



U.S. Patent and Trademark Office

2016 Telework Annual Report



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To reflect this year's theme of Big Data the page numbers in this Telework Annual Report are numerically notated in both decimal and binary. The decimal number system is also called Hindu-Arabic or Arabic number system and employs 10 as the base and requires 10 different numerals, zero to nine. Binary describes a numbering system in which there are only two possible values for each digit, 0 and 1.

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The Year in Data: Telework at the USPTO

Fiscal Year (FY) 2016 at the United States Patent and Trademark Office (USPTO) was a year of monumental achievements. By the end of the FY, the agency had set up the remaining two regional offices located in Dallas, Texas and San Jose, California, while maintaining its telework workforce in 47 states, the District of Columbia, and the recently-added Puerto Rico. The agency has proven to be a leader in embracing a nationwide workforce.

Nineteen years after the inception of the original telework pilot, the USPTO now has nearly 13,000 employees with 75 percent working remotely between one and five days a week. From the fourth quarter FY 2015 to the fourth quarter FY 2016, the percent of positions eligible to telework increased from 93 percent to 94 percent (adding 469 eligible positions agency-wide) while agency-wide telework participation grew by four percent.

To maintain its success, USPTO strives to adopt sound workforce strategies where employees stay productive and connected, regardless of where they are located. The agency relies on training, information technology (IT), and engagement initiatives to support its program. Further, the USPTO depends on proven data to make the best decisions possible for its workforce. The USPTO telework program provides cost savings by reducing the need for additional office space, enhancing recruitment and retention, fostering greater efficiency in production and management, enhancing the resiliency of the agency during continuity events, and providing opportunities for expanded work flexibility.

Telework at the USPTO is a data-driven business strategy, which supports mission achievement and goal fulfillment via a distributed workforce. For all of its stakeholders, it is an established telework success.



Fred Steckler is the Chief Administrative Officer for the U.S. Patent and Trademark Office (USPTO). He is responsible for the delivery of all administrative service support functions for USPTO including human capital strategy, human resource management, telework policy and programs, facilities management, safety and security, transportation, and asset management.

Mr. Steckler received a Bachelor of Arts degree in economics from Duke University and a Master of Business Administration from The George Washington University.

An Interview with USPTO Chief Administrative Officer, Fred Steckler

On Wednesday, August 24, 2005, the USPTO Information Technology Investment Review Board (ITIRB) approved funding to proceed with the Patent Hoteling Program (PHP). The intent of the PHP was to accomplish some major strategic goals: 1) Reduce increased USPTO office space requirements associated with increased hiring goals, and 2) Achieve innovative means of flexibility and responsiveness of the Patents organization to meet its mission with respect to increasing workloads and changing technology. The decision to incorporate PHP was data-driven and has proven to be a successful business strategy for the USPTO.

Q Prior to working at USPTO, you held positions in private sector. How would you compare the Patents Hoteling Program to full-time telework programs in private sector organizations?

Fred: Overall, I've found that there are recurring "best practice" themes. These include leveraging common

technology, including collaboration tools to support employee productivity, and ensuring that distributed workforces remain engaged. Additionally, like the USPTO, many organizations implement flexible work schedule programs in concert with telework programs. I've also seen an overwhelming focus on promoting telework to reduce employee turnover, increase productivity, avoid real estate costs, and maintain continuity of operations. Just like the USPTO, private organizations rely heavily on employee viewpoint surveys to assess satisfaction with telework programs.

Q The focus of this year's report is *Telework: A Data-Driven Business Strategy*. Would you agree that the PHP is a data-driven business strategy?

Fred: Absolutely! The Patents organization is, by nature, data-driven, and the original design of the PHP was based on a data-driven business strategy. The agency continually collects, analyzes, and compares PHP data which is critical to developing stellar programs for our employees and determining Return on Investment (ROI) for building future programs.

Q So what are some of the ROIs that have been generated as a result of the PHP?

Fred: I'm really glad you asked this question because the ROI is what supports this initiative as a business strategy. PHP research has shown that patent examiners participating in a full-time telework program have, on average, a lower attrition rate than patent examiners not on a full-time telework program. By reducing the attrition level, the cost to train replacement patent examiners is avoided. In addition, the agency avoids a substantial amount of costs associated with real estate as a direct result of the PHP.

Q It's been 10 years since PHP launched in 2006. What do you think the Patents Hoteling Program will look like in the future?

Fred: I believe that the PHP will remain an innovative model for federal agencies interested in reducing their real estate footprint, enhancing recruitment and retention, increasing productivity and providing opportunities for expanded work flexibility and better work-life balance for participating employees.



Statistics: Data Analytics

The USPTO analyzes raw data on telework gathered quarterly with the purpose of drawing conclusions, uncovering hidden patterns, correlations, and

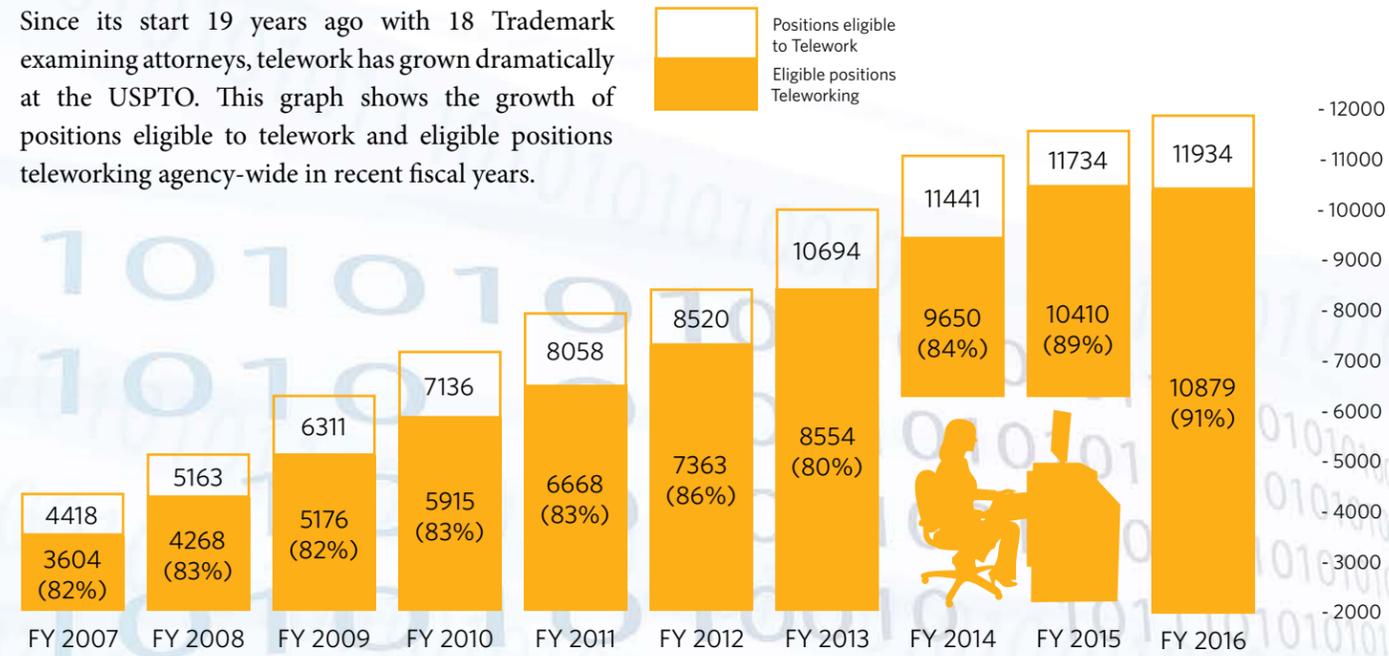
other insights. Analytics provide the agency with the information it needs to encourage fact-based management to drive decisions and actions.

