of the Offices of Finance, Procurement, Financial Management Systems, and Planning and Budget, determined that 100 percent of all positions in OCFO are eligible to telework in some capacity – either episodically or one, two, or three days per week. As of FY 2014, 87 percent of employees participate in the OCFO telework program.

The OCFO has enjoyed great success in its telework program because it implemented a single telework program for all employees and supervisors, regardless of position or bargaining unit. At the heart of the OCFO telework program is setting clear expectations through a single



"Telework eases stress on employees who have long commutes; the Universal Laptop, remote connections, and collaboration tools enable a seamless work experience for both teleworkers and their colleagues."

Lyn Donaldson
OCIO

mission with goals and guiding principles. For example, OCFO clearly communicates the need for finding new and different ways to facilitate communication and collaboration across the business unit and with our customers. The multitude of collaboration tools provided by the USPTO has become a key component to their success. In FY 2014, OCFO introduced the WebEx features into routine operations and found that employees use the tools whether teleworking or collaborating across offices located in different buildings. OCFO finds that these tools have increased the efficiency and effectiveness of services.

As a result, the business unit has seen improved organizational performance and productivity by enabling employees to trade commute time for other productive activities and to balance personal and professional lives more efficiently. Not only does telework help with recruitment and retention, it increases engagement and is a motivating factor to produce more.

OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

The Office of Equal Employment Opportunity and Diversity (OEEOD) adopted a flexible attitude toward telework. Although a small percentage of OEEOD employees telework on a regular basis in FY 2014, the majority (72 percent) have ad hoc teleworking privileges. Employees choose to use telework when their schedules permit, and when it allows them to be more productive or when they otherwise would not be able to work, such as working online before leaving for a medical appointment. This has allowed OEEOD greater flexibility in their workday, as well as increased productivity. Further, telework boosts morale. Anecdotally, OEEOD teleworkers look forward to the days they are scheduled to telework. Many comment about their lack of commute as a bonus.

For the future of OEEOD, while its program is modest compared to others, they look forward to expanding telework eligibility to recent new hires.

OFFICE OF THE CHIEF INFORMATION OFFICER

In FY 2014, the Office of the Chief Information Officer (OCIO) telework participation continued to grow, rising from 87 percent to a peak of 91 percent among employees eligible to telework. The number of employees has also continued to grow. The waiting period for eligibility delays participation among new employees for up to one year. To put its growth into perspective, in FY13, OCIO had 479 total



positions and 359 teleworkers. By the end of FY 14, OCIO had 541 employees and 401 teleworkers.

OCIO initiated a two-day telework pilot involving 70+ participants who met the eligibility criteria and elected to participate. The pilot is expected to run for six months and conclude in March 2015. OCIO also launched its inaugural telework website in conjunction with the pilot program. The website links to all available information about telework within the office and across the agency in one convenient location.

To provide enhanced capabilities that more closely match the experience of the campus office, OCIO deployed single monitors, SOHO routers, and desk phones for use at the alternate worksite for the first time in FY14. Over 131 monitors and 22 routers were deployed to eligible teleworkers who requested the technology.

The ability to provide essentially the same experience, regardless of location, is a critical component of the success for OCIO telework. Consistent training in IT and non-IT skills is also a significant factor. The products and services that OCIO provides to the rest of the agency and the public are time-sensitive, and are able to be supported effectively both on campus and at the alternate worksite.

OCIO employees report that they find the telework environment provides benefits such as a decrease in distractions and an improved ability to focus. The flexibility of working from home improves morale, job satisfaction, and work-life balance for teleworkers. An extra benefit has been that the collaboration tools have been used to increase productivity across the office, even among those who don't telework regularly.

In the future as the two-day telework pilot program concludes, OCIO will conduct focus sessions with supervisors, participants, and peers, and planning an evaluation of its success upon conclusion. OCIO also looks forward to adopting a revised telework handbook, which has not been updated since 2009.

OFFICE OF ADMINISTRATIVE SERVICES

The Office of Administrative Services (OAS) continued to utilize telework to enhance operations and to offer flexibility to employees. Those that embark on telework enjoy the opportunities for limiting their commute and increasing flexibility in their day.



OFFICE OF HUMAN RESOURCES

In FY 2014, telework participation in the Office of Human Resources (OHR) included an eligibility of 100 percent for OHR positions with 81 percent in a telework status. Within 90 days of their hire to OHR, employees are generally offered the opportunity to telework intermittently or up to two days a week, depending on duties and OHR's customer needs.

In FY 2014, several OHR employees participated in a pilot program which allowed for a three days-a-week telework schedule. These employees have continued teleworking three days a week based on the positive feedback and flexibility. This flexibility is highly valued by OHR teleworkers. 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 and the OHR business pro-

cess. This also provides work-life balance and continuity of operations on days when employees are not able to be onsite due to inclement weather, etc. The OHR encourages telework for most employees within the business unit, and at the end of FY 2014, nine OHR staff now telework three days per week, 18 telework two days per week, 42 telework least one day per week, and 21 telework on a situational basis.

OFFICE OF THE GENERAL COUNSEL

The telework program has been a key asset to the success of the Office of the General Counsel (OGC). The number of teleworkers continues to increase as employees become eligible. Currently, 67 percent of eligible employees participate in the program.

OGC continues to see increased productivity and enhanced work-life balance as a result of the telework program. Employee feedback indicates that the flexibility telework provides reduces stress to those who commute to and from work as well as increases productivity. Further, teleworking has been a huge benefit in attracting new employees as well as retaining existing employees. OGC continuously looks for ways to further improve the telework program.

