



PROPERTY OF
MN/DOT LIBRARY
Minnesota Department
of Transportation

An Evaluation of the
Cambridge Telework Center
APPENDICES

MNDOT
HD
2336.35
.U6
S33
1998
Append.

Research

1. Report No. MN/RC - 1999-24A	2.	3. Recipients Accession No.	
4. Title and Subtitle AN EVALUATION OF THE CAMBRIDGE TELEWORK CENTER – Appendice Report		5. Report Date January 1998	
		6.	
7. Author(s) Paul R. Sackett, Ph.D.		8. Performing Organization Report No.	
9. Performing Organization Name and Address University of Minnesota Industrial Relations Center 321 19th Avenue, So. Minneapolis, Minnesota 55455-0438		10. Project/Task/Work Unit No.	
		11. Contract (C) or Grant (G) No.	
12. Sponsoring Organization Name and Address Minnesota Department of Transportation 395 John Ireland Boulevard Mail Stop 330 St. Paul, Minnesota 55155		13. Type of Report and Period Covered Appendice Report June 1996 - June 1997	
		14. Sponsoring Agency Code	
15. Supplementary Notes These are the Appendices for report number MN/RC - 1999-24 (which are available upon request)			
16. Abstract (Limit: 200 words) This report summarizes an evaluation of the first year of the Cambridge Telework Center, where Minnesota Department of Transportation employee volunteers work one or two days a week instead of commuting to Twin Cities sites. Researchers surveyed participants and their supervisors at the beginning of their involvement, six months later, and a final survey a year later. The surveys asked questions about commuting time and distance, expectations about and experiences with telework, job satisfaction and other work attitudes, job performance, day-to-day operations at Cambridge, and other issues. The Telework Center reduces commuting time and distance by a per day average of 32 miles and 74 minutes. In the first survey, participants and supervisors expected to see improvements in a wide variety of areas, including quality and quantity of work, job satisfaction, and reduced stress. One year later, the two groups reported that most of these expectations were met, and they rated their telework experience as positive. However, according to direct measurements, teleworker job satisfaction and commitment to the organization remained unchanged from the program's start to one year later. The same proved true with job performance.			
17. Document Analysis/Descriptors telework human resources alternate transportation		18. Availability Statement No restrictions. Document available from: National Technical Information Services, Springfield, Virginia 22161	
19. Security Class (this report) Unclassified	20. Security Class (this page) Unclassified	21. No. of Pages 88	22. Price

AN EVALUATION OF THE CAMBRIDGE TELEWORK CENTER: Commuting Time and Distance, Work Attitudes, Job Performance, and Financial Impact

Appendice Report

Prepared by:

Paul R. Sackett, Ph.D.
Industrial Relations Center
University of Minnesota

With the assistance of:

Daniel Magan and Daniel Ostgaard
Industrial Relations Center
University of Minnesota

January 1998

Published by:

Minnesota Department of Transportation
Office of Research Services
Mail Stop 330
395 John Ireland Boulevard
St. Paul, MN 55155

This report presents the results of research conducted by the authors and does not necessarily reflect the views of the Minnesota Department of Transportation. This report does not constitute a standard, specification or regulation.

Appendix A:

Item-by-Item Response Data for Teleworker Surveys

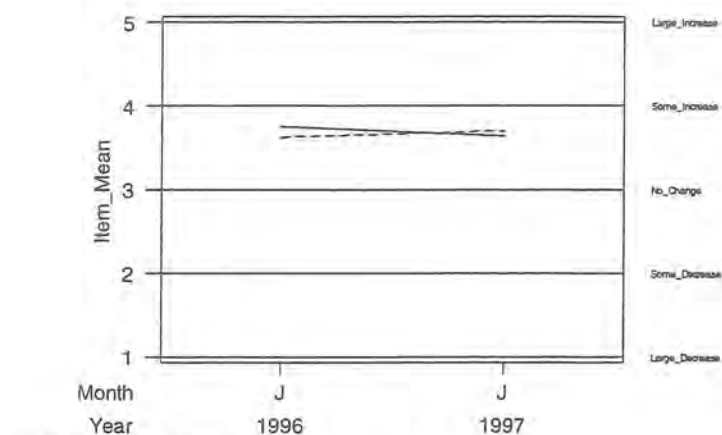
The following Tables contain detailed item information:

- 1) The text of the item
- 2) A graph showing the Time 1 to Time 3 change in item means

Note: Two sets of data are shown. The “Entire data set” line includes all Time 1 responses and all Time 3 responses. The “Those completing all surveys” includes only those individuals who completed both Time 1 and Time 3 surveys.

