



**National Capital Region  
Transportation Planning Board  
COMMUTER CONNECTIONS PROGRAM**

**2020 EMPLOYER TELEWORK SURVEY  
Summary Report**

*Prepared for:*

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## Survey Overview and Methodology

This report summarizes results of a telework survey of 180 employers who participate in the Commuter Connections Employer Outreach program. The survey was conducted to examine telework experience and changes in teleworking implemented by the employers during the coronavirus pandemic in the spring of 2020.

Beginning in mid-March 2020, many employers in the Washington region began to shut down worksite operations and/or to transition employees to remote work to help in efforts to stop the spread of the coronavirus. The survey assessed the extent of worksite shut downs, compared the level of teleworking at worksites before and during the pandemic, and examined the challenges and worker/manager benefits experienced during the remote work period.

### Methodology

The survey was conducted as a web-based survey. Employers selected for the survey were sent an invitation that acquainted them with the purpose of the survey and explained how to access the survey website. Employers for whom an email address was available received an email invitation, with a clickable link to the survey website. Employers for whom the only contact was a postal mail address received a letter through postal mail, with instructions to type the website address into their browser. In both the email and mail cases, employers were given a unique ID that prohibited them from taking the survey more than once and precluded them from sharing the survey link with others.

The research team anticipated that it could be difficult to reach potential recipients, because the contact information available for potential respondents was a worksite email/address. Employees who were working at home might not have access to their work email and/or might not be able to receive the postal mail invitations. The research team waited until mid-June to begin the survey, in the hope that some employers would have returned to worksite operations and/or set up sufficient communication portals or protocols so that the invitations could be received. To increase response rate, Commuter Connections sent three reminder emails to respondents with email contact and two letter reminders to the postal mail employers. Additionally, Commuter Connections offered a drawing for five \$100 Amazon gift cards to respondents who completed the survey.

**Survey Sample** – COG/TPB staff selected employers from the ACT! Employer Outreach database and from two lists of Federal government agency contacts (Agency Employee Transportation Coordinators and Agency telework program coordinators) to be included in the survey. The survey researchers combined the lists and removed duplicate records. The final employer list totaled 5,356 initial potential respondents. Email bounce-backs and undeliverable postal addresses reduced the sample frame by 817, to a final total of 4,529.

**Questionnaire Design** – The research team prepared the survey questionnaire, with assistance of COG staff and representatives of the Commuter Connections TDM Evaluation Work Group organizations. The 2020 questionnaire was based on a questionnaire used in 2017 to survey employers that had received telework assistance from Commuters Connections. The questionnaire was modified to add questions related to telework actions implemented during the coronavirus pandemic and employers' experience with telework during the pandemic. A copy of the questionnaire is provided in Appendix A.

The questionnaire included questions on the following broad topics:

- Change in worksite operation due to coronavirus pandemic
- Number of employees teleworking at the time of the survey and before the pandemic
- Changes in telework programs or policies in response to the pandemic
- Likelihood to continue telework after the pandemic ends
- Assistance received with telework planning or implementation
- Significant telework issues encountered during the pandemic
- Employee and manager benefits received by teleworking
- Employer characteristics (size, location, major industry)

**Survey Administration** – The research team programmed the online questionnaire using Voxco’s Computer Aided Web Interviewing (CAWI) software. The online questionnaire was thoroughly tested by the research team and by COG/TPB staff to ensure correct programming.

Due to low initial response rate, the research team attempted to reach respondents for whom a telephone contact was available by telephone. From a starting sample of more than 500 numbers, only three interviews were completed by telephone. The research team left voice messages when they encountered answering machines, but as with the email and postal mail contacts, the telephone numbers were assumed to be primarily work-based, so respondents who were not working at their usual work location would not be available to answer. Given the low response to the first round of calls, the researcher team did not make a second round of calls.

The survey produced 180 completed Internet interviews. On the base of the 4,539 in the sample frame, this resulted in an overall response rate of 4.0%. As noted earlier, to boost survey response rates, survey respondents were offered the opportunity to participate in a random drawing for one of five \$100 Amazon gift cards. At the end of the survey period, five names were drawn from respondents who had completed the survey and agreed to participate in the gift card drawing. Each winner was emailed a gift card voucher.

## Organization of Results

The remaining sections of the report present key survey findings on the following topics:

- Employer characteristics
- Work shut down and operation
- Employee telework during the pandemic and prior to the pandemic
- Existence of and changes to telework policies and programs
- Anticipated post-pandemic telework level and worksite actions
- Telework issues encountered during the pandemic
- Telework benefits to employees and managers
- Telework assistance

Following the results is one appendices, Appendix A, which provided the survey questionnaire.

## Survey Results

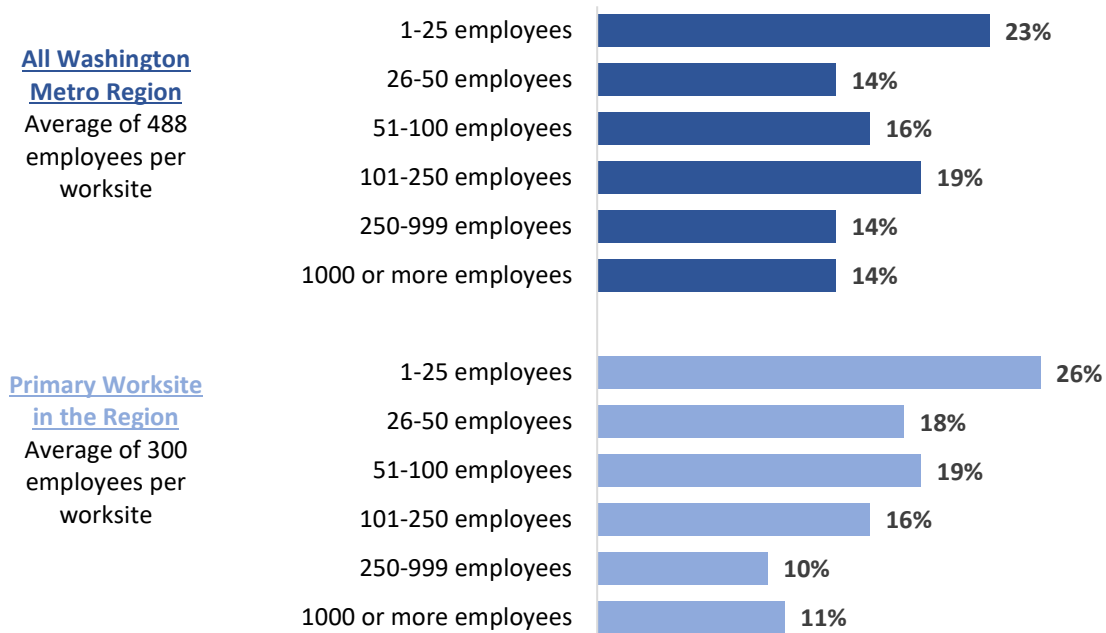
### Employer Characteristics

**Primary Work Location** – The 180 survey respondents were distributed throughout the region and represented a wide range of employer sizes and types. Forty-five percent reported Virginia as their primary worksite, 43% had their primary worksite in Maryland, and 12% indicated the District of Columbia as their primary work location in the Washington metropolitan region.