OFFICE OF POLICY AND INTERNATIONAL AFFAIRS

The Office of Policy and International Affairs (OPIA) has strong confidence in the telework employees' ability to continue to perform at the same level of standard both at home and in the office. This philosophy has been the foundation of success for OPIA. OPIA employees are grateful for the opportunity to be able to maintain work-life balance through telework opportunities and in return, continue to provide excellent service as a result of being able to work from home when required.

In FY 2014, OPIA began a pilot program for administrative



staff to explore episodic telework options. Further, OPIA's Edison Scholars now have the opportunity to telework. Having the ability to telework has improved performance and productivity because it relieves some of the stress and pressure associated with the urgency of meeting critical timelines and deadlines while also trying to maintain work-life balance. Lower stress levels associated with workloads and timelines has made it easier for many of our employees to increase the quality of their work.

Telework at OPIA has provided employees with the opportunity to maintain work-life balance, enabling employees to respond to and complete critical assignments in a timely manner.

In the future, OPIA hopes to be able to expand its telework program, providing more opportunities for work-life balance to employees who are able to maintain productivity in a virtual environment from both work and from home.

OFFICE OF THE UNDER SECRETARY AND DIRECTOR

PATENT TRIAL AND APPEAL BOARD

The Patent Trial and Appeal Board (PTAB) is an active participant in providing teleworking options and alternatives for its employees. In FY 2014, more than 64 percent of its workforce teleworked.



In FY 2014, the PTAB continued to expand, hiring more than 44 new judges, who are assigned to USPTO's Alexandria office as well as the USPTO's satellite offices in Menlo Park, California; Denver, Colorado; Detroit, Michigan; and Dallas, Texas.

On June 30, 2014, the USPTO celebrated the grand opening of the new Denver office at the historic Bryon G. Rogers Federal Building. With the lease ending at the temporary site in Lakewood, CO, the judges were approved to telework for a short time leading up to the grand opening. By teleworking, these judges were able to continue on with their production without any interruptions.

In FY 2014, 98 percent of positions were eligible for telework under PTAB's current telework program for non-bargaining employees and hoteling program for NTEU 243 with the 50-mile radius option for change of duty station. All new judges are in telework-eligible positions and will be approved for telework on a case-by-case basis as their familiarity with PTAB processes and procedures increases.

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

OFFICE OF THE UNDER SECRETARY AND DIRECTOR

TRADEMARK TRIAL AND APPEAL BOARD

In FY 2014, The Trademark Trial and Appeal Board (TTAB) hoteling participants increased by approximately 5 percent. TTAB has found that teleworking and hoteling employees spend less time commuting, translating to productive, non-interrupted work. Further, telework allows for business continuity even during weather related closures.



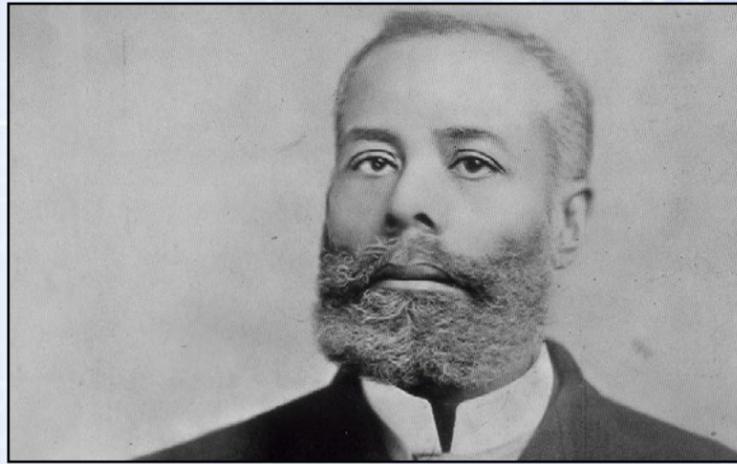
TTAB is actively engaging the TEAPP. This program has helped enhance outreach to stakeholders by enabling teleworking interlocutory attorneys and judges to interact with trademark practitioners and interest groups in their local areas.

The TTAB believes that proper telework planning and communication tool training are the foundation items leading to a successful telework program. Looking ahead, TTAB will utilize more electronic tools to increase employee engagement and communication. TTAB anticipates continued growth of employees participating in its flexible telework options, and estimates a 5 percent increase in TTAB TEAPP participation.



