

## **FLEXIBLE WORK: IN WHOSE BEST INTEREST? A BUSINESS CASE ANALYSIS**

### **BACKGROUND**

Flexible work practices enable employees to vary a work schedule or location, work a reduced schedule or take time out of a career path without penalty. They are the shift from how work was done in the Industrial Age -- when a machine-driven economy prospered with a homogeneous workforce working 9-to-5 at a central location, full-time without interruption throughout a career. In contrast, today's Knowledge Age thrives on a diverse workforce of individuals working autonomously on different schedules and from different places, exiting and re-entering employment.

#### *Why New Public Policies?*

As we weigh whether public policies promoting flexible work should be enacted and what they should look like, it is important to consider the evolution of flexible work that shaped where we are now. These practices began as individual 'deals' between a few highly-valued employees and their manager, often behind closed doors. Far from transparent, the business intent was to not open the floodgates and limit the number of such deals. These ad hoc arrangements were not only deliberately invisible but highly inconsistent and even discriminatory, often relying on a single manager's attitude, knowledge and comfort level and how the employee presented his/her 'case.' In most companies today, that has not changed.

Great-place-to-work employers were congratulated for their flexibility -- what were termed 'employee-friendly', 'family-friendly' or 'work-life balance' 'programs'-- administered by HR. These labels and more so the mindset have frankly stifled the expansion of flexibility, perpetuating an image that they are something done *for* employees, not the business. Flexible practices were also, ironically, inflexible -- a new *set* schedule or *wholesale* shift to a compressed work week, for example.

We are on the cusp of a new phase in the evolution of flexible work practices that is transforming their shape and relevance to business and society. For a few leading organizations flexible work is no longer an 'employee program' driven by HR but a 'business initiative' driven by facilities planners, business continuity managers, transportation and operations managers, and human capital strategists. Their job is to leverage any advances that make the business run better -- to reduce real estate/space costs, prepare to operate during an emergency, reduce a carbon footprint, and increase performance. These are the new champions of flexible work and they are *requiring* that the managers, employees, and even leaders are equipped, trained, and incented to work offsite, virtually and on different schedules. The federal government's promotion of telework by federal employees to assure continuity of operations in a pandemic is a prime example.

In these leading organizations, flexible work is integrated in the DNA of the business. They are not simply allowing it, but embracing it -- not as a secret and individual accommodation to be discouraged, but a transparent practice to be encouraged, even required.

The vision of what constitutes flexible work is also evolving. No longer inflexible flexibility, it is now a fluid way of working -- 'anytime, anywhere' work, powered by Blackberries, laptops and broadband. Less a change in work schedule/location and more a change in *who decides* what the schedule/location should be -- with more say given to employees and teams. It is driven by the emergence of

knowledge work, which is accomplished best when knowledge workers are accountable for results but otherwise have the autonomy to determine how best to get it done.

But, not all employers have yet seen the light.

As a result, in most businesses – large, medium or small -- flexibility continues to be inconsistently offered, silo-ed in Human Resources, treated as an accommodation to employees with 'issues', focused only on certain demographic groups, and not built into the fabric of how things are done. Employees still hesitate to take advantage of it, fearing a subtle or not-so-subtle penalty. Managers -- the lynchpin -- are ambivalent, apprehensive, and ill-equipped to change how they have done things. So progress is stalled, to no one's benefit.

Policies that push employers out of this mode – that encourage them toward systemic and transparent flexibility -- are in their best interest and the larger society's. The following research evidence illustrates the measurable advantage that embracing and optimizing flexible work brings to employers and society. If public policies are to be enacted, this part of the story is critical to leveraging bipartisan support.

In short, public policies that promote the growth of flexible work practices achieve goals vital to America's businesses and our economy, as well as contributing to the well-being of employees and their families. Consider the research evidence.

