Survey Results

Telecommuting / Teleworking in Philanthropy

Launch Date: 3/4/02
Close Date: 4/5/02
Total Invitations: 0
Total Respondents: 44

Definition: Telework/Telecommute refers to the capability of staff to work from a remote location other than a central office.

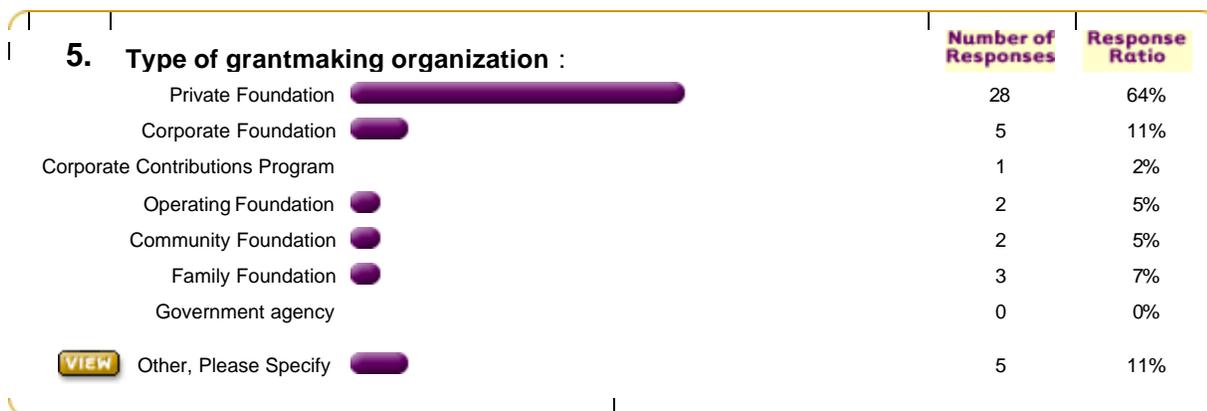### 1. Organization name:

Charles and Helen Schwab Foundation

Council on Foundations

William Penn Foundation

Benton Foundation

Open Society Institute

Robert Wood Johnson Foundation

The Sandy River Charitable Foundation

W.K. Kellogg Foundation

TechFoundation

Winthrop Rockefeller Foundation

Minnesota Council on Foundations

William Penn Foundation

McCune Foundation

Verizon Foundation

Houston Endowment Inc.

Target Foundation

Central Indiana Community Foundation

Daniels Fund

otto bremer foundation

Fannie Mae Foundation

The Cleveland Foundation

The Kresge Foundation

Women's Funding Network

Packard Foundation

C. S. Mott Foundation

Wenner-Gren Foundation

Frey Foundation

Wallace-Reader's Digest Funds

Kauffman Foundation

Northwest Area Foundation

Waitt Family Foundation

Southern California Association for Philanthropy

Houston Endowment Inc.

American Express

GAR Foundation

Corning Incorporated Foundation

The Louis Calder Foundation

Daniels Fund

Gaylord and Dorothy Donnelley Foundation

Washington Mutual

Carnegie Corporation

Alcoa Foundation

Knight Foundation
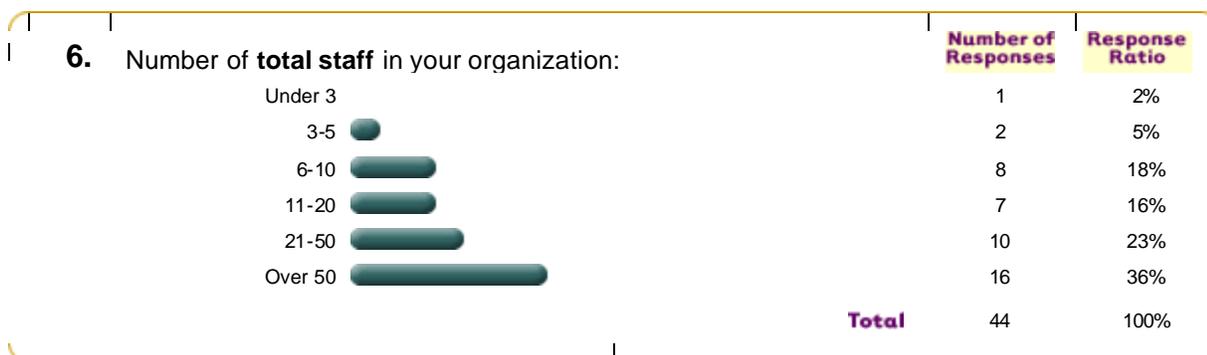
The Pew Charitable Trusts