**Employer Size** – The survey asked respondents how many employees their organizations employed at all worksites in the Washington metropolitan region and how many were employed at the organization’s primary worksite in the region. The organizations surveyed ranged from a total size of one employee to more than 20,000, with an average of 488 employees region-wide. Slightly more than half (53%) had 100 or fewer employees in the region and nearly one-quarter (23%) had 25 or fewer employees (Figure 1). Two in ten (19%) employed between 101 and 250 employees, 14% employed between 250 and 999, and the remaining 14% employed 1,000 or more regional workers.

The bottom section of Figure 1 shows the distribution of employee counts for the organization’s primary worksite in the region. More than six in ten (63%) said their primary worksite had 100 or fewer employees and two in ten (21%) had 250 or more employees at the primary worksite. The average size for the primary worksite was 300 employees.

Figure 1 – Employer Size, All Washington Region (n = 177) and Primary Worksite in the Region (n = 176)



**Organization Type and Primary Industry** – Just under half (48%) of the respondents worked for a private sector company and 34% worked for a non-profit organization or association. Federal government agencies and state/local government agencies accounted for 13% and 5%, respectively, of the respondents.

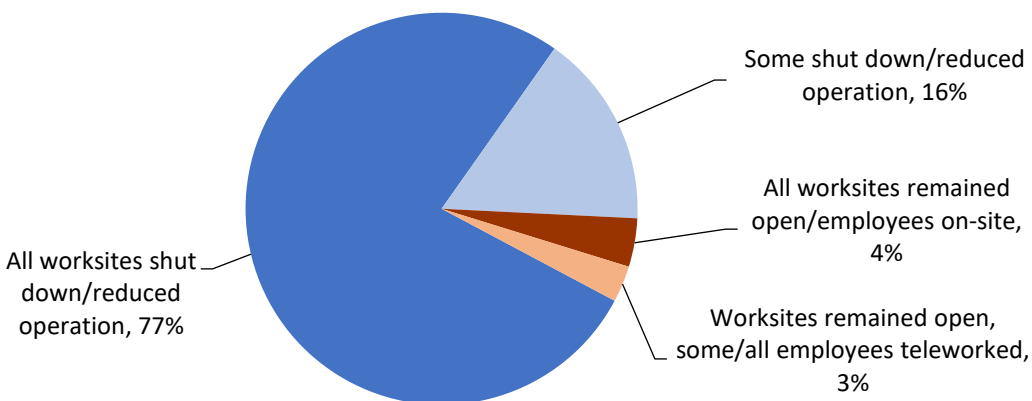
The survey sample included employers from 25 different industry types. The most common industries, each with 3% or more of the total respondents, included:

- Education/school (11%)
- Business/trade associations, union, civic organization (11%)
- Medical/healthcare services and practice, hospital/residential care facility (11%)
- Business/government support services (9%)
- Professional/scientific services or research, engineering, accounting, lab research (8%)
- Technology services, computer/technology design, consulting, management (7%)
- Real estate, property management/leasing/rental (5%)
- Local government services, police, fire, social/vocational services, waste management (5%)
- State or Federal government services (5%)
- Banking, finance, insurance (4%)
- Agriculture, forestry, fishing, landscaping (4%)
- Communications, radio/print/TV/digital services, recording (4%)
- Legal/law/judicial office or agency (4%)

### Work Shut Down and Operation

Nearly all (93%) of the worksites had shut-down or reduced on-site operation for employees in response to the pandemic. More than three-quarters (77%) had shut-down/reduced operation at all worksites and 16% had shut-down some worksites (Figure 2). Four percent had remained open with employees working on-site. Three percent had remained open with employees working on-site, but that most or all employees were teleworking some or all of their workdays.

Figure 2 – Worksites Shut Down or Reduced On-site Employee Operation (n = 175)



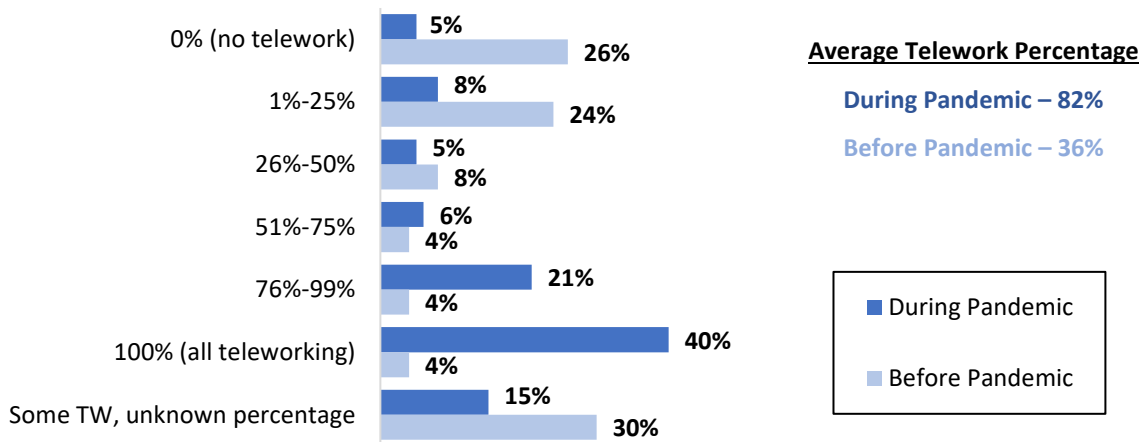
At the time of the survey, nearly all (95%) of the worksites that had shut-down had remained closed; only 5% had reopened for all employees to work on-site as usual.

## Employee Telework During the Pandemic and Prior to the Pandemic

Telework was a widely applied strategy to maintain business operations during the pandemic. Nearly all (97%) respondents said at least some employees were teleworking since the start of the pandemic. More than half (55%) said all employees teleworked all of their workdays and 11% said all employees teleworked some, but not all of their workdays. Three in ten (31%) noted that some employees teleworked, but that others worked at the usual work location.

Respondents were asked to estimate the actual number of employees who were teleworking at the time of the survey (mid- to late-June) and at the time before the pandemic began. These counts, along with the counts of total Washington region employees, were used to estimate the percentage of employees who were teleworking during and before the pandemic. Figure 3 presents these distributions.

*Figure 3 – Percentage of Washington Region Employees Teleworking – During Pandemic (n = 173) and Before Pandemic (n = 178)*



**Telework During Pandemic** – Four in ten (40%) respondents said that all (100%) of their employees were teleworking during the pandemic and another 21% said between 76% and 99% of employees were teleworking. One-quarter (26%) reported an employee telework percentage lower than 76%. Fifteen percent said they knew employees were teleworking but were not sure of the number. This suggests that the percentage was lower than 100%, but cannot be defined further.