Results of the FY 2016 USPTO Telework Programs:

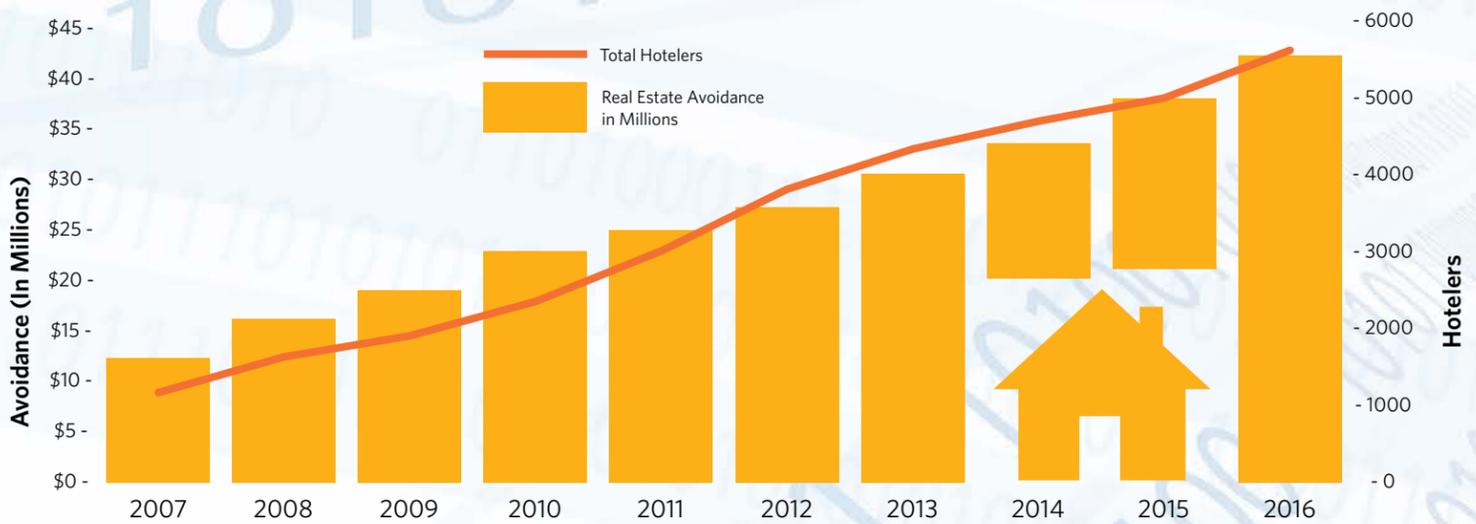
Number of Teleworkers at USPTO	10,879
Number of Eligible Positions at USPTO	11,934
Percent of Positions at USPTO that are Eligible	93.87%
Percent of Positions at USPTO that are Teleworking (Agency-wide)	85.57%
Total Number of Patent Teleworkers	8,823
Percent of Eligible Patent Positions that are Teleworking	91.88%
Total Number of Trademark Teleworkers	658
Percent of Eligible Trademark Positions that are Teleworking	95.22%
Number of Patent Positions Teleworking 4 or 5 Days per Week	5,305
Number of Trademark Positions Teleworking 4 or 5 Days per Week	474

Telework Growth

Since its start 19 years ago with 18 Trademark examining attorneys, telework has grown dramatically at the USPTO. This graph shows the growth of positions eligible to telework and eligible positions teleworking agency-wide in recent fiscal years.



Annual Real Estate Cost Avoidance Due to Hoteling



Environmental Impact of Telework

5,995 teleworkers work from home four/five days per week:

- Avoid driving 66,566,981 miles in a year
- Collectively save \$5,214,414 in gas a year
- Collectively reduces emissions by 34,948 tons a year



4,572 teleworkers working from home one-three days per week:

- Avoid driving 22,562,820 miles in a year
- Collectively saves \$1,767,421 in gas a year
- Collectively reduces emissions by 11,845 tons in a year

Snow Days

During federal inclement weather closures in the Washington, DC, metropolitan area, telework and hoteling employees remain productive. As former Deputy Director Russ Slifer discusses below in the Director's Forum blog, telework made a strong impact during the January 2016 snowstorm.

Director's Forum: A Blog from USPTO's Leadership

Monday Feb 29, 2016

USPTO Maintains Productivity Despite Inclement Weather

Guest blog by Russ Slifer, Deputy Under Secretary of Commerce for Intellectual Property and Deputy Director of the United States Patent and Trademark Office (USPTO)

The big East Coast snowstorm last month demonstrated the continuing effectiveness of the USPTO's telework program, as more than 9,600 of our approximately 12,000 USPTO employees were able to telework despite the aftermath of the blizzard, allowing the agency to maintain high levels of production and efficiency.

While the federal government in the Washington, D.C. area was officially shut down, 77 percent of the total USPTO

workforce was teleworking at peak times of the day. Not every USPTO employee has a telework agreement. Among those who do, nearly 93 percent of all employees were working at peak times. In terms of productivity, our Trademark examining attorneys performed more than 90 percent of the work they did on recent comparable days without closures or storms. Patent examiners accomplished an average of 84 percent of the work they did on recent comparable days. Patent Trial and Appeal Board staff continued to respond to customer enquiries, judges conducted hearings remotely, and over 20 America Invents Act decisions were entered.

The USPTO has been leveraging telework for many years; since 1997 in fact, when the Trademark Work at Home program started. In those days, telework in most federal government agencies was still considered to be the "shiny new penny" and federal agencies were just starting to get on board the telework train. In addition to our headquarters

in Alexandria, Virginia, the USPTO's regional offices across the country also effectively use telework when needed to serve inventors and entrepreneurs in their regions.

Prior to this year, February 2010 saw the last severe blizzard-like weather in the Washington metropolitan area. When the 2010 "Snowmageddon" storm hit, the USPTO was prepared: Trademarks was able to maintain fully 86 percent of normal workday production, and, agency-wide, more than 3,000 USPTO employees logged on to the PTO Virtual Private Network (VPN). The 2010 blizzard also helped the 2010 Telework Enhancement Act gain traction, especially in the Washington metropolitan area.

Although Punxsutawney Phil predicts an early spring, the Farmer's Almanac indicates more inclement weather before winter's official end. Whatever the case may be, at the USPTO, it is business as usual.



Patents Hoteling Program

Planning for the Patents Hoteling Program (PHP) started in FY 2000 with a partnership agreement between Patents and the Patent examiner's union, the Patent Office Professional Association (POPA) for a pilot work-at-home program. In the pilot proposal, 18 patent examiners and three supervisory patent examiners would receive a mix of desktop and laptop computers and printers to test the feasibility of working remotely from the United States Patent and Trademark Office's Crystal City campus. The pilot participants would be able to access the Patent electronic search databases and would be authorized to take home the paper patent files for reviewing patent applications.

The work-at-home pilot started in July 2001 and ended in June 2002. Based on the lessons learned, transporting paper files and supporting the remote computers, using technology available at the time presented some challenges. In 2004-2005 a new pilot was conducted with the Patent Quality Review examiners. The newer technology enabled for remote access, as well as the electronic availability of all patent applications, led to a successful pilot program outcome and this pilot was expanded to include Supervisory Patent Examiners.

Planning for the Patent Hoteling Program (PHP) occurred in 2005. This hoteling program dovetailed with a new Patents initiative to hire 1,000 new patent examiners each year, starting in 2006 and running through 2011. To enable space for these new examiners, a goal was established to add 500 senior patent

examiners annually, to the PHP. This program proposed that senior examiners would work up to four days per week at home and travel to the office one-day-per week. When they traveled back to campus, they would work in a "hoteling" space located in one of the buildings on the Alexandria campus. With each senior examiner giving up an individual office, office space for 1,000 new patent examiners (two per office) each year would be available.