4.   **Job title**:

Sr. Network Engineer
MIS Director
Manager, Program Communications and Client Service
senior associate
CIO
Dir.
Program Director
Director of Technology
Nonprofit Liaison Officer; Dir. of Boston TechConn
Systems Admin
Director of Communications and External Relations
Manager, Information Systems and Grants
Business Manager
Director
Information Officer
Finance & Administration Specialist
Vice President and Chief Information Officer
IT Project Manager
executive director
Senior Specialist, Grants Management
Director of Technology
Program Director - Information Systems
Director of Finance & Administration
Dir of I.T.
Vice President
Director of Finance and Administration
Grants Manager
Director of Operations
Director - Information Technology
Director, Community Activities and Learning
Director of Grants
Director, Operations & Information Services
CFO
Director

Senior Program Officer and Legal Counsel
Program Officer
Program Officer
Director of IT
Director of Finance and Administration
Assistant Vice President
Director of IS
Data Analyst
Director of Information Systems

5. Type of grantmaking organization :		Number of Responses	Response Ratio
Private Foundation		28	64%
Corporate Foundation		5	11%
Corporate Contributions Program		1	2%
Operating Foundation		2	5%
Community Foundation		2	5%
Family Foundation		3	7%
Government agency		0	0%
[VIEW] Other, Please Specify		5	11%

Other Responses

Council

Association of Grantmakers

Non-profit (501(c)3)

Regional Association

6. Number of total staff in your organization:		Number of Responses	Response Ratio
Under 3		1	2%
3-5		2	5%
6-10		8	18%
11-20		7	16%
21-50		10	23%
Over 50		16	36%
	Total	44	100%

7. Has your organization adopted a policy on teleworking?		Number of Responses	Response Ratio
We have a written policy on teleworking.		13	31%
We do not have a written policy, but there is an understanding or informal agreement about teleworking.		13	31%
We have no policy, but some of our staff telework on a regular basis.		13	31%
We do not currently telework, but are considering adopting a policy to support teleworking.		3	7%

8. Which of the following **applications can your staff access remotely** *(e.g., from a home office, field office, or traveling laptop):*