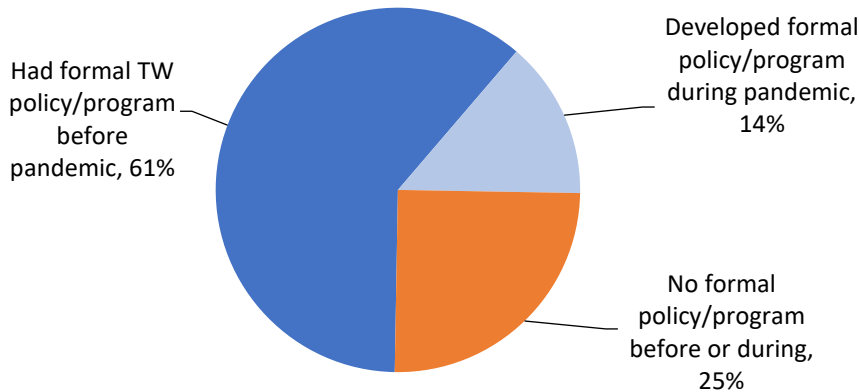
**Telework Before Pandemic** – Figure 3 also shows the distribution of telework percentage before the pandemic. A large share of the employers surveyed (76%) said telework was in place for at least some workers; only 24% reported no telework at their worksites in the Washington region. But the percentage of pre-pandemic telework was much lower than during the pandemic. One-third (32%) said some employees teleworked but that it was half or less of the total employees. Only 8% of respondents reported that more than three-quarters of employees teleworked. Three in ten (30%) knew some employees teleworked before the pandemic, but did not know how many.

**Change in Telework Percentage** – On average 82% of the Washington region workers of the surveyed employers were teleworking at the time of the survey. The average pre-pandemic percentage of telework was 36%. Thus, the telework increase during the pandemic was 46 percentage points (82% - 36%).

## Existence of and Changes to Telework Policies and Programs

More than six in ten (61%) respondents said their organizations had a formal telework policy or program in place before the pandemic began. Another 14% said they did not have a formal policy or program before the pandemic, but had one in place at the time of the survey; that is, they developed it during the pandemic period. The remaining one-quarter (25%) did not have a policy before the pandemic and did not develop one during the pandemic.

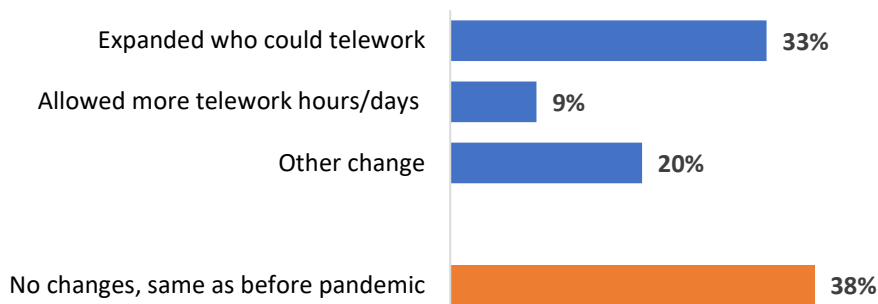
Figure 4 – Formal Telework Policy/Programs Before and During Pandemic (n = 178)



Large employers were more likely to have had a formal policy or program before the pandemic; 72% of respondents who worked for employers with 101 or more employees had a policy or program in place before the pandemic, compared with 52% of respondents whose organizations had 100 or fewer Washington region employees. But small organizations were more likely to have started a policy during the pandemic; 18% of respondents whose employers had fewer than 100 employees developed a policy during the pandemic, compared with 7% of respondents who worked for organizations with 101 or more employees.

**Changes to Formal Policies/Programs in Place Before the Pandemic** – As noted above, six in ten respondents said a formal telework policy or program was in effect prior to the coronavirus pandemic. These respondents were asked if their organizations made change to the policies/programs to accommodate the pandemic (Figure 5).

Figure 5 – Changes to Pre-Pandemic Telework Policies/Programs (n = 102)





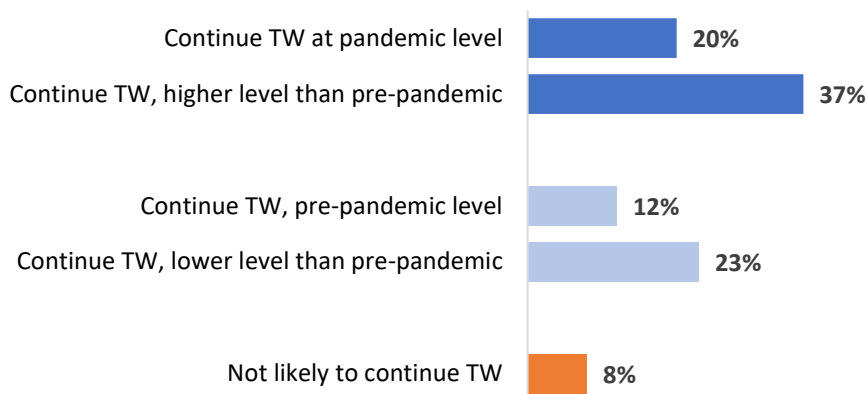
About four in ten (38%) made no changes. But 33% allowed more employees to telework; they expanded the eligibility for teleworking to job functions and/or employee groups, such as new employees, who were previously not eligible, and 9% expanded the number of days or hours that employees were permitted to telework.

Twenty percent indicated making some other type of policy or program change, such as permitting teleworking without a formal teleworker agreement, ensuring full technology access to make working from home feasible, becoming more flexible in telework arrangements to accommodate individual situations, and developing more remote meeting options.

## Anticipated Post-Pandemic Telework Level and Worksite Actions

**Changes to Formal Policies/Programs in Place Before the Pandemic** – Ninety-two percent of respondents said their organizations anticipated continuing telework after the Stay-at-Home restrictions were lifted and employees could return to their usual work locations. Two in ten (20%) said they would most likely continue telework at the level during the pandemic. Thirty-seven percent said they would continue telework at a level higher than the pre-pandemic level, allowing more employees to telework than before the pandemic and/or allowing more days or hours of telework per week. Twelve percent anticipated falling back to the pre-pandemic telework level and 23% expected to reduce telework to a level lower than before the pandemic, with fewer teleworkers and/or reduced telework days or hours.

Figure 6 – Anticipated Post-Pandemic Telework Level (n = 152)



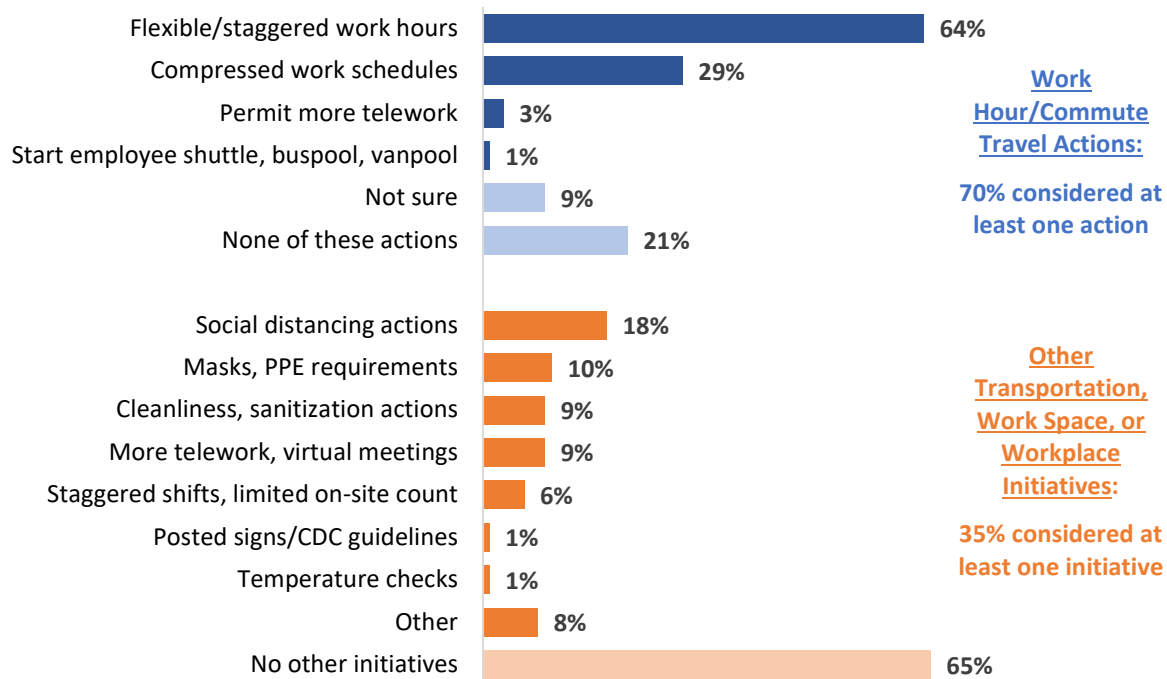
Given that nearly all respondents reported a pandemic telework level that was higher than the pre-pandemic level, this suggests that more than half of the organizations would have a higher telework level after the pandemic ends than they had before the pandemic. Employer size did not seem to be a factor in future telework; 57% of employers with more than 100 employees and 58% of employers with 100 or fewer employees anticipated a higher than pre-pandemic level of telework.