The EDGE OF INNOVATION



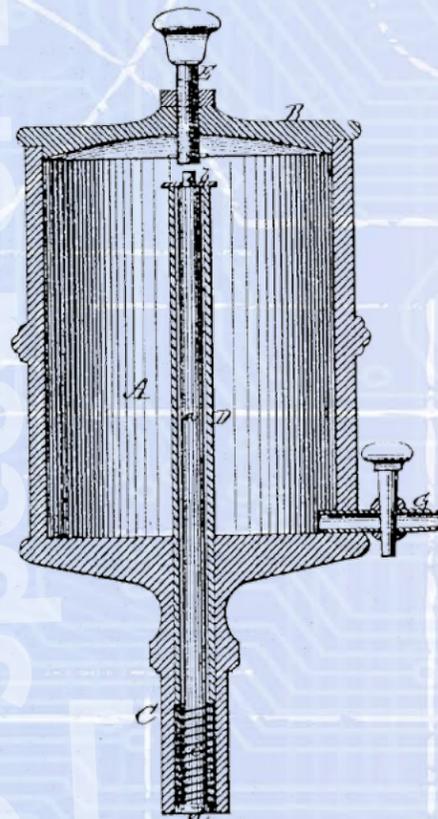
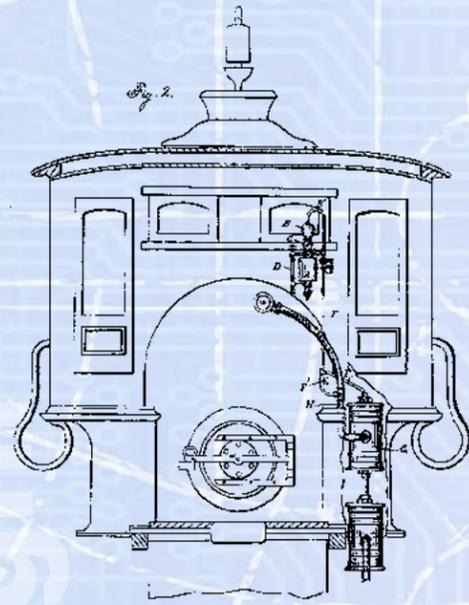


THE INFLUENCE OF ELIJAH J. MCCOY

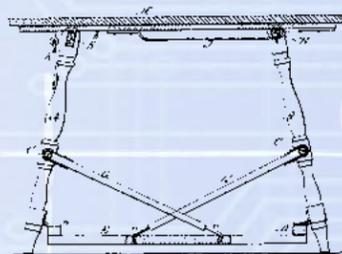
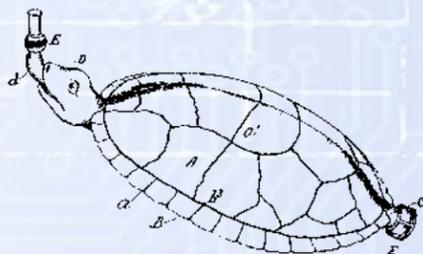
McCoy was a Canadian-American inventor and engineer, who was notable for his U.S. patents, most to do with lubrication of steam engines.

In his lifetime, McCoy had 57 patents. Born in Ontario, Canada, McCoy moved as a young child to Michigan. He was a fireman, an oiler, and a designer in a home-based machine shop. He is recognized and known for inventing an automatic lubricator for oiling steam engines of locomotives and ships.

Several have attempted to replicate McCoy's famous invention. Legend would say that engineers on the railroad would specifically look for McCoy's invention, and ask, "Is this the real McCoy?"



*Inventor
Elijah McCoy
Per.*



SPOTLIGHT ON SATELLITE OFFICES

In June 2014, USPTO officially opened the Denver Satellite Office. Located in the Byron G. Rogers Federal Building, the new satellite office will help the region's entrepreneurs advance cutting-edge ideas to the marketplace, grow their businesses, and more efficiently navigate the world's strongest intellectual property system.

The Byron G. Rogers Federal Building (and U.S. Court-house) is home to 11 federal agencies. In 1984, the building was named to honor Congressman Rogers (1900-1983), who was a key stakeholder in securing the funds for the

courthouse. Rogers represented Colorado from 1951 to 1971 in the U.S. House of Representatives.

USPTO opened its first-ever satellite office – the Elijah J. McCoy Office – in Detroit, Michigan in 2012. Moving ahead, USPTO is currently working on office expansions in San Jose, California and Dallas, Texas.

The West Coast Regional Office in San Jose, California as well as the Texas Regional Office, located in Dallas, Texas are slated to open later in FY 2015.



From left to right: President and CEO of Nokero Steve Katsaros, Commissioner for Patents Peggy Focarino, Acting Deputy Secretary of Commerce Bruce Andrews, U.S. Senator Michael Bennet, Deputy Director Michelle K. Lee, Mayor of Denver Michael Hancock, U.S. Senator Mark Udall, U.S. Congressman Ed Perlmutter, and PTAB Chief Judge James Donald Smith.