### **EMPLOYERS**<sup>1</sup>

In order to grow, be profitable and deliver value to customers and shareholders, employers must do the following:

#### **Reduce Overhead Costs:**

**Facilities.** *Businesses trim office space and facilities and utilities costs by promoting telework, flex schedules and remote work.*

- For every 100 employees who telecommute full-time, a typical business saves over half a million dollars in space costs.<sup>2</sup>
- IBM saves >\$1 billion/year in facilities costs through its 'mobile' work initiatives.<sup>3</sup>
- AT&T saves \$25 million/year in facilities costs (and \$65 million in improved productivity and \$15 million in retention). At AT&T, 25% of managers telework at least twice a week and have no reserved office space; 10% are totally virtual. Half of all employees telework some of the time.<sup>4</sup>
- Sun decreased office space by 30% and saved \$69 million in facilities costs in 2005.<sup>5</sup>
- Unisys cut office space by 90%.<sup>6</sup>

**Medical.** *When employees have the flexibility they require, they have fewer stress-related health issues; their employers have lower medical costs.*

- Large numbers of employees -- 26-40% -- find their job highly stressful.<sup>7</sup>
- Stress is directly related to health care costs. Health care expenditures are 50% greater for workers with high stress.<sup>8</sup>
- People who can work flexibly also sleep and exercise more and engage in more stress management activities.<sup>9</sup>
- Employees who can work flexibly have a greater sense of control and lower stress (30% lower according to Bristol-Myers Squibb research);<sup>10</sup> lower wage workers that work flexibly have 55% less stress.<sup>11</sup>

**Staffing.** *Companies with flexible work options attract and keep employees despite job opportunities with higher compensation.*

- 87% of full-time professionals look for flexible hours in a new job; 39% would accept a job that paid up to 10% less if they had more flexibility.<sup>12</sup>
- SAS Institute, a software firm with a flexible culture but midlevel pay and no stock options, consistently has 5% turnover in an industry that averages over 20%.<sup>13</sup>
- By retaining employees, employers save the equivalent of 150% of the annual salary of a salaried employee and 75% of an hourly employee (in recruitment costs and downtime)<sup>14</sup> , which amounts to \$785,500 saved by retaining 10 employees (5 salaried and 5 hourly) at a salary of \$80,000 and \$50,000 respectively.
- Merck reduced overtime by 50% by granting employees greater authority to organize their work and their work schedules.<sup>15</sup>
- By using at-home reservations agents, JetBlue cut the cost of booking a flight by 20%.<sup>16</sup>

### **Prepare for continuity of operations in an emergency.**

*Emergencies are common and the interruption of business operations is costly.*

- In 2008, there were 75 major declared disasters, according to FEMA<sup>17</sup> and many smaller incidents that caused a halt to business operations.
- 1 in 5 US businesses suffered a disaster than caused operations to cease for a time.<sup>18</sup>
- Businesses average 9 such incidents each year with an annual cost of \$3 million.<sup>19</sup>
- 43% of companies that go through a severe crisis never open their doors again and another 29% fail within 2 years.<sup>20</sup>
- The companies that survive still suffer reduced productivity and earnings and damaged customer relationships.<sup>21</sup>

*Experienced flexible teams can minimize the lost productivity.* When work teams are experienced and equipped at working virtually and managers can manage from a distance, business operations can often continue with little interruption.

- 71% of employees in companies with a telework program can continue work if the office was closed due to a storm or disaster vs. 17% in companies without telework.<sup>22</sup> Firms with stable and trained teleworkers are poised for a speedier rebound afterwards.<sup>23</sup>
  - At Intel, when a broken pipe in an office building dislocated 500 employees, there was virtually no loss of productivity as employees were equipped with wireless laptops and adept at working remotely or from home.<sup>24</sup>
  - JPMorgan Chase's telework aptitude enabled it to continue operations during the Northeast Blackout of 2003 and the SARS outbreak in Asia in 2003, limiting the impact of the events.<sup>25</sup>

*Disaster preparedness costs are lower for companies with experienced, trained and well-equipped teleworkers and remote workers.*

- By preparing remote workers and setting up the security and IT systems in advance, disaster preparedness costs can be reduced, such as the cost to purchase spaces at off-site recovery centers.<sup>26</sup>
- JPMorgan Chase estimates annual savings in the millions from using telework as a proactive business continuity strategy; 40% of its investment banking staff telework.<sup>27</sup>

**Increase earnings, satisfy customers and deliver value to shareholders.** *Companies that use flexible work have higher customer satisfaction and return to shareholders.*