The Patents Hoteling Program (PHP) officially started in January 2006. A hoteling training lab was designed where all participants could learn, during the course of a two week period, how to set up the PHP computer equipment, identify and correct simple hardware and software problems, work on patent examina-

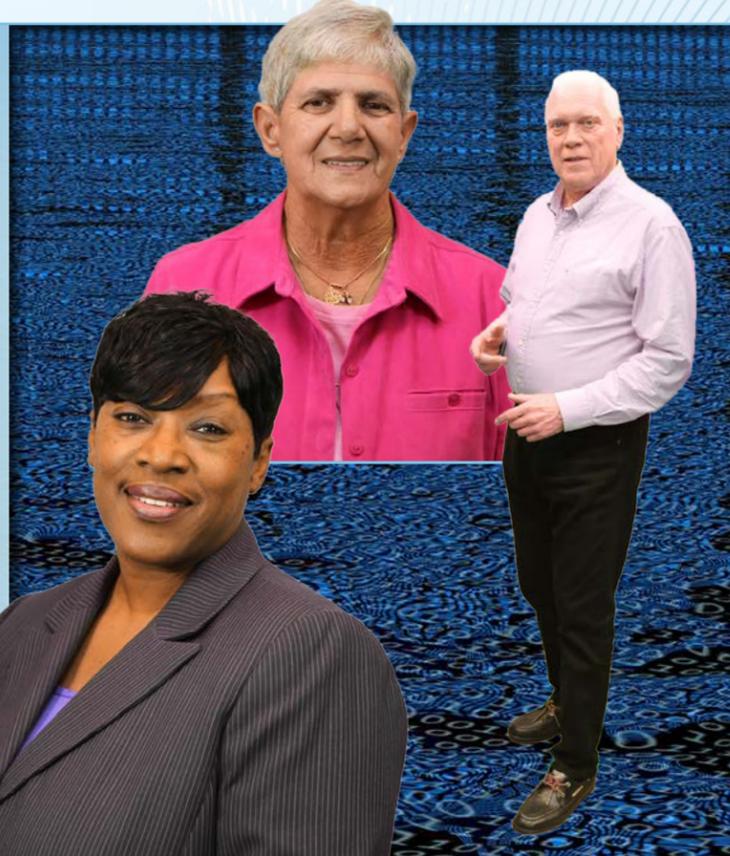


PHP Pilot Support Team Members: [Above] Left to right: Tim Murphy, Keith Vanderbrink, Joe Vastola. [Bottom] Left to right: Esther Williams, Joyce Miller, David Whiddon. [Left Page] Top to bottom: Sandra Bigsby, Larry Schwartz, Sheila Summerlin, Mike Sigda, Stew Levy, Lee Cason.

Data Intelligence: 10 Year Celebration of Patents Hoteling

tions using electronic application files, and search the Patent electronic prior art databases. The patent examiners all learned how to use collaboration tools to promote enhanced communication with other patent examiners, their supervisors, attorneys, and other agency stakeholders. The examiners and supervisors were supported through an innovative deployment of computer equipment via FedEx next day delivery, anywhere in the USA. Replacement equipment for upgrades and broken equipment was deployed to the PHP participants next day via FedEx.

The PHP allowed patent examiners to work from any location in the USA that had high speed internet. However, to maintain their duty station status, PHP participants were required to work one or more days per week on campus. To accommodate this requirement, hoteling space was set up at the Patent Office's Alexandria Campus to support PHP participants when



they did return. When OPM duty station regulations regarding the once-per-week requirement changed to a bi-weekly requirement, the PHP requirements were modified to allow participants to work remotely and return to the Alexandria campus twice-per-bi-week.

Throughout the course of the PHP, metrics have been gathered and analyzed, periodic surveys distributed, and focus sessions held to assess all aspects of the PHP including the impact on productivity, timeliness and quality of work, customer service, collaboration tools, and employee morale. Feedback from these surveys and focus sessions has been used to make “tweaks” to the program to confirm that the program continues to meet or exceed agency and participants’ goals.

In 2011, at the end of the initial five year program, 2,666 examiners participated in the PHP, yielding a real estate cost avoidance of \$19.3 million. At the end of fiscal year 2016, 4,780 patent examiners were participating in the program.

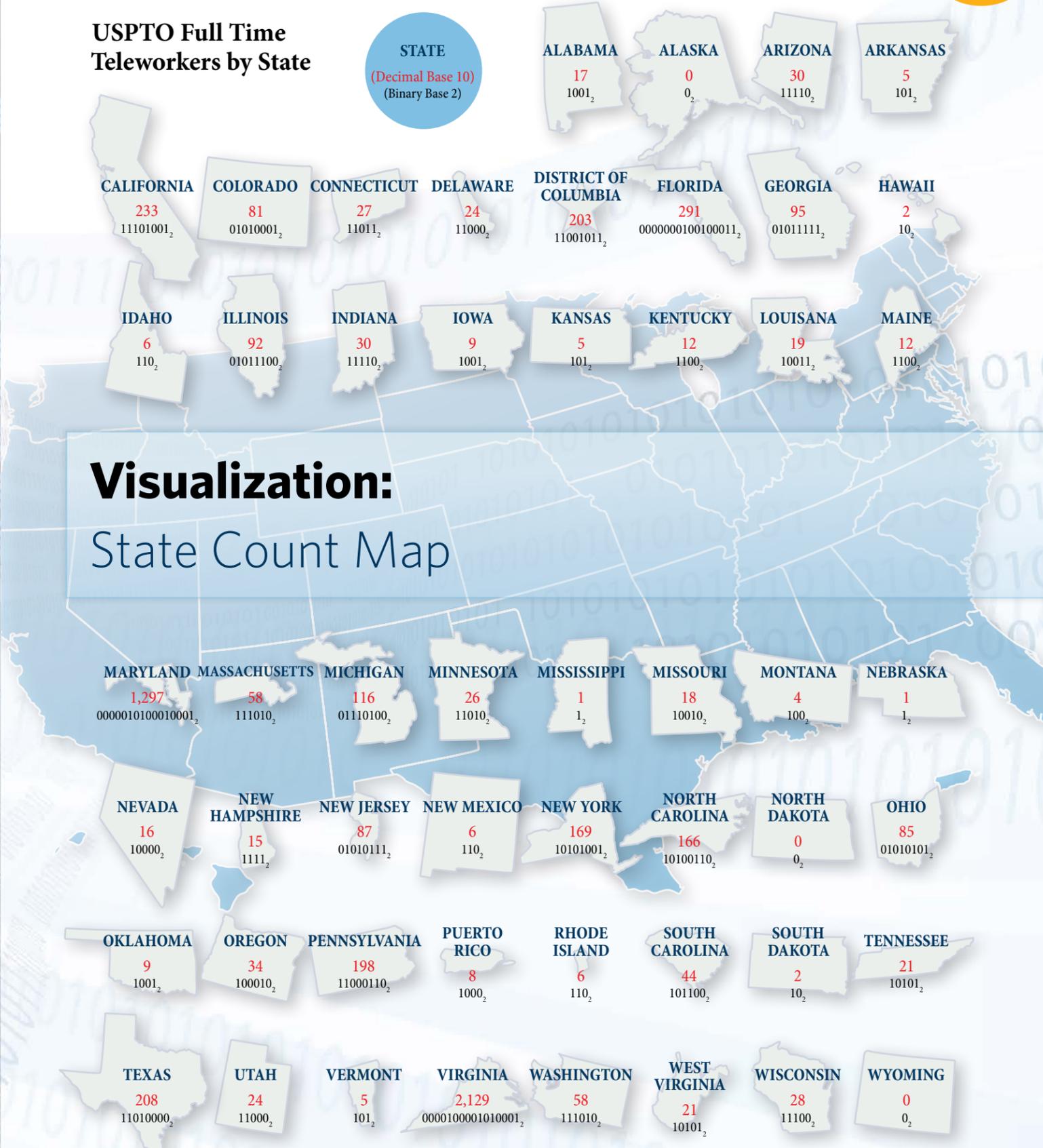
In February 2012, the Department of Commerce Assistant Inspector General for Economic and Statistical Program Assessment issued a final report related to the audit of the PHP. The audit determined how the USPTO measures productivity for its PHP participants and whether USPTO’s data indicated improvement in productivity; the extent that USPTO has achieved its stated cost savings for the PHP program, including real estate savings; and the extent that USPTO policies and their implementation provide adequate management controls over the PHP. The report, entitled, “The Patent Hoteling Program is Succeeding as a Business Strategy,” found among other things that PHP participants review 3.5 more patent applications per year than their nonparticipating (but eligible) counterparts. The reviewers attributed the additional output to PHP participants’ allocating a greater proportion of their time to examining patents. The PHP continues to enable the USPTO to retain experienced senior examiners, eliminate unnecessary commuting time, and attract potential candidates who currently reside outside the Washington, D.C. metropolitan area.