- 3) A frequency distribution of Time 1 and Time 3 responses (i.e., a tally of the number of individuals choosing each response).
- 4) Time 1 and Time 3 descriptive statistics (means, medians, standard deviations, minimum values, and maximum values).

1. My ability to get work done on time.



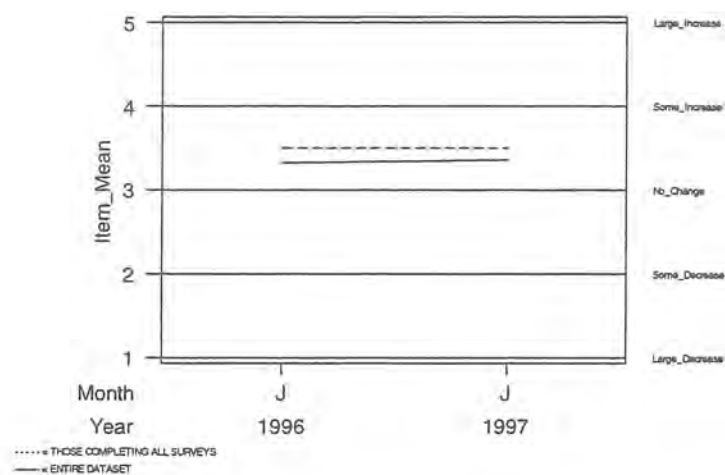
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	10	40.0	41.7	41.7
	4.00000	10	40.0	41.7	83.3
	5.00000	4	16.0	16.7	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.750	Median	4.000	Std dev	.737
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	3	21.4	21.4	28.6
	4.00000	10	71.4	71.4	100.0
	Total	14	100.0	100.0	
Mean	3.643	Median	4.000	Std dev	.633
Minimum	2.000	Maximum	4.000		

2. The quality of my relationship with my supervisor.



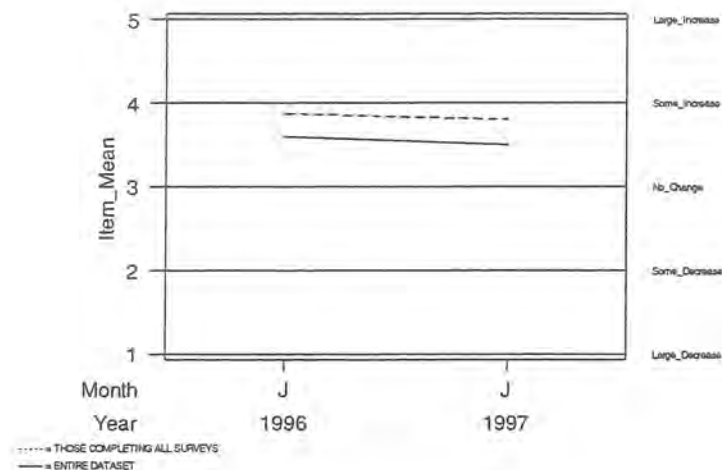
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.2	4.2
	3.00000	14	56.0	58.3	62.5
	4.00000	9	36.0	37.5	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.333	Median	3.000	Std dev	.565
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	10	71.4	71.4	71.4
	4.00000	3	21.4	21.4	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.357	Median	3.000	Std dev	.633
Minimum	3.000	Maximum	5.000		

3. The time I spend working on tasks and objectives.



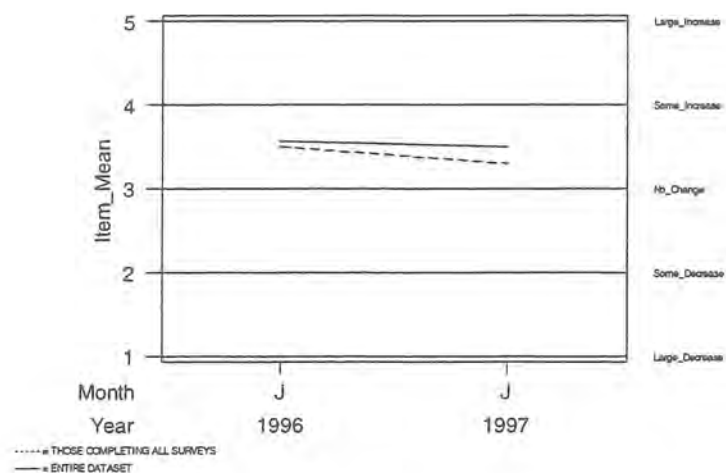
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	12.0	12.0	12.0
	3.00000	7	28.0	28.0	40.0
	4.00000	12	48.0	48.0	88.0
	5.00000	3	12.0	12.0	100.0
	Total	25	100.0	100.0	
Mean	3.600	Median	4.000	Std dev	.866
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.1	7.1	7.1
	2.00000	1	7.1	7.1	14.3
	3.00000	4	28.6	28.6	42.9
	4.00000	6	42.9	42.9	85.7
	5.00000	2	14.3	14.3	100.0
	Total	14	100.0	100.0	
Mean	3.500	Median	4.000	Std dev	1.092
Minimum	1.000	Maximum	5.000		