Respondents whose employers had higher percentages of telework during the pandemic were more likely to say their organizations would either continue at the pandemic level or have a higher than pre-pandemic level of telework when the Stay-at-Home restrictions were lifted. Seven in ten (69%) respondents with more than half of their employees teleworking during the pandemic anticipated teleworking above the pre-pandemic level, compared with just 18% of those whose pandemic telework percentage was 50% or less.

Respondents whose industries involved work that would be performed primarily in an office setting also reported a higher likelihood for higher than pre-pandemic levels of telework than were those whose industries were non-office oriented (e.g., medical, schools, real estate, construction, retail/wholesale, arts/entertainment). Nearly two-thirds (64%) of office-oriented employers anticipated a higher post-pandemic level of telework, compared with 50% of non-office-oriented employers. These results could suggest that employers that did not anticipate high levels of continued telework after the pandemic were in industries where telework was not as feasible a work option.

**Other Worksite Actions Considered by Employer** – The survey also asked respondents if their organizations had considered or discussed implementing other actions to reduce the spread of future virus outbreaks after employees are permitted to return to the usual workplace. They were asked first about work hours and commute travel scenarios. They were then asked an open-ended question about other actions or initiatives they have considered. Figure 7 presents the results to these two questions.

*Figure 7 – Worksite Actions Considered by Employer to Reduce Future Spread of Coronavirus  
Work Hours/Commute Travel (n = 174); Work Space/Workplace Initiatives (n = 173)*



Seven in ten respondents said their organizations had considered at least one work hours or commute travel actions. The overwhelming share (64%) considered actions for flexible or staggered work hours to minimize employee contact when arriving and leaving work. Three in ten (29%) considered compressed work schedules, with employees working fewer days per week with more hours per day. Three percent mentioned increasing telework and 1% considered starting an employee shuttle, buspool, or vanpool.

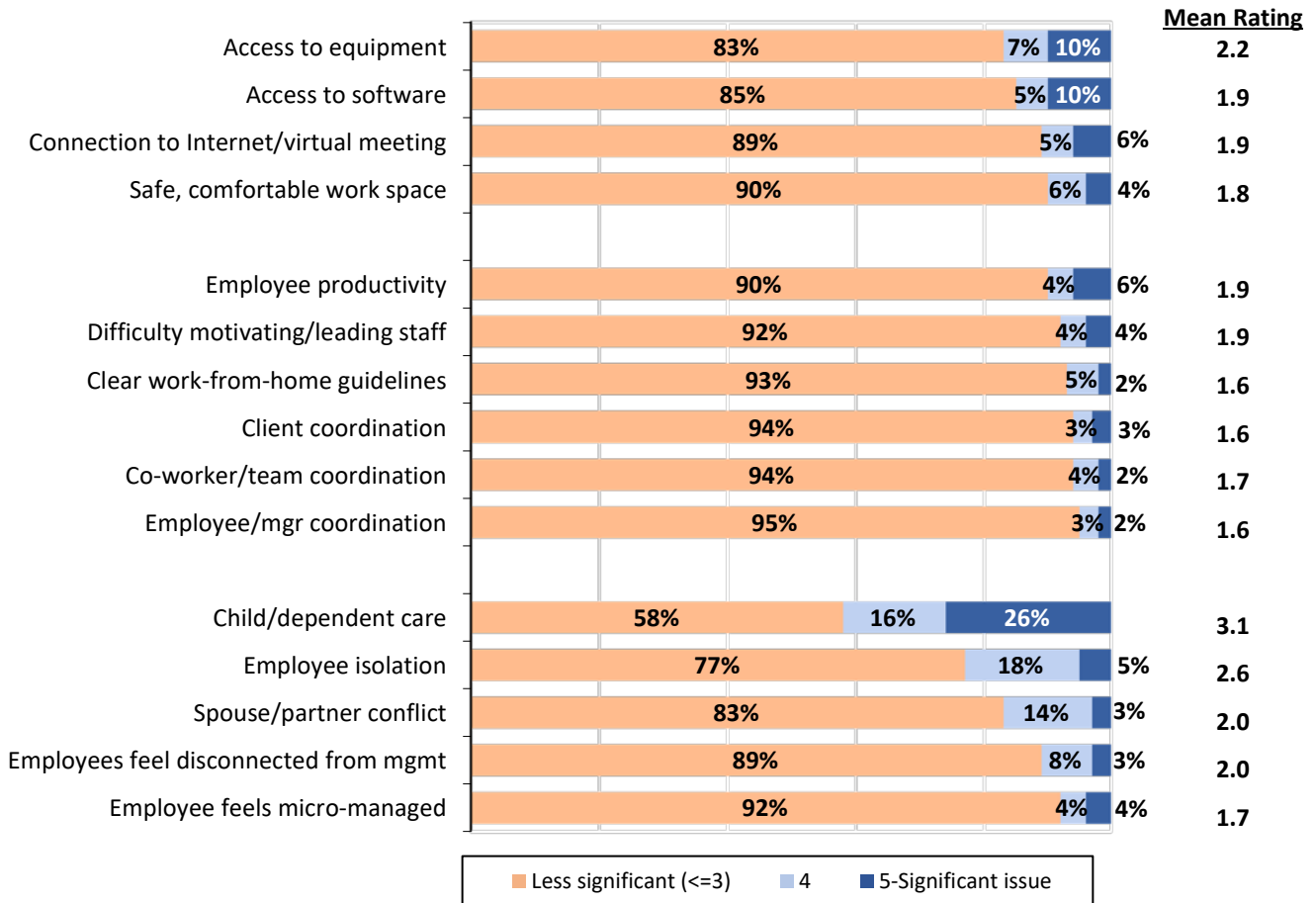
About one-third (35%) of respondents said their organizations had considered or discussed other initiatives to reduce future spread of the virus at the workplace. Most involved implementing strategies reflective of the practices recommended for all public spaces. Nearly two in ten (18%) considered

actions to create social distancing at the worksite and 10% considered requiring and/or providing masks and other personal protective equipment (PPE) (10%) for employees. One in ten considered actions to enhance the cleanliness of the workplace, such as offering hand sanitizer, hand washing stations, and more frequent sanitization of the workplace (9%), and the same share (9%) planned more telework and more virtual meetings to minimize employee contact. Six percent said they considered limiting the number of workers in the workplace through staggered work shifts.