Fiscal Year 2006: A Record-Breaking Year for the USPTO

- In Fiscal Year 2006, the Department of Commerce’s United States Patent and Trademark Office (USPTO) set new agency records in goals related to quality, production, electronic filing, telework, electronic processing, and hiring. Patent examiners completed 332,000 patent applications in 2006, the largest number ever, while achieving the lowest patent allowance error rate-3.5 percent-in over 20 years.
- The USPTO received in excess of 440,000 patent applications in 2006, a record number. To help meet the demand, the agency hired a record 1,218 patent examiners, exceeding its goal by more than 200 people. To support this dramatic hiring increase, the USPTO replaced its one-on-one training model with a university approach for new hires. This allowed the agency to deliver comprehensive training to new examiners, while more experienced examiners and supervisors focused on quality examination. The agency would continue to hire over 1,000 patent examiners each year for the next five years.
- In 2006 the first 500 patent examiners began working from home four days a week, using a hoteling program to book office space the one day a week they were in the office. The agency expected that an additional 500 examiners would be added to those already working from home each year for at least the next five years.



USPTO Full Time Teleworkers by State



Visualization: State Count Map

TO SHOW THAT A NUMBER IS A BINARY NUMBER, IT IS FOLLOWED WITH A SUBSCRIPT 2 LIKE THIS: 101₂. THIS WAY PEOPLE WON'T THINK IT IS THE DECIMAL NUMBER "101" (ONE HUNDRED AND ONE).

Technology

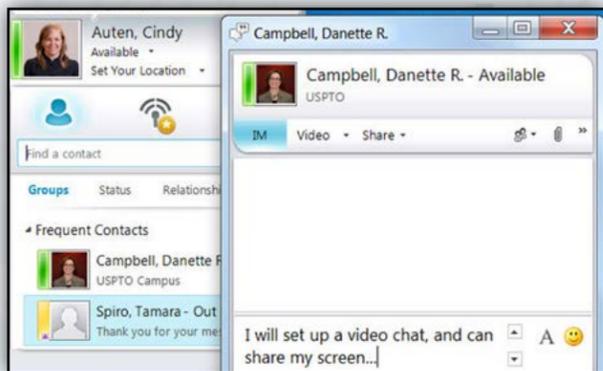
Using a wide suite of hardware and software teleworkers at the USPTO are able to remain seamlessly connected to each other, their managers, and their overall work environment, regardless of where they are physically located. This suite includes the Universal Laptop, Virtual Private Network (VPN) connection, the Cisco Voice over Internet Protocol (VoIP), Microsoft Lync, webcam, Cisco WebEx, and small office/home office (SOHO) router.



UNIVERSAL LAPTOP (UL)



VPN CONNECTION / ERA PORTAL



MS LYNC



VoIP



WEBCAM / WEBEX



SOHO ROUTER



Telework: BU Highlights

Trademarks

In 2016 the Trademark organization's challenges included processing a record increase in trademark application filings, and consequently needing to boost the number of staff, especially the number of examining attorneys. Because telework is an ingrained business strategy in Trademarks, Trademarks was able to maintain its reduced real estate footprint despite the increase in personnel, and met all business unit goals including production, quality, and e-government.

At the end of FY 2016, more than 88 percent of Trademark employees in all work units had the opportunity to telework one or more days per week. Seventy-five percent of eligible Trademark examining attorneys' teleworked full time, most choosing to change their official duty station to their residence address. These employees only report to headquarters on an as needed basis. By the end of FY 2016, 18 percent

of Trademark examining attorneys were participants in the Telework Enhancement Act Pilot Program (TEAPP) living and working in 29 different states.

Expansion of Telework Opportunities for Bargaining Unit Employees

FY 2016 brought hoteling to the Trademark Assistance Center (TAC). The TAC is an award winning call center which provides superior customer service to Trademark owners and advocates via the phone, e-mail and walk-in customer service. By expanding telework from four days per week to nine days per bi-week, the TAC was



Telework Coordinators

Tara (Nikki)
Dunston, OHR;
Kendra Mashack,
OPIA; Kimberly
Villa, OHR.



Telework Coordinators

Melissa McGrath,
Trademarks; Tim
Callahan and Tung
Nguyen, Patents.



able to avoid expanding its real estate footprint while increasing telework opportunities for its employees.

Similarly, the Trademark Work at Home Working Group, which advises the USPTO on telework programs for Trademark examining attorneys, worked hard on developing a new telework program called the Trademark Examining Attorney Combined Program (TREC). This program expands hours and days of telework for newer Trademark examining attorneys who are not yet eligible for hoteling. This also allows for half time telework for more experienced examining attorneys who do not wish to hotel.

Training and Employee Engagement

For the first time during the Telework Enhancement Act Pilot Program (TEAPP), all Trademark employees were required to come to USPTO headquarters for two days of mandatory training. The Trademark Organi-

zation Reconnection and Collaboration Homecoming (TORCH) was developed to provide interactive and collaborative training while providing a way for colleagues, who haven't seen each other face-to-face in a while, to reconnect. The event was held April 12 and 13 at the Alexandria campus with nearly 90 percent of Trademark employee attendance. Since this was an employee paid trip for TEAPP participants, the USPTO avoided approximately \$137,000 in travel costs.

Communication and Employee Engagement

Supervising employees who work remotely requires enhanced attention to best management practices. With 19 years of telework experience, Trademarks continued improving employee engagement and labor-management relationships, while augmenting telework opportunities. Besides regular meetings with Trademark labor unions, Trademarks has implemented several initiatives to improve leadership communication and employee development. The Trademark Commissioner continued her practice to meet with TEAPP employees whenever she traveled to their cities. In 2016, Trademarks maintained other communication vehicles including a quarterly electronic employee magazine, TMPeople, and the Commissioner's monthly newsletter, Madison Messages. All hands meetings and regular staff meetings were webcast and the use of collaboration tools was encouraged among all employees. Trademarks also expanded the number of work projects for employees on TEAPP. Trademarks continued to embrace employee work-life balance while maintaining high productivity, quality, and customer service.

Career Development through Improved Telework Opportunities for Managers

To address employee satisfaction and retention for managers, as well as to attract employees to join management, Trademarks continued to explore two management telework pilots: the Virtual Law Office Pilot (where the managers and the employees telework full time) and the Shared Telework Hours Management Telework Pilot (where the managing and senior attorneys share a bank of telework hours). The objective of both pilots is to test increased telework flexibilities for law office management. Evaluations of the pilots include measuring employee satisfaction, recruitment, retention, and job performance. Evaluative data indicate increased or maintained effectiveness of the managers in the Virtual Law Offices in the areas of quality and speed of responsiveness. The employee satisfaction in the pilot offices continues to be high. The Shared Telework Hours Pilot Program has been implemented and data appears positive for increased or maintained effectiveness of the managers.