- Companies with more flexibility in work arrangements capture the skills and knowledge of a wider range of talent, and have a 3.5% increase in shareholder value.<sup>28</sup>
- *Fortune's* 'Best Companies to Work For' earned twice the market return for seven years.<sup>29</sup>
- '100 Best Companies for Working Mothers' have customer satisfaction ratings 1-7 points higher than other companies, which translated into a 3-11% increase in market value, or \$22,000 per employee – in 2002 dollars.<sup>30</sup>
  - First Horizon National Corporation, a financial services company, has 7% higher customer retention rates in departments where managers allowed greater flexibility with 95% customer retention overall. Less frazzled employees lead to happier customers who stayed and were more profitable. After adopting flexibility as the core to its 'Employees First' culture, for four straight years FHNC had earnings nearly double that of its peers and was consistently rated most profitable US bank by Forbes.<sup>31</sup>
  - An in-depth study at Xerox by MIT researchers found that when people were working flexibly -- not all in the same place at the same time, it forced managers to be clearer in setting goals/expectations. Managers and teams had to plan ahead and communicate better, which ultimately resulted in higher team performance.<sup>32</sup>

- Cisco credits teleworking efforts with achieving \$195 million in increased employee productivity in a single year -- 2003. Employees are working rather than commuting; Cisco finds them more focused on completing the task at hand.<sup>33</sup>
- Siemens, Compaq, Cisco, Merrill Lynch, Nortel and American Express have reported increases in productivity from telework of 10-50%.<sup>34</sup>

**Recruit and Retain the Best Talent.** *Flexible work options attract and retain critical talent across generation, gender, and position.*

- One-fifth of exempt employees and 15% of hourly employees have considered leaving their employer for greater flexibility; 17% have seriously considered it and 9% have taken action.<sup>35</sup>
- 81% of mid-level and senior women who work flexibly credit that option (including to work less than full time) as *the* reason they were able to stay in their job.<sup>36</sup>
- At AT&T a third of teleworkers in 2001 said if they no longer could work from home, they would look for another job or quit.<sup>37</sup>
- First Tennessee National Corporation fills open positions 40% faster than the industry average by promoting its flexible culture.<sup>38</sup>
- Among hourly workers, 26% without flexibility predict they will leave their job in 2 years, compared to 17% who had flexibility; 22% of men without flexibility plan to leave in 2 years, compared to 18% of men who have it.<sup>39</sup>
- 83% of hourly workers say the opportunity to work flexibly impacts whether they will stay with their employer. It is even more important for female and younger hourly workers.<sup>40</sup>
- 95% of employees at Discovery Communications chose to work at the company in part because they could work flexibly. At Bristol-Myers Squibb, 30% of women and 12% of men hired in the last three years were influenced to join the company by the access to flexibility.<sup>41</sup>
- For 75% of woman in law firms, a commitment to family and personal life is a barrier to advancement. Only 9% of women in corporate legal departments believe that working flexibly will not affect their advancement.<sup>42</sup>
- 85% of employees are retained by home-based call centers, compared to 10-20% retained at conventional call centers.<sup>43</sup>

**Reduce their carbon footprint:** *Telework and remote work enables the business to reduce its carbon footprint through the office space savings (cited earlier).*

- A company gains an estimated 2400 lbs. of carbon offset credits for every 100 employees not traveling to work.<sup>44</sup>

### **THE U.S.**

The U.S. also has key challenges and goals that are aided by optimizing flexible work. It must:

**Reduce energy consumption.** From expanded telework alone (not including reductions in commuting through flexible work schedules, such as a compressed work weeks) the following energy savings occur:

- People commuting to work in personal vehicles consume 44 billion gallons of gasoline a year.<sup>45</sup> Increasing the number of fulltime equivalent teleworkers by 10% would reduce consumption by 4.4 billion gallons/year. The EPA reports that 40% of jobs are suited for telework,<sup>46</sup> but only 14% are being 'teleworked'.<sup>47</sup>
- AT&T teleworkers drove 110 million fewer miles in 2001 and avoided the consumption of 5 million gallons of gasoline.<sup>48</sup>
- Besides fuel savings on travel, when people work from home it uses less energy than commercial buildings – a difference of 3000-4400 kWh per year.<sup>49</sup>

### **Reduce harmful emissions.**

- Commuters in private vehicles release 424 million tons of carbon dioxide into the atmosphere a year,<sup>50</sup> 23 million tons of carbon monoxide, 1.8 million tons of volatile organic carbons and 1.5 million tons of oxides of nitrogen.<sup>51</sup>
- At AT&T teleworkers avoided commuting 100 million miles, which reduced carbon dioxide emissions by 45,000 tons less of CO<sub>2</sub> emissions, or 1.8 tons per teleworker.<sup>52</sup>
- An estimated 3.5 billion square feet of saved commercial space would save 35 million metric tons of greenhouse gases. The avoidance of construction of these buildings would save another 36.4 million metric tons of greenhouse pollution.<sup>53</sup>

**Increase employment levels.** Many groups could be employed who are not now, if they could work less than full time, from home or off-site, or on flexible schedules -- women who have taken time out of employment, workers whose jobs are being sent overseas, boomers due to retire, the disabled, and others.