### Telework Issues Encountered During the Pandemic

The survey presented a list of 15 possible work or employees issues or problems that employers might have encountered with increased telework and asked them to rate how significant these issues had been to their organizations during the coronavirus pandemic. They were asked to rate each issue, using a 1 to 5 scale, where 1 meant “not at issue” and 5 meant the issue had been a “significant issue” for the organization. Note that this question could ask only about the knowledge or perception of the respondent, so the results might have been different had another person been reporting for the organization. Figure 8 shows the percentages of respondents who reported either a rating of 4 or 5 (significant issue) and the percentages who reported that the issue was less significant, defined as a rating of 1, 2, or 3.

Figure 8 – Telework Issues – Percentage of Respondents Reporting “Significant” Issues (4 or 5 Rating on a Scale from 1 (not an issue) to 5 (significant issue): (Issue sample sizes range from n=109 to n=150)



The issues are divided into three groups. The top group represents issues related to technology and workspace at home. The middle group represents productivity, management, and coordination issues. The bottom group includes issues related to employees' personal experience with telework. To the right of the percentage results is shown the mean (average) rating for the issue; ratings with higher numbers were more significant issues than were those with low numbers.

***Technology and Productivity/Management/Communication Issues*** – As is clear from the percentages shown in the top two sections of the figure, technology/space at home and productivity, management, and coordination did not seem to be significant issues for most employers. None of these issues were noted as significant by more than 17% of employers, and most were significant to fewer than one in ten of the employers. That conclusion also is borne out by the average ratings for the issues in these two groups; only one had an average rating of more than 2.0.

The top two issues in the technology group were problems accessing needed equipment (17%) and software (15%) that was available at the usual workplace but not at home. Employee productivity and motivation were noted as problems by only 10% and 8% of respondents. Communication issues, whether with clients (6%), co-workers/team (6%), and between managers and workers (5%) were similarly cited as significant by very few respondents.

***Employees' Experience with Telework*** – By contrast, respondents indicated several significant issues with employees' experience with telework during the pandemic. More than four in ten (42%) said employees had encountered issues with child or dependent care, 23% said employees had experienced isolation and missed going to the workplace, and 17% had experienced conflict with a spouse or partner while teleworking during the pandemic. One in ten (11%) said employees expressed feeling disconnected from management, and 8% said employees reported feeling micro-managed.

It is important to note that child/dependent care and spouse/partner conflict are issues not typically associated with telework when children are in school and spouses/partners are working at their usual work locations. Similarly, the issue of employee isolation, while not uncommon for teleworkers who telework most or all of their days, likely has been compounded by the overall personal social isolation that many people have experienced during the pandemic, as reported by numerous media stories. Workers are isolated from co-workers, but also from their usual social networks. These "pandemic-telework" issues likely would be reduced or eliminated when the pandemic is over, schools re-open, more workplaces re-open, and workers can resume all their pre-pandemic movements for both work and social interactions.

***Reported Issues by Size or Type of Employer*** – Employers' experience with telework issues appeared unrelated to their size. The percentages of large and small employers that reported telework issues were not statistically different, either in the overall experience of any issue or the experience with any single issue. Similarly, while employers that performed primarily non-office type of work reported slightly higher levels of challenges with technology and coordination/communication, the overall experience with telework challenges was essentially the same for the two employer type groups.

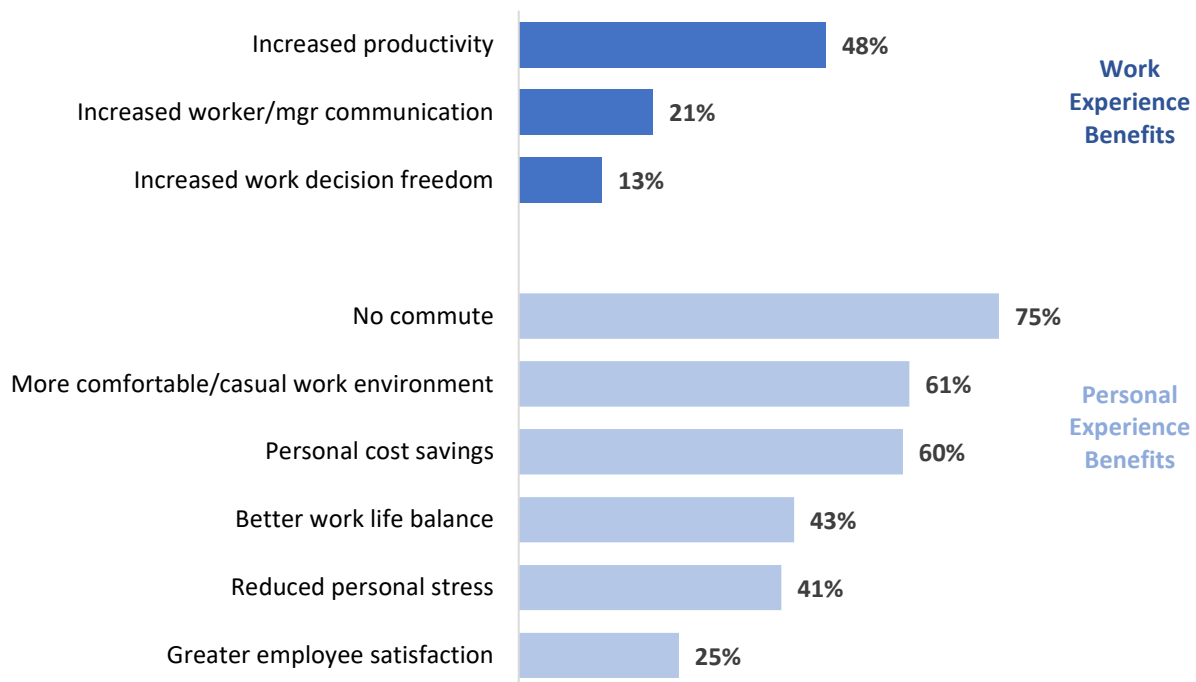
***Reported Issues Influence on Future Telework*** – Employers' having encountered telework issues also did not seem to deter them from continued telework after the pandemic; 60% of employers that reported telework issues said they planned to continue telework at a level higher than the pre-pandemic level, compared with 55% of those who reported no telework issues.

## Telework Benefits to Employees and Managers

Teleworking research has typically found that both employees who telework and those who manage teleworkers receive benefits from telework. To examine these possibilities, the survey asked respondents what benefits employees had shared about their teleworking experience and benefits managers had shared about their experience managing remotely. Again, note that these responses reflect only the awareness and perceptions of the respondents, thus might not reflect the total experience of either employees region-wide or even the employees in the sample.

**Employee Benefits** – Nearly nine in ten (89%) respondents cited benefits they had heard employees express about their telework experience during the pandemic. Figure 9 shows the benefits indicated, organized into two categories. The top group shows benefits related to employees’ work experience. The bottom group shows benefits related to employees’ personal experience.