Patents Telework Programs

Patents offers a variety of telework options which allows employees to select the telework opportunity that best matches the needs of the business unit and the employee's own individual work-life situation. The office provides all necessary equipment, infrastructure, training, and support to ensure that employees and management can seamlessly perform their duties independent of their location.

The Patents telework programs have improved employee performance and productivity by providing flexibility and work-life balance. Employees are able to conduct all their necessary work while at home, eliminating challenging commutes, and limiting other distractions that may occur in an office environment, possibly affecting productivity. With the availability of collaboration tools, such as WebEx, Microsoft Lync, and others, employees are able to interact in and attend meetings in much the same way as they do in the physical office environment. Additionally, the impact of office closures is also significantly lessened during snow emergencies and other weather related incidents because of the Patents telework programs.

The Patents Telework Enterprise System (PTES) on-line application tool provides Patent employees a consolidated site where they can apply to the various telework programs. This tool establishes a centralized database for all telework data and provides an improved interface for managers to review, vet, and approve employee requests to participate in the various telework programs. PTES improves patent management's ability to manage the applications, approvals, work agreements, and participation information for nearly 9,000 Patent employees that are currently participating in Patent telework programs.

Telework in the Patents business unit continues to grow annually. The Patents telework team will continue to work on improving the tools, resources, and training available to all teleworkers and provide improved oversight of the programs as they expand.

Trademarks

- 84 percent of Trademark positions teleworking
- 633 employees teleworking

By the Numbers

Telework Coordinators

Mary Sparrow, Trademarks; Patrick Barcia, Office of the Under Secretary; Stephanie Murray, PTAB; Jackie Davis-Maxfield, OCFO.



Telework Coordinators

Paul Fucito, OCCO; Scott Martin, Patents; Clint Janes, EEOD

Trademark Trial and Appeal Board

The success of the Trademark Trial and Appeal Board's (TTAB) telework program can be attributed to proper planning, training, providing effective communication through the use of collaboration tools, and establishing clear performance metrics. TTAB management closely monitors participant productivity to ensure eligibility standards are maintained while, ensuring that remote employees are engaged and are a part of TTAB's Alexandria, Virginia office. WebEx is used often, so that remote workers can be an interactive part of staff meetings, performance and case discussions, training sessions, as well as engage in one-on-one discussions. The TTAB also holds two All-Hands mandatory meetings annually which may require in-person attendance on the Alexandria campus or attendance via WebEx.

The Telework Enhancement Act Pilot Program (TEAPP) has proven to be a popular option for highly-qualified, experienced employees that the TTAB seeks to attract and retain. Currently, 11 Trademark Trial and Appeal Board employees (nine Administrative Trademark Judges and two Interlocutory Attorneys) participate in the TEAPP and are living and working in eight states. TEAPP participants represent the TTAB by participating in outreach activities and are able to interact with trademark practitioners and professional associations in their local areas. They attend USPTO events, such as the opening of the Texas Regional Office, that may be located near their duty station.



TEAPP judges participate in oral hearings at the Board through the use of video conferencing technology. On occasion, live hearings presided over by a panel of three judges are scheduled on university campuses and at professional events throughout the country for educational and outreach purposes. Generally, TEAPP judges are assigned to those hearings, often joined by the chief judge or deputy chief judge from the Alexandria, Virginia office.

This year TTAB held two stakeholder outreach events at the Alexandria, Virginia campus, the TTABVUE Users Forum, which focused on the format and functionality of the TTAB's publicly-accessible docketing system and a report out on comments to the Notice of Proposed Rule-Making. TEAPP judges and interlocutory attorneys participated in both events via WebEx.

The TTAB and Patent Trial and Appeal Board (PTAB) also partnered with four law schools across the country to showcase PTAB America Invents Act (AIA) trial proceedings and TTAB trial and appeal proceedings. During those events, the Boards worked with law school faculty and local practitioners to offer educational sessions about practice before the Boards. TTAB selected TEAPP judges to participate in the events, along with the chief judge and deputy chief judge from the Alexandria, Virginia office.

In the future, TTAB plans to have an increased focus on the engagement and inclusion of TEAPP participants. TTAB

intends to create a regular mechanism for feedback and discussion in regards to improving the remote worker experience for its distributed workforce.

Patent Trial and Appeal Board

In FY 2016, the Patent Trial and Appeal Board (PTAB) hired a new chief judge, 15 additional PTAB judges, and 10 paralegal employees. The PTAB telework initiative, including the TEAPP, expanded as well.

As of the fourth quarter FY 2016, PTAB had 88 percent telework participation. This is an increase of nearly 10 percent from FY 2015 PTAB telework statistics. With comprehensive training, state-of-the-art collaboration tools, annual telework recertification ensuring understanding of PTAB telework guidelines, and thorough telework policy and procedures in place, PTAB looks forward to continued telework success.

Office of the General Counsel

In FY 2016, the Office of the General Counsel (OGC) telework program experienced 96.5 percent of its staff eligible to telework with 83 percent of those eligible taking advantage of the program.

With new employees interested in participating in telework, OGC looks forward to continued expansion of this initiative.

To ensure consistency among its four business units, OGC drafted new telework guidelines in 2016. These guidelines will allow for greater flexibility, productivity, and the ability for OGC attorneys and support staff to continue to provide legal support during government closures and inclement weather.

Patents

- 86 percent of Patents positions teleworking
- 8,823 employees teleworking

Trademark Trial and Appeal Board

- 88 percent of TTAB positions teleworking
- 63 employees teleworking

Patent Trial and Appeal Board

- 85 percent of PTAB positions teleworking
- 330 employees teleworking

Office of the General Counsel

- 82 percent of OGC positions teleworking
- 94 employees teleworking

By the Numbers

Telework Coordinators

Toby Barrera,
Tamara Spiro, and
Cindy Auten, TPO.



Telework Coordinators

Patricia Beck,
TTAB; Sherryl
Schoeman, OGC;
Teddy Tadesse,
OCIO.



Office of Administrative Services

The telework program continues to be a successful endeavor for the Office of Administrative Services (OAS). While telework has been a key factor in improving overall job satisfaction and morale for employees, OAS has also leveraged telework to maintain business operations during interruptions, such as inclement weather. Employees greatly appreciate the flexibility and work-life balance they experience by teleworking. In FY 2016, 67 percent of eligible OAS employees teleworked on a part-time or situational basis.

Office of Human Resources

The Office of Human Resources (OHR) continued to enhance its successful telework program in FY 2016 by revising its telework guidelines, which now include a three-day-a-week option for eligible participants.

Currently, 110 OHR employees participate in some form of telework, creating a truly distributed workforce. Since 90 percent of its workforce teleworks to some degree, OHR organized a Telework Tune Up training for all of its employees. The goal was to increase the understanding of the OHR telework program, as well as serve as a reminder of the fundamentals in working and managing in a distributed environment. A Post-Tune Up survey was distributed to participants requesting their feedback on the training. As a result of the survey, 79 percent of employees and 100 percent of managers who responded to the survey agreed that their skills/knowledge increased as a result of the training. The overwhelming majority of respondents rated the training as good or excellent.

OHR will continue offering a variety of part-time telework options for its employees. OHR will also continue to provide telework training to ensure that all employees are thoroughly versed in the use of collaboration tool technology and telework best practices.

Office of the Chief Financial Officer

In FY 2016, the Office of the Chief Financial Officer (OCFO) telework program had 100 percent of their employees eligible to telework. Of those eligible, 86 percent had a telework agreement in place.