- *Women.* One half million college-educated women who have taken time out to care for family, etc. are ready to return to work. But they are unemployed because they are unable find jobs with the flexibility to handle both personal and work responsibilities.<sup>54</sup>
- *Laid-off workers.* By using flexible work options such as voluntary unpaid leaves and voluntary reductions to part-time (temporarily or permanently), companies like Charles Schwab and others have cut labor costs without wholesale layoffs.

- *Retirees.* American Express, the University of North Carolina and others use phased retirement options (working less than full time) to keep mature workers employed.<sup>55</sup>
- *Off-shored workers.* ‘Homeshoring’ (work at home) can replace ‘off-shoring’ by increased telework and flexible work. Companies such as JetBlue Airways, Alpine Access, PHH Arval and LiveOps have used home-based work to employ US agents in customer care jobs.<sup>56</sup>
- *Disabled Workers.*
  - 63% of disabled individuals not working would prefer to be working.<sup>57</sup> 12% of disabled adults who are not working require flexible or reduced hours.<sup>58</sup>
  - The EEOC and Office of Personnel Management recommend flexible work arrangements as reasonable accommodations for individuals with disabilities.<sup>59</sup>
  - US Department of Labor’s Job Accommodation Network recommends flexible work arrangements for >80% of the impairments it covers.<sup>60</sup>
  - SAMSHA: US Department of Health and Human Services Substance Abuse and Mental Health Administration guide employers on the use of workplace flexibility for people with mental illness.<sup>61</sup> National disability and illness-related organizations that promote flexible work arrangements include the American Cancer Society, National Multiple Sclerosis Society, National Mental Health Association, United Cerebral Palsy, and United Spinal Association.

**Increase productivity.**

- \$1 trillion (7.2% of GDP) is wasted annually in time and vehicle expenses commuting.<sup>62</sup>
- AT&T research found almost one hour more spent each day on productive work by teleworkers than workers in a traditional office. The quality of work was also better, with virtual office managers, for example, more often rated as the best managers.<sup>63</sup>

**Improve public health.**

- With an already dispersed workforce that is working remotely -- from home or in other less concentrated locations -- infectious diseases are not transmitted as readily.<sup>64</sup>
- The ability to cope with bioterrorism threats and public health outbreaks is greater when employees and managers are equipped to work virtually or from more locations. For

example, during the SARS struck in Hong Kong, JPMorgan Chase split up employees, sending a third to work from home and the rest working from other sites. As a result, there were only two infected workers.<sup>65</sup>

#### **Manage the demand for social services.**

- Increasing the use of workplace flexibility can reduce the demand for social services, e.g., certain types of child and elder care, enabling workers to manage more of their family care.
- Reducing employees' stress and improving their health (see 'Medical', page 1), can lessen the strain on the already overburdened health care system.

#### **CONCLUSION**

It is rare when something benefits workers, businesses, the environment and economy all at once. The inevitable question then arises -- if flexible work is so advantageous for businesses, why are public policies necessary? The reason is that a transformation of business practice of this magnitude requires a change of long-held attitudes, systems, and business structures. A pace at which such a change would occur without incentives or catalysts will simply be too slow. The critical gains would be delayed, and in short, we simply cannot afford to wait.

The best public policies will be those that ensure that the opportunity to work flexibly is transparently available to employees at all levels and employer practices are consistent but individualized to fit different individuals and teams. They must protect both employees who use and managers who grant flexible alternatives from being penalized. They would educate and encourage managers and others to embrace this way of working and build their knowledge and skills. They will encourage systemic approaches that reinforce the mutual benefit to the organization and employees. They will be strong enough to ensure that the great potential of flexible work is achieved – better quality of life for employees, better performance for employers, and environmental and economic benefits for society.

It is the prospective of these results that make the effort of new public policies well worth pursuing.