Figure 9 – Teleworking Benefits Reported by Employees (n = 155)



Nearly half (48%) of all respondents said employees had told them they were more productive while they were teleworking, 21% had heard employees had increased or more effective communication with their managers, and 13% heard that employees felt increased freedom to make work or business decisions.

The bottom section of the figure shows that employees received even greater personal benefits from teleworking. The overwhelming benefit, cited by 75% of respondents, was that employees benefitted by not having to commute to an outside work location. Six in ten reported that employees benefitted from a more comfortable and casual work environment (61%) and/or through personal cost savings (60%), likely from avoiding the cost of commuting and workday-associated costs, such as lunchtime meal costs. Four in ten respondents had heard employees report better work-life balance (43%) and reduced personal stress (41%). One-quarter (25%) said employees indicated greater overall satisfaction.

**Manager Benefits** – About half (52%) of respondents noted benefits they heard managers express about their experience managing remotely during the pandemic. The top benefits included several benefits that also had been shared by employees (Figure 10). Nearly three in ten (28%) said managers reported increased productivity of the workers they supervised and 28% said communication with their employees was increased during the pandemic. Twenty-seven percent said managers noted their employees were more satisfied and 23% said managers reported lower stress in managing workers. Sixteen percent said managers felt they had increased freedom to make work decisions.

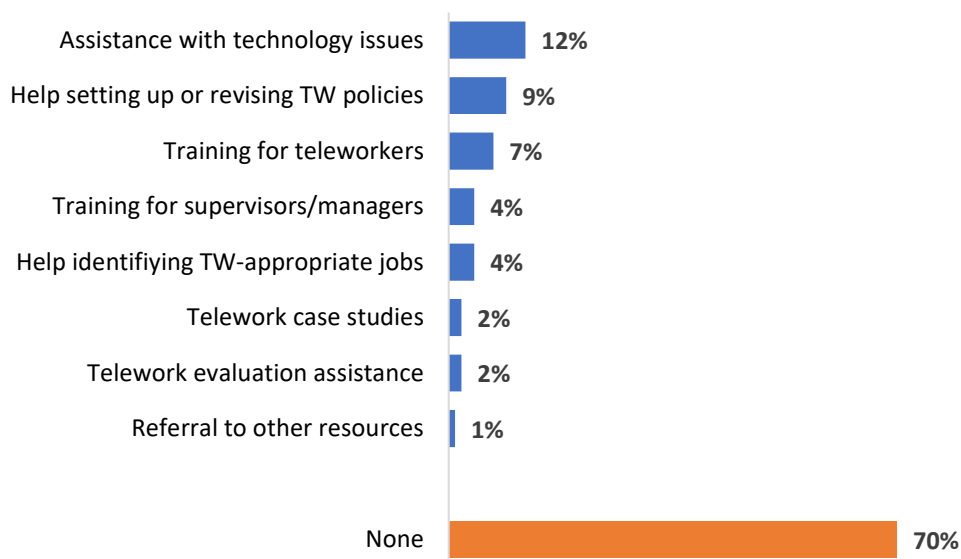
Figure 10 – Benefits Reported by Managers From Remote Management (n = 155)



## Telework Assistance

Finally, respondents were asked about assistance they or others in their organization had received to help set up teleworking for their employees. Three in ten (30%) respondents said they knew of some assistance their organization had received. The primary types of assistance included help resolving technology issues (12%), setting up or revising telework policies (9%), and training for teleworkers (7%). Four percent received assistance training supervisors or managers on how to manage remotely and help identifying telework-appropriate jobs.

Figure 11 – Telework Assistance Received by Organization (n = 178)



About half of the respondents who mentioned some form of assistance said it was provided by a source within the organization, such as an information technology (IT) department, human resources or administration office, or other internal or corporate office. The remaining respondents noted an outside source such as a commuter service or government office, a consultant they hired to assist, or a trade or industry association.

Note that, as with several other questions, the results only indicated the knowledge of the respondent. It is possible another person in the organization received telework program assistance but that the respondent who was surveyed was unaware of it. Further, given the high percentage of respondents whose organizations had implemented telework prior to the pandemic and the share that had formal policies or programs in place before the pandemic, it is likely that some assistance could have been provided to the organization before the respondent was involved with the telework or commute services program at the worksite.

**Assistance Desired** – Respondents were also offered an open-ended opportunity to provide suggestions for ways in which Commuter Connections could assist their organization with teleworking. Three percent of respondents (5 respondents) provided a suggestion related to telework. Three percent (5 respondents) entered a suggestion related to public transit options, commuting information, or parking.

## Appendix A – 2020 Coronavirus Pandemic Telework Survey

We understand that the current coronavirus pandemic has disrupted work operations for many employers. Commuter Connections is conducting this brief survey of businesses in the Washington metropolitan region to learn about your organization's experience with telework/work-at-home during the pandemic. Your participation is valuable and your responses will be confidential. The survey will take less than 10 minutes.

- 2a How many employees does your organization employ at all worksites in the Washington metropolitan region? If you are not sure, please give your best estimate.

\_\_\_\_\_ employees (Total at **all** worksites in Washington region)

99999 Left blank

- 2b And how many employees does your organization employ at the organization's primary worksite in the Washington metropolitan region? If you have more than one worksite in the region, this would be whichever worksite would be considered the main worksite in the region.

\_\_\_\_\_ employees (Total at **primary** worksite in Washington region)

99999 Left blank

- 2c In what zip code is your primary worksite in the Washington metropolitan region?

ZIP code \_\_\_\_\_

- 2d Since the coronavirus pandemic began, have any of your organization's worksites in the Washington metropolitan region shut down or reduced on-site employee operations, even if only temporarily?

- 1 All worksites shut down or reduced on-site operations (**ASK Q2e**)
- 2 Some worksites shut down or reduced on-site operations (**ASK Q2e**)
- 3 No, all worksites have remained open with all employees working on-site as usual (**SKIP TO Q2f**)
- 4 Other (**please specify**) \_\_\_\_\_ (**SKIP TO Q2f**)
- 99 Left blank (SKIP TO Q2f)

- 2e Have these Washington region worksites now reopened for all employees to work on-site as usual?

- 1 Yes, all have now reopened to all employees
- 2 No, some still are closed or still have reduced on-site work operations
- 3 Other (**please specify**) \_\_\_\_\_
- 9 Not sure
- 99 Left blank

- 2f Since the coronavirus pandemic began, have any of your organization's Washington metropolitan region employees teleworked (or worked at home), some or all of their workdays?

- 1 All employees teleworked ALL of their workdays
- 2 All employees teleworked, but not all of their workdays
- 3 Some employee teleworked, others worked at the usual location
- 4 No, employees have not teleworked at all (**SKIP TO Q2h**)
- 9 Not sure
- 99 Left blank



2g About how many of these employees are teleworking/working at home now, some or all of their workdays?

\_\_\_\_\_ employees

99998 Some employees telework now but I don't know how many

0 None

99999 Not sure if any employees telework now

2h BEFORE the coronavirus pandemic began, about how many of your Washington region employees teleworked/worked at home some or all of their workdays?