OCFO managers are strong proponents of telework. They have experienced consistency in work product even with the challenges of commute delays and inclement weather as a result of incorporating telework into their overall business plan.

Some OCFO teams have expressed that productivity is optimized during the peak work times as a result of having a telework option. Ad-hoc teleworkers agree that they are more focused when teleworking, thus allowing for higher quality work product.

OCFO managers believe that telework offers their employees better work/life balance, increases morale, and lowers employee turnover. OCFO also finds that by utilizing the communication/collaboration tools, virtual meetings are enhanced. They have also found that the collaboration tools have helped promote employee communication with teleworkers and non-teleworkers alike.

OCFO's vision for the future is to continue its highly effective and efficient telework program. With current Metro issues, telework is a fantastic way to give employees flexibility while maintaining a higher level of productivity.

Office of Policy and International Affairs

In FY 2016, the Office of Policy and International Affairs (OPIA) had 85 percent of positions teleworking. OPIA is expanding its staff and its number of teleworkers as well.

OPIA saw increased interest in telework in 2016, in part due to the 2016 Metro track repair (Safe Track). OPIA has also experienced an increase in the number of situational teleworkers who are part of the administrative staff telework program. Weather and commuter related issues have driven the interest in this telework program for administrative personnel.

As federal agencies are encouraged to reduce their real estate footprint, OPIA may look to more office sharing and expanded telework. In FY 2017 OPIA will continue to evaluate telework position eligibility and policy to ensure that full use of this valuable resource is being achieved.

Office of Equal Employment Opportunity and Diversity

The core values for the Office of Equal Employment Opportunity and Diversity (OEEOD) telework program include accountability, flexibility, and engagement. Because OEEOD's performance expectations are clearly defined for teleworkers and non-teleworkers, working at an alternate worksite is seamless and simply another way of doing business for OEEOD.

Because the goals and mission of the business unit are paramount, OEEOD teleworkers have a mastery of and actively participate in, WebEx meetings

Office of Administrative Services

- 48 percent of OAS positions teleworking
- 31 employees teleworking

Office of Human Resources

- 87 percent of OHR positions teleworking
- 100 employees teleworking

Office of the Chief Financial Officer

- 92 percent of OCFO positions teleworking
- 127 employees teleworking

Office of Policy and International Affairs

- 85 percent of OPIA positions teleworking
- 96 employees teleworking

Office of Equal Employment Opportunity and Diversity

- 76 percent of OEEOD positions teleworking
- 13 employees teleworking

By the Numbers

face-to-face in a while to reconnect. The event was held April 12 and 13 at the Alexandria campus. All Trademark TEAPP participants were expected to attend unless they were on approved leave.

Regional Offices

In FY 2016 The United States Patent and Trademark Office opened the remaining two Regional Offices that will help serve and support intellectual property communities across the nation. Joining with the offices in Detroit, Michigan and Denver, Colorado, the USPTO opened offices in San Jose, California and Dallas, Texas. With all of the Regional Offices opened, the USPTO now has a presence across the United States. The Regional Offices directly support the USPTO's mission and provide improved access for the nation's inventors, entrepreneurs, and businesses to USPTO resources.

The San Jose City Hall is the location of the United States Patent and Trademark Silicon Valley Office. It is centrally located in the heart of downtown San Jose, California. Known as one of the most innovative communities in the country, Silicon Valley was selected as the agency's west coast presence to help serve as

a hub of education and outreach to the intellectual property community in the area. The office will also benefit from being able to recruit local talent. The Silicon Valley office opened on October 15, 2015.

The Texas Regional Office is located in the Terminal Annex Federal building in downtown Dallas, Texas. The United States Patent and Trademark Office selected a location in the Dallas-Fort Worth area that is centrally located and well suited to its needs. The Terminal Annex Federal Building is registered as a National Historic Landmark and houses two other federal agencies. The Texas Regional Office opened on November 9, 2015.

The regional offices participate in the agency wide policy of promoting cost savings, recruitment and retention, and work/life balance through telework.



Accomplishments

The following provides highlights for FY 2016 activities and accomplishments:

- Provided expert consultation to 15 government agencies, institutions, and international patent offices.
- Developed the fourth TEAPP Annual Evaluation as part of the USPTO Telework Enhancement Act Pilot Program.
- Participated in the Office of Personnel Management's Telework Advisory Group.
- Conducted Telework Tune Up sessions for Office of Human Resources employees and managers. Sessions focused on best practices in managing and working in a distributed work environment.
- Developed and conducted the Telework Recertification initiative to revisit business unit telework guidelines, telework duties, responsibilities, and best practices.

Agency, Academic, and International Outreach

The USPTO is often asked to present the USPTO telework strategy as well as provide support and guidance to outside organizations. In FY 2016, the USPTO Telework Program Office worked with the following organizations to support various telework efforts.

Academic Efforts

In FY 2016, the USPTO Telework Office worked with the following universities on telework related studies.

- University of Maryland University College (PhD student)
- Harvard Business School

Regional Office	MIDWEST DETROIT, MI	ROCKY MOUNTAIN DENVER, CO	TEXAS DALLAS, TX	SILICON VALLEY SAN JOSE, CA
Total Employees*	127	79	86	79
Full Time Teleworkers	86	23	25	23
Part Time Teleworkers	31	51	7	9

* Not all employees are Teleworking

Agency Assistance

- United States Citizenship and Immigration Services
- Internal Revenue Service
- Library of Congress
- United States Coast Guard
- United States Army
- United States Department of the Treasury
- National Science Foundation
- Department of Homeland Security, United States Citizenship and Immigration Services
- United States Department of State

International Efforts

- South Asian IP Office
- INPI France
- IP Australia
- NTT DATA Institute of Management Consulting, Tokyo, Japan
- Japan Patent Office

Media Interviews

In FY 2016, the USPTO participated in the following media interviews, articles and/or blogs.

- GovLoop Webinar with Megan Dotson, (April 20, 2016) Don't Risk It: Secure Collaboration Tools for the Government
- Government Computer News by Paul McCloskey (May 4, 2016) Next Generation Telework: Not just for Snowstorms

Speaking Efforts

- Speaker, USPTO Leadership Forum "Managing a Distributed Workforce"

Telework Recertification

As a way to continuously improve the telework process, the Telework Program Office (TPO) created a Telework Recertification initiative, requiring all current teleworkers to review their specific telework guidelines and recommit to the telework program. The recertification is a computer-based module in the Commerce Learning Center that contains important information and reminders on telework duties and responsibilities, best practices, and requires teleworkers to review their business unit's telework guidelines/terms and conditions. Finally, the process includes managers' involvement, who are required to acknowledge the recertification in the Learning Center. This initiative will be an annual recurring process.

The TPO notifies teleworkers (via The Learning Center) of the recertification requirement, offering two months to complete the course. The TPO tracks participation and reports to the business units the percentage complete. Communications were issued in the PTO Weekly and on the Telework Resource intranet site.

In FY16, which was the first year of this initiative, over 10,000 employees successfully completed the telework recertification. Another way of describing this accomplishment is that 100% of those who were required to complete the telework recertification successfully completed it.



Meeting with the French Institut National de la Propriete Industrielle (INPI) and the United States Patent and Trademark Office (USPTO) pictured left to right: Brian Hanlon, Director of the Office of Patent Legal Administration, Robert Oberleitner, Assistant Deputy Commissioner for Patent Operations, Philippe Cadres, INPI Commissioner for Patent, Trademark, and Design, Thierry Montero, INPI Human Resources Director, and Leila Equinet, Attaché INPI aux Etats-Unis.