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- <sup>1</sup> Over one hundred studies that have examined the business impacts of flexible work practices are reported in *Leveraging the New Human Capital*, Burud and Tumolo, 2004.
- <sup>2</sup> Calculation assumes 30 square feet per employee at \$168 per square foot -- the national cost average according to a study by Old Dominion University Center for Real Estate and Economic Development, *2005 Market Survey*.
- <sup>3</sup> Brad Allenby and Joseph Roitz, "Implementing the Knowledge Economy: The Theory and Practice of Telework" Batten Institute Working Paper, 2003, p. 44.
- <sup>4</sup> Allenby and Roitz, p. 44-45, 26.
- <sup>5</sup> Arnold, in Fuhr and Pociask, *Broadband Services: Economic and Environmental Benefits*, 2007, p. 19-20.
- <sup>6</sup> Balaker, p. 24, in Fuhr and Pociask, p. 20.
- <sup>7</sup> Studies by Yale, Northwestern Life, and Families & Work Institute, cited in *Stress at Work*, NIOSH, 2007.
- <sup>8</sup> Journal of Occupational and Environmental Medicine, cited in *Stress at Work*, NIOSH, 2007.
- <sup>9</sup> Study by Wake Forest University School of Medicine cited by WFC Resources, 2008.
- <sup>10</sup> Corporate Voices for Working Families, *Business Impacts of Flexibility*, 2005.
- <sup>11</sup> WFD, 2009, p. 11.
- <sup>12</sup> Study by Lee Hecht Harrison, cited by Koepfel, *New York Times*, October 10, 2004.
- <sup>13</sup> Burud and Tumolo, *Leveraging the New Human Capital*, 2004.
- <sup>14</sup> Phillips, *Personnel Journal*, 1990.
- <sup>15</sup> Casner-Lotto, *Holding a Job, Having a Life*, 2000.
- <sup>16</sup> Allenby and Roitz, p. 44.
- <sup>17</sup> FEMA, retrieved from [http://www.fema.gov/news/disaster\\_totals\\_annual.fema](http://www.fema.gov/news/disaster_totals_annual.fema), 2009.
- <sup>18</sup> AT&T and Partnership for Public Warning, 2004, cited in *Exploring Telework as a Business Continuity Strategy*, ITAC, p. 3.
- <sup>19</sup> Contingency Planning Research study of Fortune 1000 companies, 2003. cited in *Exploring Telework as a Business Continuity Strategy*, ITAC, 2004, p. 16.
- <sup>20</sup> Cerullo and Cerullo, 2004 cited in *Exploring Telework as a Business Continuity Strategy*, ITAC, p. 3.
- <sup>21</sup> Veritas, 2004 cited in *Exploring Telework as a Business Continuity Strategy*, ITAC, 2004, p. 4.
- <sup>22</sup> CDW-G, *Telework Report*, 2008.
- <sup>23</sup> *Exploring Telework as a Business Continuity Strategy*, ITAC, 2004, p. 7.
- <sup>24</sup> *Exploring Telework as a Business Continuity Strategy*, ITAC, 2004, p. 8.
- <sup>25</sup> *Exploring Telework as a Business Continuity Strategy*, ITAC, 2004, p. 29.
- <sup>26</sup> Fuhr and Pociask, p. 9.
- <sup>27</sup> *Exploring Telework as a Business Continuity Strategy*, ITAC, p. 9.
- <sup>28</sup> Watson Wyatt, *Human Capital Index, 2001-2002*.
- <sup>29</sup> Edmans, *Does the Stock market Fully Value Intangibles?* 2008) Note: Flexible work options are a criterion for being named a 'best company'.
- <sup>30</sup> Simon, *Happy Employees, Happy Customers*, Cornell University, 2002.
- <sup>31</sup> Burud and Tumolo, p. 347.
- <sup>32</sup> Bailyn, *Breaking the Mold*, 1993, p. 93.
- <sup>33</sup> Boston College Center for Work & Family, *Workplace Flexibility Case Studies*. Retrieved from <http://wfnetwork.bc.edu/template.php?name=casestudy#AFLAC>
- <sup>34</sup> Brad Allenby and Joseph Roitz, "Implementing the Knowledge Economy: The Theory and Practice of Telework" Batten Institute Working Paper, 2003, p. 35.
- <sup>35</sup> WFD, *New Career Paradigm*, 2008, p. 9.
- <sup>36</sup> Catalyst, *Flexible Work Arrangements III: A Ten Year Retrospective of Part-Time Arrangements for Managers and Professionals*, 2000.
- <sup>37</sup> Brad Allenby and Joseph Roitz, "Implementing the Knowledge Economy: The Theory and Practice of Telework" Batten Institute Working Paper, 2003, p. 25.
- <sup>38</sup> Burud and Tumolo, p. 343.