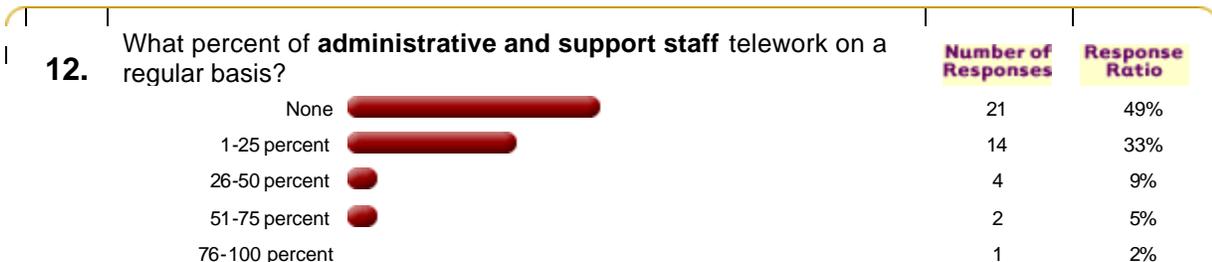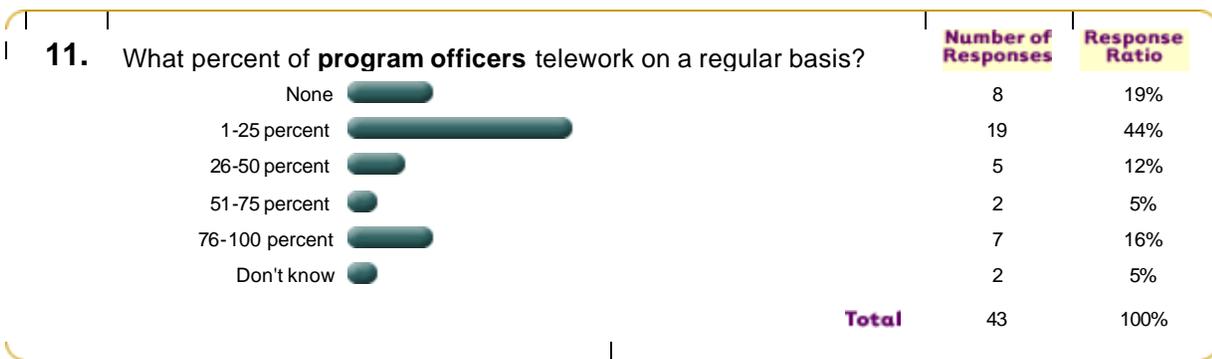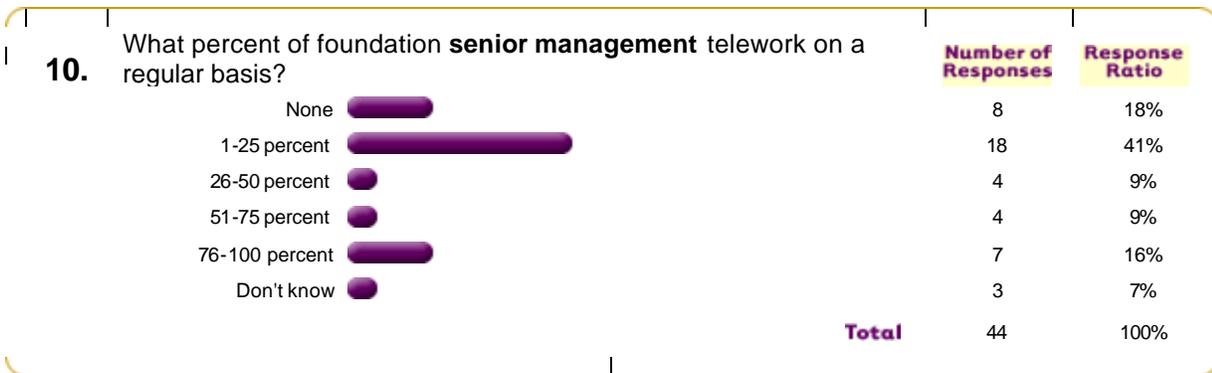| *Percentage indicates total respondent ratio and parenthesis indicate actual number.*	1 Currently have	2 Plan to implement	3 No plans to implement
1. E-mail	93% (41)	7% (3)	0% (0)
2. Calendar/scheduling	93% (41)	2% (1)	2% (1)
3. Grants management system	57% (25)	14% (6)	18% (8)
4. Databases	59% (26)	18% (8)	11% (5)
5. Intranet	61% (27)	16% (7)	14% (6)
6. Accounting	36% (16)	9% (4)	30% (13)
7. None	0% (0)	0% (0)	2% (1)

9. **Comments on remote system access** (Which other applications? How well is this working?):