Chief Administrative Office (CAO) Telework Program Office meets with Japan Patent Office (JPO) at the United States Patent and Trademark Office. Pictured: Danette Campbell, Director of the USPTO Telework Program Office, Toby Barerra, USPTO Telework Program Office, Hiroshi Maruoka, IP Attaché of JPO and Director, Japan External Trade Organization (JETRO NY), Yoshiaki Kodachi, JPO Deputy Director Personnel Division, Policy Planning and Coordination Department, Kotaro Tanaka, JPO Ministry of Economy, Trade and Industry (METI), Director, Personnel Division, Hiroyuki Ohama, JPO Specialist for Automation Information Technology and Patent Information Management Office, Koji Nakano, JPO METI Deputy Director, General Coordination Division, Policy Planning and Coordination Department.



Meeting with the French Institut National de la Propriete Industrielle (INPI) and the United States Patent and Trademark Office (USPTO) pictured left to right: Danette Campbell, Director of the USPTO Telework Program Office, Peter Mehravari, USPTO Office of Policy and International Affairs.



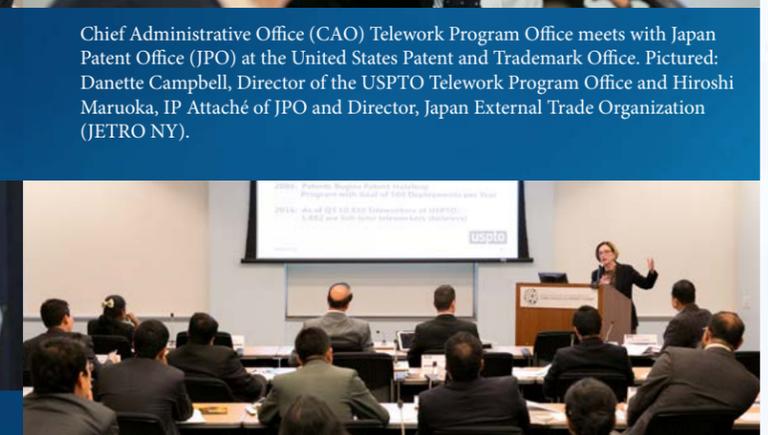
Meeting with IP Australia and the United States Patent and Trademark Office (USPTO) pictured left to right: Dan Beck, IP Australia Supervising Examiner of Patents, Danette Campbell, Director of the USPTO Telework Program Office, John Pardun, USPTO Office of the Chief Information Officer, and Cindy Auten, USPTO Telework Program Office. (Not pictured: Christian Hannon, USPTO Office of Policy and International Affairs.)



Chief Administrative Office (CAO) Telework Program Office meets with Japan Patent Office (JPO) at the United States Patent and Trademark Office. Pictured: Danette Campbell, Director of the USPTO Telework Program Office and Hiroshi Maruoka, IP Attaché of JPO and Director, Japan External Trade Organization (JETRO NY).



Danette Campbell, Director of the USPTO Telework Program Office is Speaker at the USPTO Leadership Forum, "Managing a Distributed Workforce" with panelists pictured left to right, Lynne Gurley, Supervisory Patent Examiner in TC 2800, Davetta Goins, Supervisory Patent Examiner in TC 2600, Brandon Fetterolf, Supervisory Patent Examiner in TC1600 .



Danette Campbell, Director of the USPTO Telework Program Office gives a presentation on telework to members of the South Asian IP Office in the Global Intellectual Property Academy (GIPA).



Next-generation telework: not just for snowstorms

By Paul McCloskey

May 04, 2016

Telework won its reputation for maintaining agency uptime in the past decade by providing workers with the digital tools they needed to keep workgroups operating and devices secure through large and small disruptions.

During Snowzilla -- last winter's showcase storm that dumped two to three feet of snow on the Mid-Atlantic region and closed schools and offices for days -- the General Services Administration said more than 3,600 of its 3,800 employees in the Washington, D.C., area were eligible to telework.

Fairfax County, Va., government offices were forced to close, but more than 600 employees logged on via the county's telework solution. "People here could still get to their apps to provide support," IT Infrastructure Director Jeff Porter said.

Yet despite making progress, agencies still face sizable challenges in overseeing their telework programs, including how to equip millennial workers conditioned to a bring-your-own-tech culture and how to guide a workforce that no longer needs or wants traditional office space.

Many agency telework leaders and market analysts see those challenges as interrelated and argue that a more unified approach is needed to revamp how, when and where government employees telework.

"For too long, telework has been deployed as a tactical solution to the problem du jour -- i.e., snowstorms, reducing real estate costs, attracting talent," said Kate Lister, president of Global Workplace Analytics. "That leads to very siloed execution that leaves a lot on the table in terms of results."

Many agencies are taking a more holistic approach to addressing those demands, she added, and are beginning to see positive results in terms of employee retention, engagement and cost reductions.

Mika Cross, a federal telework policy expert who has helped oversee telework transitions at several agencies in the past 20 years, also sees progress in using telework to integrate workforce management silos.

"It might have started as a way to save costs, [but] now you have conversations taking place at the highest

level of these agencies about telework as an integrated approach to solving issues relative to space utilization, human capital, information technology strategies as well as costs savings," she said.

"Ultimately, agencies are becoming more efficient because it forces the conversation on these questions," Cross added.

The FEMA hotel

The Federal Emergency Management Agency has responded to workforce changes by tapping cross-department support from its IT, human resources and real estate teams to help manage what officials call a workforce transformation.

FEMA's plan expands its telework force and emphasizes the mobile tools and training employees need to do their jobs. "One of the keys is that everybody has the technology required in order to be mobile," FEMA CIO Adrian Gardner said.

By giving more employees the ability to work anywhere using mobile devices and collaborative apps, they will require less long-term office space, which is prompting the agency to look for opportunities to "flatten" the conventional real estate it maintains.

As a result, FEMA has opted for a "hoteling" approach to its smaller workforce space. The approach involves restructuring standard offices as team rooms in a range of sizes and capabilities to accommodate more dynamic meeting requirements.

For technology-enhanced collaboration, FEMA offers workers a range of connectivity applications to facilitate group meeting and one-on-one sessions, including Microsoft Lync (now Skype for Business), Adobe Connect, Citrix GoToMeeting and Cisco Jabber.

"The real outcome is ensuring that our folks have the tools they need to work from anywhere...using those devices," Gardner said. "Mobility has always been part of our ethos in the field, but now we're really bringing that to headquarters and the regional offices as well."

USPTO's virtual office

At the U.S. Patent and Trademark Office, 11,000 employees out of 12,600 are teleworking at least one day a week, said Danette Campbell, director of USPTO's Telework Program Office.

About 5,700 of them have relinquished their office desks to work from home full-time, which has allowed the agency to maintain its large workforce without adding office space, she said.

To support the intricate workflow of the patent-approval process, USPTO offers its teleworkers a virtual duplication of the tools available to office-based staff.

"Our immediate telework goal is to continue to emulate the environment that users experience in the office," Campbell said. "In the long term, we want to ensure we have the latest, most reliable suite of tools available to both our on-campus staff as well as to our teleworkers."

USPTO currently offers some hoteling features, but because of its high percentage of off-campus teleworkers, most collaboration in the patent process takes place via a set of unified communications and voice-over-IP services, as well as Skype for Business and Cisco WebEx videoconferencing platforms.

"Our workforce is composed of scientists, engineers and attorneys," she said. "To get their work done, they must communicate and collaborate; it's a huge part of what we do here."

Because of the technical sophistication of USPTO workers and their workflow, the agency is open to acquiring additional collaborative apps. "I'm sure that with tech exploding, there will be even bigger and better tools" in the future, Campbell said.

About the Author

Paul McCloskey is senior editor of GCN. A former editor-in-chief of both GCN and FCW, McCloskey was part of Federal Computer Week's founding editorial staff.

USED BY PERMISSION OF PAUL MCCLOSKEY AND TROY SCHNEIDER.