- <sup>39</sup> WFD and Corporate Voices for Working Families, *Innovative Workplace Flexibility Options for Hourly Workers*, 2009, p. 94.
- <sup>40</sup> WFD and Corporate Voices for Working Families, 2009, p. 94.
- <sup>41</sup> Corporate Voices for Working Families, *Business Impacts of Flexibility*, 2005, p. 10.
- <sup>42</sup> Catalyst, *Women in Law*, 2000.
- <sup>43</sup> Stephen Loynd, *VoIPdesk Helps Chart the Future: Homeshoring Brand Ambassadors and the Shifting of the Customer Management Landscape*, IDC, 2006, p. 5, in Fuhr and Pociask, p. 22.
- <sup>44</sup> Calculation from [www.home2office.com](http://www.home2office.com).
- <sup>45</sup> Assumes fuel efficiency of 21 miles per gallon, EPA in Fuhr & Pociask, 2007, p. 24.
- <sup>46</sup> According to a survey conducted by Rockbridge the potential for telecommuting could reach 25% participation. Cited in Fuhr and Pociask, 2007, p. 24.
- <sup>47</sup> CDW-G, *Telework Report*, 2008.
- <sup>48</sup> Brad Allenby and Joseph Roitz, p.51.
- <sup>49</sup> Romm, p. 35. Cited in Fuhr and Pociask, 2007, p. 21.
- <sup>50</sup> Environmental Protection Agency, cited in Fuhr & Pociask, p. 24.
- <sup>51</sup> Retrieved from <http://www.telcoa.org/id134.htm>, cited in Fuhr & Pociask, p. 24.
- <sup>52</sup> Allenby and Roitz, p. 34.
- <sup>53</sup> Romm, p. 35, cited in Fuhr and Pociask, 2007, p. 20.
- <sup>54</sup> Hewlett and Luce, *Off-Ramps and On-Ramps*, HBR, March 2005.
- <sup>55</sup> Boston College Center for Work & Family, *Workplace Flexibility Case Studies*. Retrieved from <http://wfnetwork.bc.edu/template.php?name=casestudy#AFLAC> .
- <sup>56</sup> Martha Frase-Blunt, "Call Centers Come Home," *HR Magazine*, January 2007, pp. 84-89, cited in Fuhr and Pociask, 2007, p. 23.
- <sup>57</sup> Source: 'Workers With Disabilities: The Role of Workplace Flexibility', *Workplace Flexibility 2010*.
- <sup>58</sup> Loprest and Maag, *Barriers To And Supports For Work Among Adults With Disabilities: Results from the NHIS-D, 2001*. Cited in *Workers With Disabilities: The Role Of Workplace Flexibility*, *Workplace Flexibility 2010*, 2008.
- <sup>59</sup> [http://www.opm.gov/disability/8-03\\_employeeguides.asp](http://www.opm.gov/disability/8-03_employeeguides.asp) and <http://www.eeoc.gov/facts/accommodations-attorneys.html> .
- <sup>60</sup> *Workers With Disabilities: The Role Of Workplace Flexibility*, *Workplace Flexibility 2010*, 2008, p. 3. <http://www.law.georgetown.edu/workplaceflexibility2010/documents/WF2010DisabilityFactSheet.pdf>
- <sup>61</sup> SAMSHA National Mental Health Information Center, 2006.
- <sup>62</sup> Fuhr and Pociask, 2007, p. 23. The calculation: "The average U.S. worker commutes 15 miles and 26.4 minutes one-way to their job, amounting to 918 billion miles traveled and 1.7 billion minutes lost each year. The travel time wasted is equivalent to the annual paid hours of 17.2 million production workers. In terms of dollars, the lost wages and cost of the vehicle (including gas, depreciation, insurance and maintenance) would be nearly \$1 trillion."
- <sup>63</sup> Brad Allenby and Joseph Roitz, "Implementing the Knowledge Economy: The Theory and Practice of Telework" Batten Institute Working Paper, 2003, p. 20.
- <sup>64</sup> *Exploring Telework as a Business Continuity Strategy*, ITAC, 2004, p. 8.
- <sup>65</sup> *Exploring Telework as a Business Continuity Strategy*, ITAC, 2004, p. 8.