VIEW 33 Responses

1. We are using Citrix Metaframe to allow remote clients to connect to internally served resources and applications via terminal services through encrypted tunnels.
2. Need to commit more resources. We have a RAS server and four incoming dialup lines. We are also running Exchange OWA for remote email access. Plans are to move to Terminal Server or some other remote access platform.
3. We have a limited number of laptops that are shared among departments...these can connect remotely with the entire network. All staff can access work e-mail via the web (Microsoft Exchange)
4. We use Outlook's web interface for email and calendaring remotely. There are some problems when it comes to receiving attachments and opening voicemail.
5. We use CheckPoint VPN - Client version for remote user. It works pretty well.
6. We use a combination of RAS, Citrix, OWA, and VPN
7. Gifts, Citrix, pcAnywhere,
8. Dial in and VPN access to the network. Support for all applications required remotely via Citrix. Majority of usage is email/calendar through Outlook/Exchange synchronization. Outlook Web Access also supported.
9. (First of all, a comment on Question 8 - you need to include a "not sure/don't know" option!) On remote access: we have to do a lot of troubleshooting to make it work, and it is sometimes frustrating for our telecommuters.
10. It is working OK. We use RAS and VPN.
11. It is working well for us.
12. Video conferencing (v2 over IP)
13. Working from home or in an access location is equilivant to working in the office.
14. All the same server based applications as local workstations have.
15. All of our applications can be accessed remotely. It is working very well. One of the down-sides is that employees have the ability to work 24 hours a day (and some try).
16. Remote system access works in at least half the cases. In most situations, the difficulties are a result of operator error; our associates don't understand what they are trying to do and how it works. Individual troubleshooting occurs often and creates even more problems.
17. we currently piggy back on a relatively slow analog system that is used by an affiliated company.
18. all remote system access is managed through a Citrix system so any remote unit must be configured at headquarters first before the user will be able to access the network
19. The method of access currently being used is not simple enough for the end user. The users are having sproadic success.
20. Have tried GoToMyPC (ASP) which did not work. Tried QuickBooks Premier Remote Access via WebEx, so far has not worked.

    Outlook on the Web works very well, although it took awhile to get it to work.

VPN works well, but is horribly complicated to set up.

VNC is spotty and requires a lot of technical expertise.

21 Specialized financial and grants databases have restricted access for remote users.

22 We run a VPN WAN to four field offices, and also run Win2000 Terminal Services

23 We have VPN connections to access office outlook email and scheduling applications. Looking to change to system so that emails can be accessed through website.

24 Remote access works well for the applications we have in place.

25 Application access does depend on the associate. They have the same "rights" as if they were at their desktop at work. We use Citrix as the backend product.

26 Use Citrix software for remote access. Can access via Internet, via local phone line, or via 800 number.

27 When teleworking one must not be easily discouraged as systems can go down. A good help desk is important and maintaining your own set of instructions on what to check before you put in a call is essential.

28 We were just trained in the procedures, but have not yet fully implemented.

29 We have been up and running since the beginning of the year and have had no real problems to speak of.

30 Although email and calendars are available remotely, I do not think they are used on a regular basis.

31 We currently don't have the capability to access our systems remotely. We are working with our I/S department to have access to our internal email system as well as to have access to our grants database. As of yet, we have no date when either of these will be available for our staff. Staff currently forwards email from our internal system to their own individual accounts (aol, hotmail, yahoo, etc.).

32 Remote access to email is the one used most often. The Intranet is hosted externally and is always available to anyone with an Internet connection.

33 Staying current with e-mail is the primary reason we telework. Taking our laptops home to work is most productive when documents are stored to the hard drive for access from home. Connections from home are generally not stable or fast enough to enable us to connect to our network for any length of time. We generally don't travel with our laptops.

10. What percent of foundation **senior management** telework on a regular basis?

	Number of Responses	Response Ratio
None	8	18%
1-25 percent	18	41%
26-50 percent	4	9%
51-75 percent	4	9%
76-100 percent	7	16%
Don't know	3	7%
Total	44	100%

11. What percent of **program officers** telework on a regular basis?

	Number of Responses	Response Ratio
None	8	19%
1-25 percent	19	44%
26-50 percent	5	12%
51-75 percent	2	5%
76-100 percent	7	16%
Don't know	2	5%
Total	43	100%

12. What percent of **administrative and support staff** telework on a regular basis?

	Number of Responses	Response Ratio
None	21	49%
1-25 percent	14	33%
26-50 percent	4	9%
51-75 percent	2	5%
76-100 percent	1	2%

		Don't know	1	2%
		Total	43	100%

13. Approximately what percent of staff in your organization have remote access your information systems via a **high-speed connection** *(DSL, cable modem, ISDN, or satellite)*?