BUILDING SUCCESS

TELEWORK COORDINATORS

 Donette Campbell	<p><i>Office of Administrative Services</i> Lisle Hannah</p> <p><i>Office of Policy and International Affairs</i> Kendra Mashack</p> <p><i>Office of Equal Employment Opportunity & Diversity</i> Clint Janes</p> <p><i>Office of the Chief Administrative Officer</i> Cindy Auten Danette Campbell Tamara Spiro</p> <p><i>Office of the Chief Communications Officer</i> Paul Fucito Karen Sewell</p>										<p><i>Office of the Chief Financial Officer</i> Jackie Davis-Maxfield</p> <p><i>Office of the Chief Information Officer</i> Lyn Donaldson Teddy Tadesse</p> <p><i>Office of General Counsel</i> Sherryl Trammell</p> <p><i>Office of Human Resources</i> Adrianna Benedetti Kimberly Villa</p> <p><i>Office of the Under Secretary</i> Lisa Houston</p>										<p><i>Patent Trial and Appeal Board</i> Stephanie Murray</p> <p><i>Patents</i> Tim Callahan</p> <p><i>Patents/OPIM</i> Scott Martin Tung Nguyen</p> <p><i>Trademark Trial and Appeal Board</i> LaToya Brown Tina Craven</p>										<p><i>Trademarks</i> Meryl Hershkowitz Michael Kazazian Andrew Lawrence</p>										<p><i>Trademarks (continued)</i> Melissa McGrath Mary Sparrow</p>										 Lisle Hannah
3 Li Lithium	4 Be Beryllium											6 C Carbon	8 O Oxygen	9 F Fluorine	10 Ne Neon																																				
 Tamara Spiro	12 Mg Magnesium											 Sherryl Trammell	 Teddy Tadesse	 Lyn Donaldson	17 Cl Chlorine	18 Ar Argon																																			
19 K Potassium	 Cindy Auten	21 Sc Scandium	22 Ti Titanium	23 V Vanadium	 Kendra Mashack	25 Mn Manganese	 Stephanie Murray	27 Co Cobalt	28 Ni Nickel	 Clint Janes	30 Zn Zinc	31 Ga Gallium	 Scott Martin	33 As Arsenic	34 Se Selenium	35 Br Bromine	36 Kr Krypton																																		
37 Rb Rubidium	38 Sr Strontium	39 Y Yttrium	40 Zr Zirconium	41 Nb Niobium	42 Mo Molybdenum	43 Tc Technetium	44 Ru Ruthenium	45 Rh Rhodium	46 Pd Palladium	47 Ag Silver	 Tim Callahan	49 In Indium	50 Sn Tin	 Tung Nguyen	52 Te Tellurium	53 I Iodine	54 Xe Xenon																																		
55 Cs Cesium	 LaToya Brown	57 La [*] Lanthanum	 Meryl Hershkowitz	73 Ta Tantalum	 Andrew Lawrence	75 Re Rhenium	 Mary Sparrow	77 Ir Iridium	78 Pt Platinum	79 Au Gold	80 Hg Mercury	 Lisa Houston	82 Pb Lead	83 Bi Bismuth	84 Po Polonium	 Paul Fucito	86 Rn Radon																																		
 Tina Craven	88 Ra Radium	89 Ac ^{**} Actinium	104 Rf Rutherfordium	 Melissa McGrath	106 Sg Seaborgium	 Michael Kazazian	108 Hs Hassium	109 Mt Meitnerium	110 Ds Darmstadtium	111 Rg Roentgenium	 Adrianna Benedetti	113 Uut Ununtrium	 Kimberly Villa	115 Uup Ununpentium	 Karen Sewell	117 Uus Ununseptium	 Jackie Davis-Maxfield																																		

TELEWORK ENHANCEMENT ACT PILOT PROGRAM

The Telework Enhancement Act of 2010 authorized the USPTO to conduct a test program allowing employees to waive their right to travel expenses for a reasonable number of mandatory trips to the USPTO – the Telework Enhancement Act Pilot Program (TEAPP). In the test program, an employee may voluntarily relocate from the pre-existing official duty station, for the employee's convenience, to an alternate work site and waive agency payment of travel expenses for a reasonable number of required occasional trips back to the pre-existing official duty station at the USPTO.

In June 2014, the USPTO submitted the second TEAPP Annual Evaluation. The report highlights the second year accomplishments of the TEAPP, provides methodologies used for evaluation, demonstrates the positive impact the program has had on agency efficiency, real estate, COOP, transit subsidy, and the environment, and details the cost and benefits associated with the first year of the TEAPP.

As of the 4th quarter 2014, the USPTO had 1,571 TEAPP participants across 45 states. The program is considered a success by both the employees and the agency.

Notable benefits include:

- **Employee Retention:** Estimated 24 examiners did not leave USPTO due to full time telework opportunities.
- **Continuity of Operations (COOP):** Inclement weather conditions in the Washington, D.C. metropolitan area may not affect those working outside of the 50 mile commuting radius from the Alexandria, Virginia office.
- **Environmental Impact:** Collectively, TEAPP participants spared the environment 8,100 tons of GHG emissions.
- **USPTO Benefits:** In total, TEAPP is a \$61.5 million benefit to the agency.