\_\_\_\_\_ employees

99998 Some employees teleworked but I don't know how many

0 None

99999 Left blank

2k Did your organization have a formal telework program or policy in place before the coronavirus pandemic?

1 Yes (**SKIP TO Q2n**)

2 No

9 Not sure

99 Left blank

2m Does your organization have a formal telework program or policy in place now?

1 Yes (**SKIP TO INSTRUCTIONS BEFORE Q3**)

2 No (**SKIP TO INSTRUCTIONS BEFORE Q3**)

9 Not sure (**SKIP TO INSTRUCTIONS BEFORE Q3**)

99 Left blank (**SKIP TO INSTRUCTIONS BEFORE Q3**)

2n Have you made changes to your telework program or policy to accommodate pandemic situations or is the program or policy the same as before coronavirus?

1 Yes (please describe) \_\_\_\_\_

2 No changes, it is the same as before coronavirus

9 Not sure

99 Left blank

INSTRUCTIONS BEFORE Q3

**IF Q2f = 1, 2, 3, 9, OR 99 (SOME EMPLOYEES TW DURING PANDEMIC OR NOT SURE), ASK Q3**

**IF Q2f = 4, SKIP TO Q3a**

3 Which of the following telework/work at home scenarios is most likely for your worksite after the Stay at Home restrictions are lifted and employees can return to their usual jobs and workplaces?

1 Continue telework at the level DURING the pandemic

2 Continue telework, but return to the level BEFORE the pandemic

2 Continue telework, but for fewer employees or fewer days per week than before the pandemic

3 Expand telework to more employees or more days per week than before the pandemic

4 Not likely to continue telework at all

9 Not sure

99 Left blank

3a Has your organization considered or discussed implementing any of the following work hours or commute travel scenarios after the Stay at Home restrictions are lifted to reduce the spread of future virus outbreaks? Select all that apply. **(ALLOW MULTIPLES FOR 1-7).**

- 1 Flexible or staggered work hours to minimize employee contact when arriving and leaving work
- 2 Compressed work schedules, in which employees work fewer days per week with more hours per day
- 3 Leasing additional work space to spread employees out and create buffer space around employees
- 4 Leasing work space closer to where employees live to reduce employees' commute distance
- 5 Leasing vehicles for employees to use for carpools or vanpools with other employees
- 6 Starting an employee shuttle, buspool, or vanpool
- 7 Other **(please specify)** \_\_\_\_\_
- 8 We have not considered or discussed any of these scenarios
- 9 Not sure
- 99 Left blank

3b Has your organization considered or discussed implementing any other transportation, work space, or work place initiatives to reduce the spread of future virus outbreaks? If so, please describe.

- 1 Yes (please describe) Open-ended \_\_\_\_\_
- 99 No other initiatives

**IF EMPLOYER IS a TW Assisted Employer (from sample LIST = MDTW), SKIP TO Q4**

**IF EMPLOYER IS NOT a TW Assisted Employer (from sample – LIST is other than MDTW), ASK Q3c**

3c Have you or others in your organization sought or received/obtained any information or assistance to help you set up teleworking for your employees?

- 1 Yes
- 2 No **(SKIP TO Q11a)**
- 3 Not sure **(SKIP TO Q11a)**
- 9 Left blank **(SKIP TO Q11a)**

3d What telework information or assistance did you receive? Select all that apply.

- 1 Help setting up or revising telework policies
- 2 Help identifying telework-appropriate jobs or functions
- 3 Training for supervisors or managers
- 4 Training for teleworkers
- 5 Assistance with telework technology issues
- 6 Telework case studies
- 7 Assistance to evaluate telework program results (e.g., survey, progress assessment)
- 8 Referral to other telework resources (Telework!VA, Shared Workspaces/Co-working/Telework Centers)
- 9 Other **(please specify)** \_\_\_\_\_
- 99 Not sure/Don't remember

3e From what sources did you receive that information or assistance?

Open-ended \_\_\_\_\_

**SKIP TO Q11a**

## Assisted employers – additional questions for TDM analysis

- 4 Have you or others in your organization received or used any of the following telework services from the Commuter Connections Program? **(ALLOW MULTIPLE RESPONSES FOR 1-5)**
- 1 Commuter Connections telework brochure
  - 2 Commuter Connections website, telework section
  - 4 Commuter Connections telework Facebook page
  - 5 Other assistance **(please specify)** \_\_\_\_\_
  - 88 Did not receive any Commuter Connections telework assistance **(SKIP TO Q5)**
- 4a In what year or years did you receive or use this (these) service(s)? **(ALLOW MULTIPLES FOR 1-6)**
- 1 2020
  - 2 2019
  - 3 2018
  - 4 2017
  - 5 2016
  - 6 Before 2016
  - 9 Not sure/Don't remember
- 5 Have you received telework information or assistance from any other sources?
- 1 No **(SKIP TO INSTRUCTIONS BEFORE Q5B)**
  - 2 Yes **(ASK Q5a)**
  - 9 Not sure/Don't remember **(SKIP TO INSTRUCTIONS BEFORE Q5b)**
- 5a From what sources did you receive that information or assistance?
- Open-ended \_\_\_\_\_

INSTRUCTIONS BEFORE Q5b

**IF (Q4 = 1, 2, 4, OR 5) OR Q5=2 ASK Q5b**

**OTHERWISE, SKIP TO Q10**

- 5b What information or assistance did you receive either from Commuter Connections or another sources? **(ALLOW MULTIPLES FOR 1-10)**
- 1 Help setting up or revising telework policies
  - 2 Help identifying telework-appropriate jobs or functions
  - 3 Help setting up telework agreement between employees and supervisors/managers
  - 4 Training for supervisors or managers
  - 5 Training for teleworkers
  - 6 Assistance with telework technology issues
  - 7 Telework case studies
  - 8 Assistance to evaluate telework program results (e.g., survey, progress assessment)
  - 9 Referral to other telework resources (Telework!VA, Shared Workspaces/Co-working/Telework Centers)
  - 10 Other **(please specify)** \_\_\_\_\_
  - 99 Not sure/Don't remember

5c How was the information or assistance provided to you? **(ALLOW MULTIPLES FOR 1-9)**

- 1 Face-to-face meeting
- 2 Phone call
- 3 Group training, webinar, or workshop session
- 4 Email or postal mail correspondence
- 5 Newsletter
- 6 Web page/site
- 7 A business association (e.g. Chamber of Commerce)
- 8 General media (e.g., television/radio/newspaper)
- 9 Another method **(please specify)** \_\_\_\_\_
- 99 Not sure/Don't remember

PAGE BREAK HERE

6 How has telework information or assistance helped your organization? **(ALLOW MULTIPLES FOR 2-9)**

- 1 It has not helped my organization
- 2 Helped us plan our telework program
- 3 Helped supervisors understand teleworking, useful to staff
- 4 Helped us develop telework policies
- 5 Helped us expand the number of teleworkers
- 9 Other **(please specify)** \_\_\_\_\_
- 99 Not sure/Don't remember

\* 7 About how many employees at your worksites in the Washington region teleworked BEFORE you received telework assistance?

\_\_\_\_\_ employees **(CONTINUE TO Q7a)**

99998 Some employees teleworked but I don't know how many **(CONTINUE TO Q7a)**

0 None **(SKIP TO INSTRUCTIONS BEFORE Q8)**

99999 Not sure if any employees teleworked **(SKIP TO INSTRUCTIONS BEFORE Q8)**

7a At that time did employees telework under a formal policy or under informal arrangements between supervisors and individual employees?