Core Telework Team



Pictured left to right: Wayne Howard, Maraky Sissay, Syeda Saleh, Michael McGill. Not Pictured: Khalid Waseem, Al Carter, Tung Nguyen, Scott Martin, Van Keane, Khalil Naamane, Jackie Bowen, James Nichols, Holly Chong-Williams, Michael Stehling.

Telework Advocates



Pictured left to right: Matt Kim, Andrew Lawrence, Dawn Moore, Alexander Kosowski, Scott Martin, Jillian Cantor. Not Pictured: Hezron Williams, Retta Williams, Tung Nguyen, Timothy Callahan, Esther Williams, Toshia Ross, Talya Goodman, Errica Miller, Mary Sparrow, Michael Kazazian, Jay Besch, Kristin Dahling, Joseph McKane, Gary Benzion, Christina Johnson, Meng-Ai An, William Trost, Jay Patel, David Hudspeth, Ulka Chauhan, Dave Porta, Matthew Landau, Ian Simmons, Ryan Zeender, Joseph Hail, Robert Chen, Allen Shriver, Dean Reichard, Donnetta Alston, Michael Neas, Larry Helms.



The Future of Telework

To ensure the continued success of the USPTO's telework program, in FY 2016, the USPTO implemented a number of concrete steps to strengthen its support for managers and employees in areas of communication, collaboration, and training. Notably, the USPTO:

- Required all current teleworkers to review and electronically certify their specific telework guidelines. The training also contained important information on telework duties and responsibilities and reiterated telework best practices;
- Distributed a management handbook on telework;
- Offered "Telework Tune Ups" for business units which provide supervisory training on effectively managing a remote workforce; and
- Convened patent and trademark examiners who are teleworking remotely or part of the regional

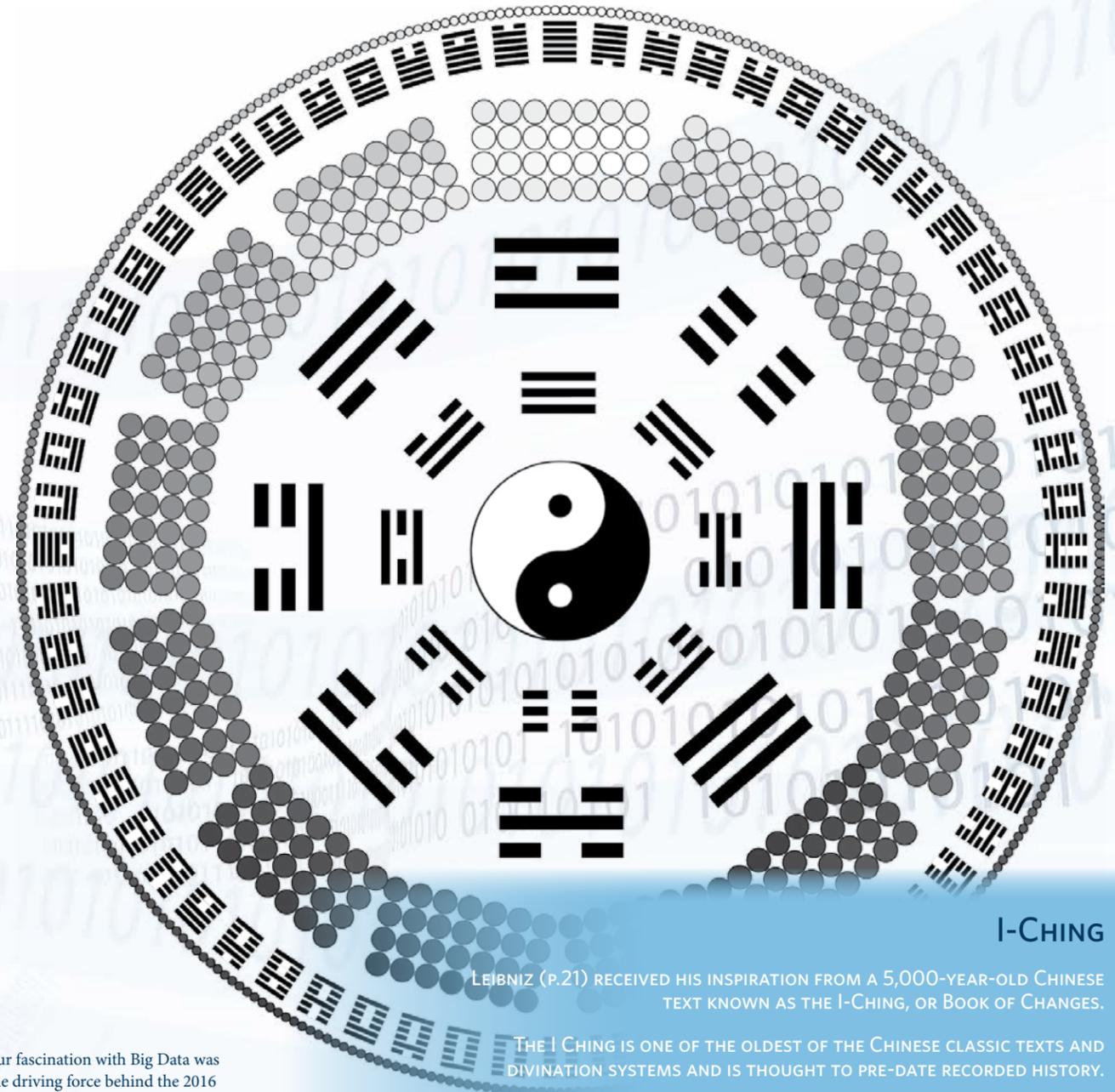
offices on-site as part of the PaTH and TORCH programs, including breakout sessions on effective collaboration and telework.

Further, the agency implemented a series of standard operating procedures to bolster the management of the telework program. As a result, these recommendations have made an impact on improving operations across the agency. The USPTO will continue to evaluate and implement other program management improvements and controls to ensure the telework program remains a model for distributed work.

The USPTO will continue to expand its nationwide workforce in order to recruit and retain top talent at the agency. In addition, the agency will continue to be a resource to others, focusing on sharing its best practices and expertise with outside agencies and organizations.

Telework Resources

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



I-CHING

LEIBNIZ (p.21) RECEIVED HIS INSPIRATION FROM A 5,000-YEAR-OLD CHINESE TEXT KNOWN AS THE I-CHING, OR BOOK OF CHANGES.

THE I CHING IS ONE OF THE OLDEST OF THE CHINESE CLASSIC TEXTS AND DIVINATION SYSTEMS AND IS THOUGHT TO PRE-DATE RECORDED HISTORY.

ANCIENT CHINESE LEGEND SAYS THAT I CHING ORIGINATED WITH THE MYTHICAL FU XI, ONE OF THE EARLIEST LEGENDARY RULERS OF CHINA (2800 BC-2737 BC), REPUTED TO HAVE HAD THE EIGHT TRIGRAMS REVEALED TO HIM SUPERNATURALLY.

IN HIS ARTICLE EXPLICATION DE L'ARITHMETIQUE BINAIRE (1703) LEIBNIZ WROTE THAT HE FOUND IN THE HEXAGRAMS A BASE FOR CLAIMING THE UNIVERSALITY OF THE BINARY NUMERAL SYSTEM. IT IS INTERESTING TO CONSIDER THAT THE VERY FOUNDATION OF EVERY COMPUTING DEVICE NOW IN USE HAS ITS ROOT IN THE ANCIENT DIVINATION TEXT OF THE I-CHING.

Our fascination with Big Data was the driving force behind the 2016 Telework Annual Report. This year's report acknowledges those who strive to maintain an efficient, effective, and sustainable telework program through the use of data gathering, analysis, and reporting.

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