David Dalke



Tim Callahan



Pam Schwartz



Howard Friedman



Melanie Tung



Harold Ross



Andrew Lawrence



Kathy Duda



Danette Campbell



Jay Besch



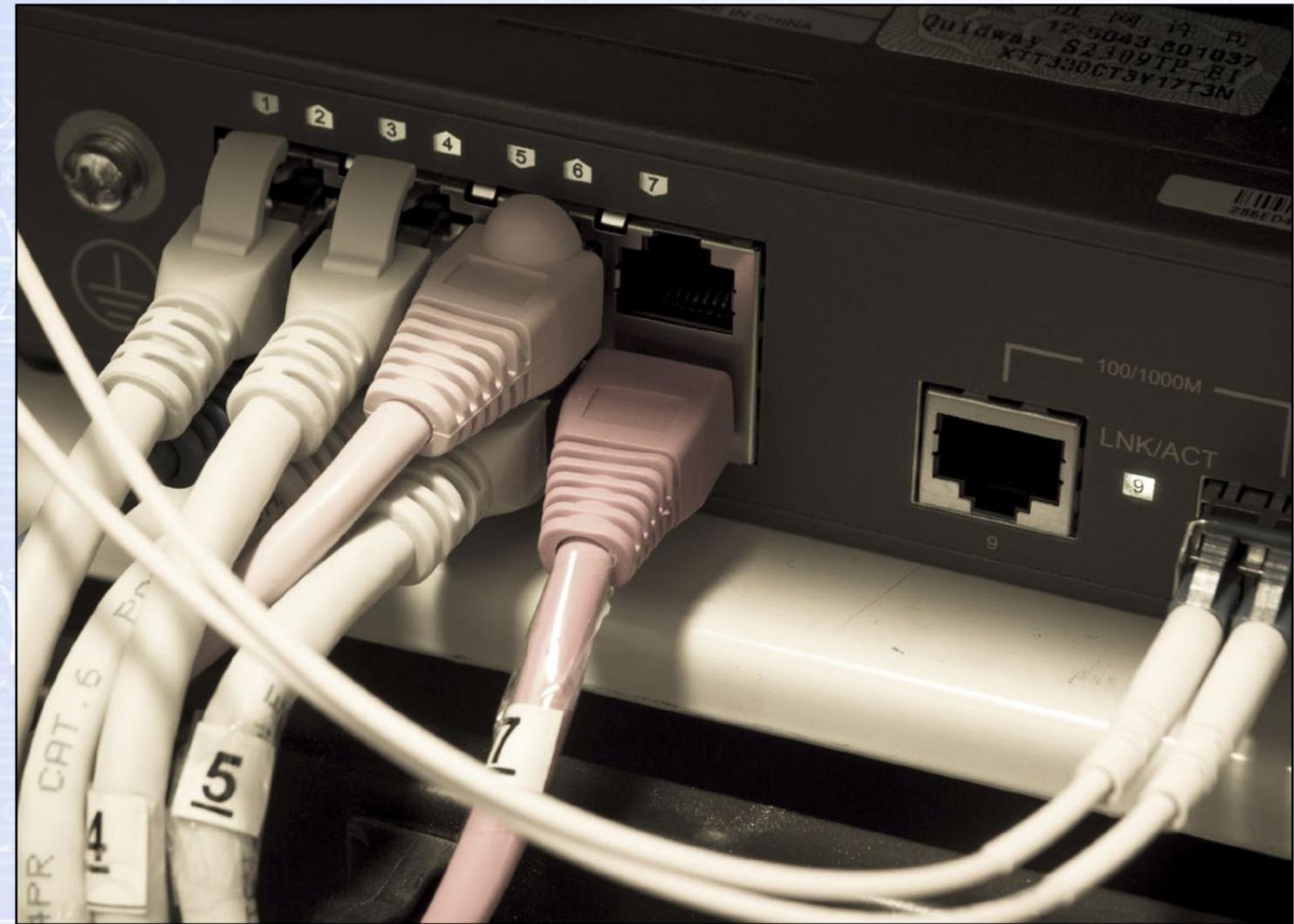
Bob Oberleitner



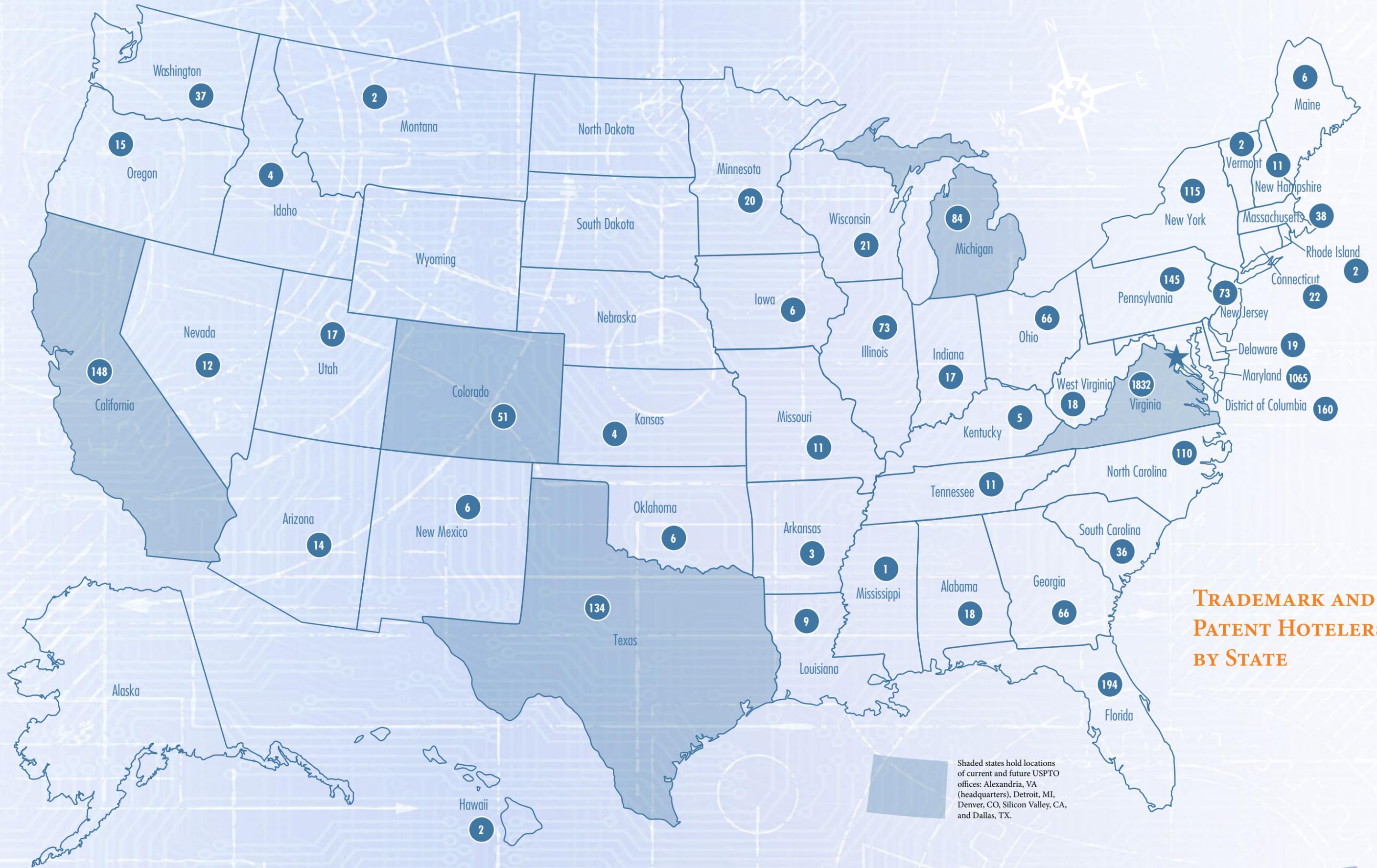
Meryl Hershkowitz



Fred Steckler



KEEPING USPTO WIRED



**TRADEMARK AND
PATENT HOTELERS
BY STATE**

Shaded states hold locations of current and future USPTO offices: Alexandria, VA (headquarters), Detroit, MI, Denver, CO, Silicon Valley, CA, and Dallas, TX.

TOOLS USED BY USPTO TELEWORKERS

Telework-enabling technology allows the USPTO to stay connected, regardless of where employees are located. USPTO's teleworkers use a wide range of technology to support their seamless work environment. OCIO provides various technologies to ensure the success of USPTO

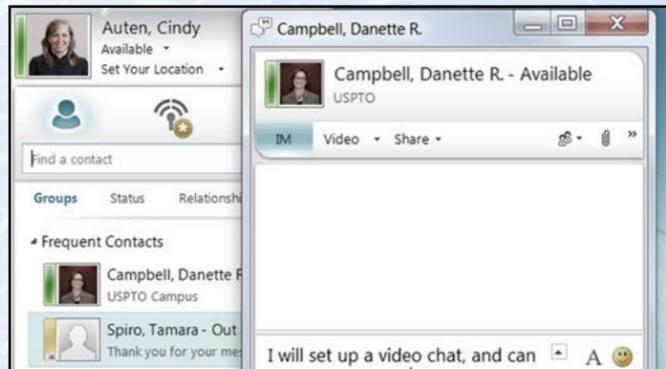
telework. These include: the Universal Laptop, VPN Connection, VOIP, Lync, Webcam, WebEx, SOHO Router, and ERA Portal. Teleworkers are equipped with the above technology.



UNIVERSAL LAPTOP (UL)



VPN CONNECTION / ERA PORTAL



MS LYNC



VOICE OVER IP



WEBCAM / WEBEX



SOHO ROUTER



FY 2014

MAKING A DIFFERENCE

ACCOMPLISHMENTS

The following provides highlights of FY 2014 activities and accomplishments:

- Provided expert consultation to 23 government agencies and institutions; the USPTO continued to serve as a leader in telework implementation.
- Developed the FY 2014 Telework Benchmark Study, identifying best practices with Aetna, Booz Allen Hamilton, Cisco, Deloitte LLP, IBM, and Intel.
- Submitted the Second 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.

BENCHMARKING STUDY

AN ANALYSIS OF INDUSTRY TELEWORK BEST PRACTICES AND RECOMMENDATIONS TO ENHANCE THE USPTO TELEWORK PROGRAM

The USPTO's telework program is a key corporate business strategy which supports mission accomplishment via a dispersed workforce. The USPTO initiated a FY 2014 benchmarking study to identify the best practices of private sector organizations with large-scale telework programs. Leveraging this data, the USPTO can better understand how private sector programs were created and how they have progressed as organizations have evolved.