	Number of Responses	**Response Ratio**
None	8	18%
1-25 percent	19	43%
26-50 percent	11	25%
51-75 percent	2	5%
76-100 percent	0	0%
Don't know	4	9%
Total	44	100%

14. Approximately what percent of staff in your organization have remote access to your information systems via a **dial-up modem** ?

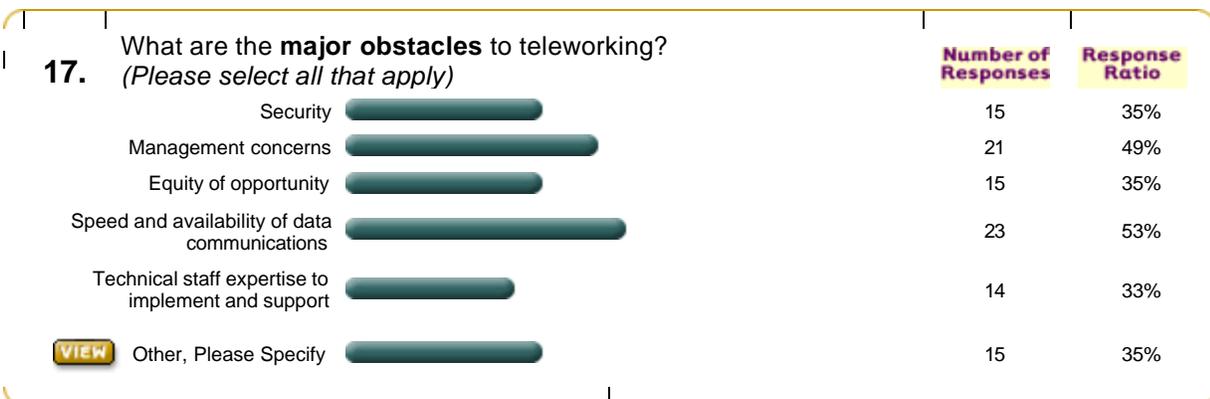|	**Number of Responses**	**Response Ratio**
None	2	5%
1-25 percent	14	32%
26-50 percent	8	18%
51-75 percent	12	27%
76-100 percent	3	7%
Don't know	5	11%
Total	44	100%

15. Approximately what percent of staff in your organization have **no remote access** to your information systems?

	Number of Responses	**Response Ratio**
1-25 percent	22	52%
26-50 percent	6	14%
51-75 percent	4	10%
76-100 percent	4	10%
Don't know	6	14%
Total	42	100%

16. What are the **major incentives** to teleworking? *(Please select all that apply)*

	Number of Responses	**Response Ratio**
Reduced travel time	29	66%
Greater productivity	36	82%
Increased job satisfaction	28	64%
Reduced stress	26	59%
Enhanced morale	20	45%
Improved quality of life	30	68%
Improved work opportunities	11	25%
VIEW Other, Please Specify	10	23%

1   Better member service.
2   Reduced need for central office space
3   Ability to retain good staff.
4   family obligations
5   Convenience of working from home, when necessary
6   As a foundation, we don't outline any!
7   greater responsiveness to constituents
8   Special support for medical leave situations.
9   (These are just my opinion)
10   Security, do not need downtown at night

17. What are the **major obstacles** to teleworking?
(Please select all that apply)

	Number of Responses	Response Ratio
Security	15	35%
Management concerns	21	49%
Equity of opportunity	15	35%
Speed and availability of data communications	23	53%
Technical staff expertise to implement and support	14	33%
VIEW Other, Please Specify	15	35%

1   Convincing senior management.
2   different platforms at home (PC, Mac)
3   Complexity of office structure
4   Requirements of a job; need for "face time"
5   No major obstacles
6   Value place on "face time"
7   Staff burnout - working too much
8   reduced personal interaction
9   No cohesive teleworking plan proposed to mgt
10   Scheduling when people are working elsewhere
11   access to other staff and to non-electric info

18. **How important** is it to provide teleworking capability for staff in your organization?