- 1 Formal program
- 2 Informal arrangements
- 3 Not sure

INSTRUCTIONS BEFORE Q8

**IF Q7 = 0 (No telework before) OR 99999 (Not sure if any employees teleworked), ASK Q8.**

**IF Q7 > 0 (Telework before) OR Q7 = 99998 (Some employees teleworked, don't know how many), SKIP TO Q8a.**

8 Since you received assistance, has your organization started a telework program?

- 1 No, has not started a telework program **(SKIP TO Q10)**
- 2 Yes, started a new program **(SKIP TO Q10)**
- 9 Not sure **(SKIP TO Q10)**

8a Since you received assistance, has your organization made any of the following changes to an existing telework program? **(ALLOW MULTIPLES FOR 1-5 AND OTHER)**

- 1 Opened the program to more employees
- 2 Limited the program to selected employees
- 3 Implemented formal telework policies
- 4 Started telework training for employees
- 5 Started telework training for supervisors
- 6 Increased the number of days employees are permitted to telework
- 9 Other **(please specify)** \_\_\_\_\_
- 88 Didn't make any of these changes
- 99 Not sure

10 Is your organization still interested in implementing or expanding teleworking at your worksites?

- 1 Yes
- 2 No
- 9 Not sure

11 Before the coronavirus pandemic, what general barriers or challenges did you face to implementing or expanding teleworking?

**SHOW OPEN-ENDED TEXT BOX**

\_\_\_\_\_

**CODE RESPONSES IN POST-PROCESSING INTO THE FOLLOWING CATEGORIES; ADD OTHERS AS NECESSARY**

- 1 None
- 2 Cost, cost of equipment / technology
- 3 Oversight, management, supervisors are resistant to remote management
- 5 Employees don't want to telework
- 6 Need most employees in the office / jobs are not telework-appropriate
- 7 Issues of data security, need to protect sensitive company information
- 8 Lack of upper management / owner support
- 9 Need to document productivity, results of telework
- 99 Not sure

11a During the coronavirus pandemic, how significant have the following problems or issues been for your employees or managers in teleworking or implementing/supporting telework? Please answer on a scale from 1 to 5, where 1 means it has NOT been an issue for your organization and 5 means it has been a significant issue.

| Possible Issue  | 1 (not an issue)      | 2                     | 3                     | 4                     | 5 (significant issue) | Not sure (999)        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 Access to needed software, databases, files   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2 Access to needed equipment (e.g., computer, network drive, printer, other specialized equipment, etc) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3 Employees' connection to Internet/virtual meeting systems   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4 Safe and comfortable work space   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5 Coordination/communication with clients/customers   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6 Coordination/communication between managers and employees   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7 Coordination/communication between co-workers or teams  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8 Employee productivity   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9 Child/dependent care responsibilities   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10 Spouse/significant other conflict  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11 Lack of clear work from home guidelines/leadership   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12 Employee isolation/missing going to work   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13 Employees feel micro-managed   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14 Employees feel disconnected from management  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15 Difficulty motivating/leading staff  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

12 What benefits, if any, have your employees shared about their experience teleworking or working from home? (Select all that apply). **(ALLOW MULTIPLES FOR 1-10; DO NOT ALLOW MULTIPLES WITH 1 (NONE))**

- 1 None
- 2 Increase in productivity
- 3 Reduced personal stress
- 4 Personal cost savings
- 5 More comfortable or casual work environment
- 6 Better work/life balance
- 7 Greater employee satisfaction
- 8 Increased freedom to make work or business decisions
- 9 Increased communication between managers and workers
- 10 Not having to commute to work
- 11 Other \_\_\_\_\_
- 99 Not sure

12a What benefits, if any, have managers shared about their experience managing remotely? (Select all that apply). **(ALLOW MULTIPLES FOR 1-7; DO NOT ALLOW MULTIPLES WITH 1 (NONE))**

- 1 None
- 2 Increase in workers' productivity
- 3 Reduced stress in managing workers
- 4 Greater employee satisfaction
- 5 Increased freedom to make work or business decisions
- 6 Increased communication between managers and workers
- 7 Other \_\_\_\_\_
- 99 Not sure

13 Do you have any suggestions for ways in which Commuter Connections could assist your organization with teleworking?

**SHOW OPEN-ENDED TEXT BOX**

\_\_\_\_\_

14 Would you like additional information or assistance about teleworking or other regional commute services available to your employees? And would you be willing to share your experiences during the coronavirus pandemic, in a testimonial that Commuter Connections could use in a press release, video, or other public materials? (ALLOW MULTIPLES FOR 1 AND 2)

- 1 Yes, would be interested in receiving additional information or assistance
- 2 Yes, would be willing to share experiences in a testimonial
- 3 No **(SKIP TO Q14a)**

**IF Q14 = 1 OR 2 (YES), SHOW:** Please provide your name, email, and phone number:

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

The last few questions are for classification only. They will not be used to identify you or your organization.

14a Which of the following best describes your type of organization?

- 1 Private company
- 2 Non-profit organization
- 3 Federal government agency
- 4 State or local government agency
- 5 Other **(please specify)** \_\_\_\_\_
- 9 Prefer not to answer

14b Which of the following best describes the industry or work of your employees in the Washington region?

- 1 Arts/entertainment/recreation
- 2 Agriculture, forestry, fishing, landscaping
- 3 Banking/finance/insurance
- 4 Business or government support services
- 5 Business or trade association, union, civic organization
- 6 Communications (e.g., radio, print, television, cable, digital services, recording/video)
- 7 Construction, construction/maintenance trades
- 8 Data processing/management/information management
- 9 Education/school
- 10 Hotel/hospitality management
- 11 Legal/law/judicial office or agency
- 12 Local government services (e.g., police, fire, social/vocational services, waste management, etc)
- 13 Manufacturing
- 14 Medical/healthcare services and practice/hospital/residential care facility
- 15 Military
- 16 Personal care/support services
- 17 Professional/scientific services or research (e.g., engineering, accounting, advertising, lab research)
- 18 Protective services
- 19 Real estate, property management/leasing/rental
- 20 Religious institution
- 21 Restaurant/food service
- 22 Retail sales/service
- 23 State or U.S. government services
- 24 Technology services (e.g., computer/technology design, consulting, management)
- 25 Transportation (e.g., air, rail, truck, water, taxi, rental car, bus/transit)
- 26 Utilities (electric, gas, communications)
- 27 Wholesale sales/distribution
- 28 Other **(please specify)** \_\_\_\_\_
- 99 Prefer not to answer

15 Thank you for completing this survey. Commuter Connections is offering a drawing for five \$100 Amazon gift cards. If you would like to participate in the drawing for one of these gift cards, please provide your name and email address. Please be assured that we will not sell or use your information for anything other than the drawing. Would you like to participate in the drawing?

- 1 Yes **(ASK Q16)**
- 2 No **(SKIP TO END)**
- 99 Left blank **(SKIP TO END)**

16 Please provide your name and email address so we can contact you if you are one of the five winners.

First Name:

Last Name:

Email Address:

END: Thank you again for participating in our survey. We appreciate your time.