The six participating organizations were identified based on their reputation for having large, well-established telework programs. The industries represented include health care, consulting, and technology. The criteria used to evaluate best practices included technology and equipment, training, employee engagement, return on investment, and employee satisfaction.

Findings and analysis are available on the Telework Program Office intranet site, under Tools/Reports.

SPEAKING

- Panel Member: National Work and Family Month, Work-Life Caucus, "Cultural Barriers Around Telework"
- Speaker: FEMA Webinar on Telework for the Greater Boston Federal Executive Board, "Telework"
- Speaker: Columbian Ministry of Labor, "Telework"
- Panel Member: HCMD, "Managing Staff in a Flexible Environment to Ensure Autonomy and Productivity"
- Panel Moderator and Discussant: American Association for Public Administration, "National Conference of the American Society for Public Administration"
- Program Co-Chair and Panel Moderator: Mobile Work Exchange, "Spring Town Hall Meeting"

- Speaker: ASEAN IP Office (Burma, Cambodia, Indonesia, Vietnam, Laos, Thailand, Philippines and Brunei), "Administrative Program – Strategic Benefit of Telework"
- Panel Member: Department of Education, "Telework Panel"
- Speaker: National Labor Relations Board, "Managing a Technology-Driven Office in the Digital Age"
- Panel Member: ASTD Webinar, "How to Manage the Virtual Function at Your Agency"

AGENCY/ORGANIZATION OUTREACH

In FY 2014, the USPTO Telework Program Office worked with the following organizations to support various outside telework efforts. USPTO is frequently asked to make telework presentations and provide guidance to various external entities. The following is a listing of the outreach efforts that took place in FY 2014:

- Robbins Gioia/Performance Institute for Department of Homeland Security
- Congressman Steny Hoyer's Staff
- Department of Education
- Office of Personnel Management
- National Aeronautics and Space Administration
- Social Security Administration
- Microsoft
- Booz Allen for Food and Drug Administration
- Department of Transportation
- Government Technology & Services Coalition Human Capital & Learning Action Group
- Department of Agriculture
- Department of Health and Human Services
- Korean Intellectual Property Office
- Architect of the Capitol

- Federal Trade Commission
- Department of Housing and Urban Development
- Department of Veterans Affairs
- Federal Bureau of Investigation/National Instant Criminal Background Check System Operation Unit
- United States Air Force/Manpower and Reserve Affairs Division
- United Kingdom Intellectual Property Office
- Census Bureau

ACADEMIC EFFORTS

In FY 2014, the USPTO Telework Program Office worked with the following universities on telework-related studies:

- Harvard University
- Cornell University

MEDIA INTERVIEWS

In FY 2014, the USPTO Telework Program Office participated in the following interviews listed below:

- Modern Network with Margaret Brown (December 10, 2013), Best Practices from the USPTO for a Successful Telework Initiative
- HRWORX with Adam Davidson (December 27, 2013)
- T&D Magazine with Alicia Dickerson and Paul Ketter (January 9, 2014), Leadership Development Best Practices from a #1 BEST Place to Work
- Federal News Radio with Francis Rose (January 14, 2014), Government Mobility: Lean, Modern, and Accessible
- Federal Computer Week with Frank Konkel (February 3, 2014), Make the Case for Mobility



MAKE THE CASE FOR MOBILITY

BY FRANK KONKEL



Feb 03, 2014

The cavalcade of new mobile devices hitting the market forces agencies to continually reassess their mobility choices: Is this smartphone something we should support? How can we secure this tablet? Is building our infrastructure to support this device worth our budget dollars?

Yet tried-and-true approaches to mobility by federal leaders suggest that success begins not with a device, but with a proper business case that outlines the need for a mobile application or service.

“These are not one-size-fits-all solutions,” said Danette Campbell, senior telework adviser at the U.S. Patent and Trademark Office. Campbell was one of several federal IT experts who participated in a recent webinar about government mobility.

“If we determine in partnership with a specific business unit that a type of technology will help enhance productivity or facilitate better communication, and a mobile solution would enhance it, we approach it,” Campbell said. USPTO is widely considered among the elite users of mobile technology in government, in part because of its massive workforce of teleworkers.

In some respects, USPTO is unique in that its production-driven environment makes determining and measuring metrics such as employee productivity fairly straightforward. USPTO’s concern is less about how many of its 8,000 teleworkers should have BlackBerrys than it is about ensuring its remote workers have access to the same tools and resources they would have if they were in the office.

“The business unit, business needs and business drivers determine what tools we use to deploy,” Campbell said.

Joseph Klimavicz, CIO at the National Oceanic and Atmospheric Administration, said agencies should examine several IT considerations to help give it a big-picture look at what options a mobility solution offers before any decisions are made.

“We look at business and user needs, data storage, enterprise application architecture, identity and security management, and governance,” Klimavicz said. “What services are you trying to provide, and how are you providing those? All support services must be factored in.”

That is not to say that devices don’t matter. But they should be more of a portal to information rather than an enabler.

“Devices do matter because ultimately we have to support them, but devices are not the end goal,” said Capt. Michael Dickey, command officer of the Coast Guard Telecommunication and Information Systems Command.

Dickey said the Coast Guard’s foray into mobility began 10 years ago with email as the first centrally provided capability, but that was more of a case of a system coming together without being developed through requirements, and the Coast Guard still faces challenges with a lack of “rigor with our requirements development.”

The Coast Guard looks at what end users need and want and compares those potential solutions with “what we as an organization can actually fund,” Dickey said, alluding to the importance IT budgets play in mobility.

“The end goal is to put data into the hands of users who require access,” Dickey said. “It’s figuring out which enterprise application users need access to...and providing access in a secure manner to devices or peripherals to that.”

About the Author

Frank Konkel is a former staff writer for FCW.



INVESTING IN THE FUTURE



The USPTO has demonstrated its commitment to telework adoption and expansion through survey and focus group research, thereby allowing teams to evaluate experiences and lessons learned. In FY 2015, USPTO momentum will continue with growing opportunities for eligible employees.