	Number of Responses	Response Ratio
High priority	19	43%
Medium priority	12	27%
Low priority	13	30%
Total	44	100%
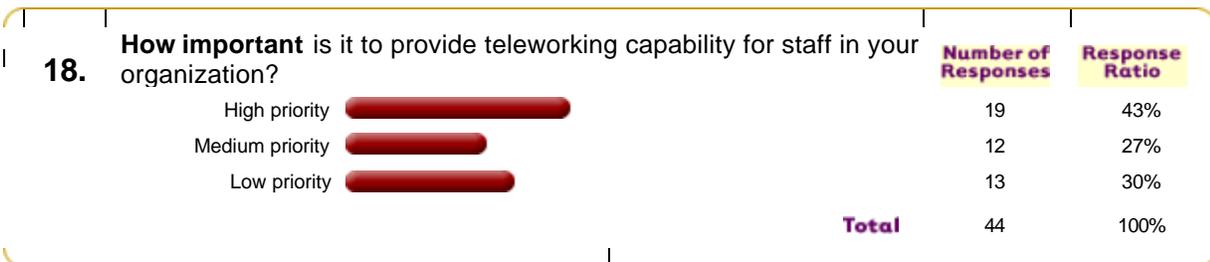
19. **General comments and advice** about telecommuting:

VIEW 23 Responses

1
We have two primary remote resource access scenarios. Both have advantages and disadvantages.

Citrix Metaframe terminal services is by far the most amazing and enabling option. At this very moment I am working in a desktop environment served to be from our central office 30 miles away while I sit at home. Everything that is at my finger tips at the office is at my fingertips here securely served to me through an encrypted tunnel allowed to pass through our firewall. And it is just as responsive here as it is in the office, and I don't notice the difference between 1 or 30 users on the server. The down side is that I have to have an active network connection to work, and though it is very

impressive over broadband, it can feel clumsy over a less than pristine dial-up connection.

The other alternative is an office issued laptop where local application go with me on the run, and many can be used without a network connection (like on the plane or in a café). Then I can connect to the internet and accesses office resources via a PPTP connection to a remote access server at the central office. The down side is that it is never as fast or responsive as a terminal server session.

A third alternative for on the go access is Web apps over SSL. We currently grant email and intranet access to authenticated users over SSL from anywhere on the internet. This is nice when you're at a conference with web access available at kiosks or terminals, or when you're visiting someone else's office and you need to retrieve a document or an email, or send a quick word to someone.

2   Needs to be well thought out. Some functions don't lend themselves well to telecommuting, neither do some people. However, given the commuting situation in DC it's an imperative. So is the morale and productivity of staff. High turnover results in poor member service. We need to take reasonable steps to reduce staff turnover.

PLEASE give us as much hard data as you can about the direct benefits of telecommuting. Pitch it to the top, CEOs and COOs.

3   I'm asking our MIS manager also to complete this survey (Barb Scace)...her answers on 16-19 will more accurately reflect the views of the IT department and management (my answers are my perception)

4   Question 15 has no selectable 0%.
Telecommuting and virtual office functions were part of the Foundation's initial structure.
Special care should be taken to look at personel availability from the grantee viewpoint. Were people are and how they can be reached can be confusing.
Remote access/telecommuting requires additional planning and scheduling compared to the 100% in office experience. Some training and or additional policies may be required for effective implementation.
Additional personal responsibility is implied. Remote workers need to manage nonwork related distractions to create a work atmosphere out of the corporate office setting. Some people find this difficult to do on a regular basis.

5   Develop a written policy. Ours has been informal and is about to be released formally. Think about impact on staff who are back at the office (a common concern we hear) when teleworker is out. Be sure to manage expectations both in terms of softer things to manage (e.g. handling phone calls from home) and technical ones (phone lines in many locations are not that great). Provide iPass dial up for international travelers.

6   I am a senior-level director and work full-time via a telework relationship. Our office is in Minneapolis and I live in Kansas City. We've had this arrangement for 1.5 years and it has worked out well. I'd be happy to share more information on our experience if you're interested. Your can reach me at 612/335-3597, dbiemesderfer@mcf.org.

7   Results; if an organization is contemplating telecommuting, the end result should be more productivity based on the major incentives listed above.

8   We use Terminal Server/Citrix Metaframe and have been very pleased. Our teleworking is limited to allowing staff to work from home/abroad when necessary, but everyone is required to come into the office. So it is really just a convenience now, and one that everyone appreciates. I think this is a good initial way to move towards more extensive work from home.

9   Balance. Work and personal life should have a healthy balance.

10 So often there is a lack of trust - a belief that people working from someplace other than their desk means they aren't really working.

11 The need for a very "easy to use" arrangement is a high priority for us. This needs to be weighed against the need for security.

12 Set up a policy, circulate it among your staff, implement it, and adjust it every six to twelve months to fit new situations and new technologies.

13 Telecommuting may work for some of our staff positions, but not all. We are not seriously considering such a policy since it cannot be offered to everyone.

14 This is currently not on our list of priorities.

15 We are very careful about who needs (Not wants) access to our resources remotely. We have only one true teleworker, but we have several (20-30) associates that need "full" remote access due to lots of traveling. (I wasn't sure exactly what your definition was of a teleworker/telecommuter.)

I also hope that this information is kept confidential and not mentioned or released in any detailed form. Thanks in advance, Forrest Weddle - EMKF

16 We have developed or purchase only products which are browser based (except office suite) - which enable us to provide those programs via the web.

17 All employees have access to foundation systems via Citrix software. We have 2 out of 23 people who regularly work remotely from home or when traveling. One other regularly works at home, but does not need remote access to systems for his work. Others tend to use remote access mainly to check e-mail from home.

The three execs have laptops with dial-up access and Ethernet cards. We have a couple of "pool" laptops available for staff use when traveling. They are sometimes used at home during short-term disability, too. All employees can install Citrix on their own home computers if they desire. Foundation does not pay for any high-speed access from home but some individuals are paying for this themselves. Local dial-up access is obviously free. For travel, we also have an 800 number to dial into the system. We reimburse for charges for high-speed Internet access at hotels that offer it.

18 Telecommuting is not for everyone, but for an employee who has the discipline and dedication it can be a great bonus.

19 WE do have issues about inequities telecommuting causes. It fits better with some job descriptions than with others. We find that we cannot do the vast amount of detailed writing we need to do with the phone ringing all the time. Productivity is far greater working in solitide at home. Telecommuting allows for spending big blocks of time on pressong projects that being in the office does not allow. We also do a lot of driving for our jobs, so a few days here and there with no driving is a refreshing change. Our staff is switiching to laptops in the near future.

20   At this time, it is not a high priority item in the operation of the Foundation.

21   Security is a prime concern for our Foundation. Any access to the Foundation Network must be secure and by
      authorized personnel.

22   We are a small organization and need to communicate with each other. The issue of telecommuting has not been raised
      at our foundation (in response to question 7, we don't have a policy and aren't looking to create one). Also, there is
      information at the foundation offices that is not electronic that needs to be accessed.

23   Our policy is to provide all exempt employees with remote access to our systems. We pay for their DSL or Cable Modem
      access. Non-exempt employees are on an as needed basis.

Many thanks for participating in this survey. We'll be pleased to share the tabulated results with you!

This survey was conducted in conjunction with the presentation **Telecommuting - Teleworking: Is it a practical option for you?"** at the 2002 Council on Foundations annual conference in Chicago on May 1, 2002

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