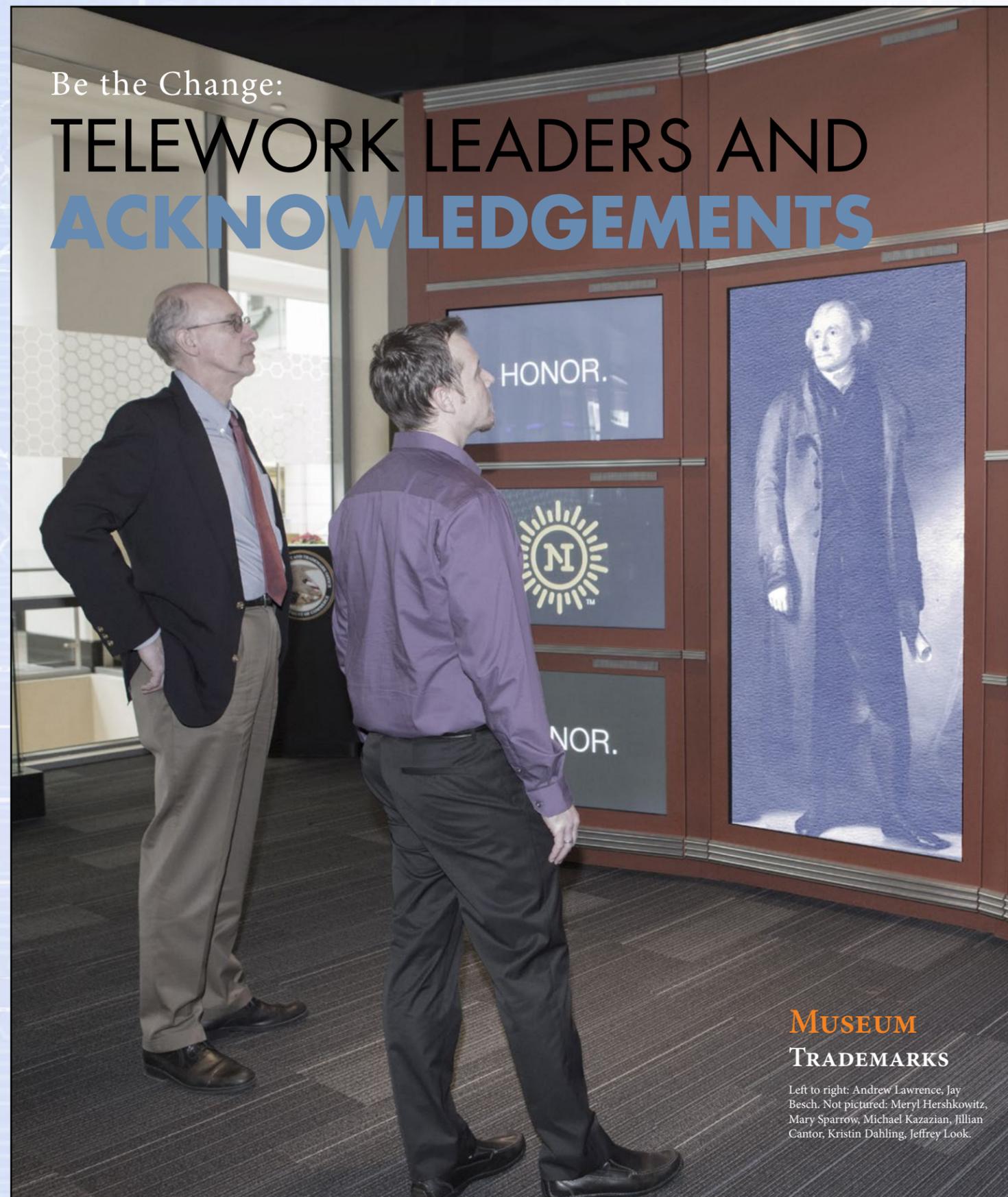
In FY 2015, the agency will continue to focus on expanding its nation-wide workforce, through its telework/hoteling programs, the TEAPP, as well as the development of its satellite offices. This will allow the agency to recruit and retain top talent, across the country and remain an employer of choice. The USPTO will continue to benchmark its programs with other agencies and organizations and has made it a priority to dialogue with management thought leaders to help improve existing telework initiatives. As telework continues to expand, the USPTO's voice and experience will continue to serve others to further develop opportunities for its employees.

"Do you want to know who you are? Don't ask. Act! Action will delineate and define you."

Thomas Jefferson was cited to recommend trademark legislation in 1790. During this time, he was the Secretary of State, and was considered the first administrator of the American patent system.

Be the Change:

TELEWORK LEADERS AND ACKNOWLEDGEMENTS



MUSEUM TRADEMARKS

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



CLASSROOM

PATENT HOTELING COORDINATORS GROUP

Seated left to right: Tung Nguyen, Scott Martin, Hezron Williams, Joseph McKane. Standing left to right: Brian Casler, Tim Callahan, Matt Kim, Saul Rodriguez, Jay Patel. Not pictured: Retta Williams, Esther Williams, Toshia Ross, Joseph Avellino, Gary Benzion, Robert Chen, Robert Childs, Richmond Dorvil, Randy Green, Joseph Hail, Larry Helms, David Hudspeth, Paula Hutzler, Christina Johnson, Alexander Kosowski, Matthew Landau, Michael Neas, Dave Porta, Victoria Schumate, Ian Simmons, Timothy Thorpe, William Trost, Florian Zender.



"The patent system added the fuel of interest to the fire of genius."

Abraham Lincoln was the only U.S. president to hold a patent. In 1849, Abraham Lincoln received Patent No. 6469 for a device to lift boats over shoals.



LIBRARY

CORE TELEWORK TEAM

Left to right: Kieshawn Kearney, Albert Carter, Van Keene, Scott Martin. Not pictured: Holly Chong-Williams, Michael McGill, Khalil Naamane, Jim Nichols, Toby Berrera, Maraky Sissay, Michael Stehling, Jackie Bowen, Tung Nguyen.



"There is no substitute for hard work."

Thomas Edison was an extraordinary inventor and scientist, with 1,093 patents. His favorite invention was the phonograph, which he worked on for 52 years.



THE PURSUIT OF KNOWLEDGE: TELEWORK RESOURCES

The USPTO Telework Program Office has developed an internal telework resource center to support telework-eligible employees, existing teleworkers, and managers.

The online portal offers many resources to help along the way in your telework adoption and expansion.

We encourage you to visit the Telework Program Website for various resources, best practices, and tools – all available to support teleworkers, managers, business unit coordinators, and the agency.