4. The quality of my work.



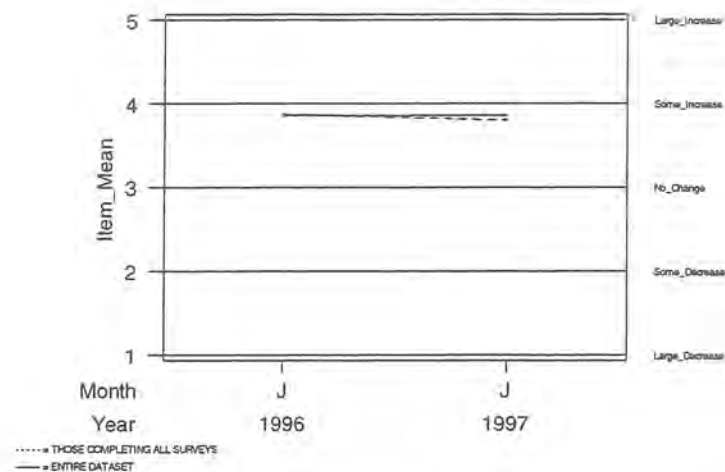
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.0	4.0
	3.00000	11	44.0	44.0	48.0
	4.00000	11	44.0	44.0	92.0
	5.00000	2	8.0	8.0	100.0
	Total	25	100.0	100.0	
Mean	3.560	Median	4.000	Std dev	.712
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	7	50.0	50.0	50.0
	4.00000	7	50.0	50.0	100.0
	Total	14	100.0	100.0	
Mean	3.500	Median	3.500	Std dev	.519
Minimum	3.000	Maximum	4.000		

5. My productivity.



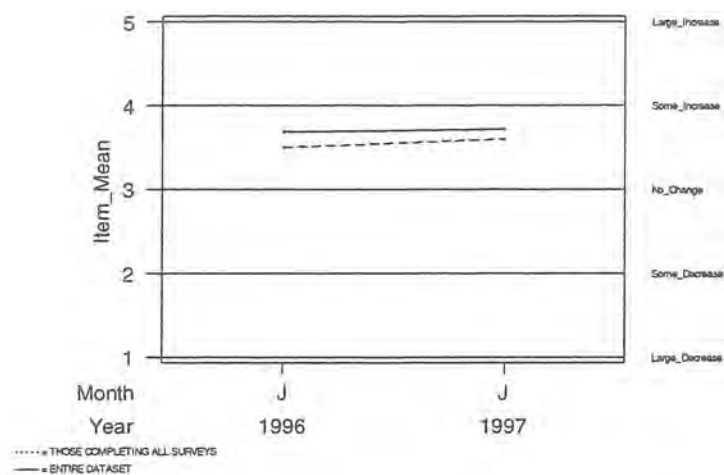
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.0	4.0
	3.00000	6	24.0	24.0	28.0
	4.00000	14	56.0	56.0	84.0
	5.00000	4	16.0	16.0	100.0
	Total	25	100.0	100.0	
Mean	3.840	Median	4.000	Std dev	.746
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	2	14.3	14.3	14.3
	4.00000	12	85.7	85.7	100.0
	Total	14	100.0	100.0	
Mean	3.857	Median	4.000	Std dev	.363
Minimum	3.000	Maximum	4.000		

6. The quantity of work I produce.



Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	10	40.0	40.0	40.0
	4.00000	13	52.0	52.0	92.0
	5.00000	2	8.0	8.0	100.0
	Total	25	100.0	100.0	
Mean	3.680	Median	4.000	Std dev	.627
Minimum	3.000	Maximum	5.000		

Time 3

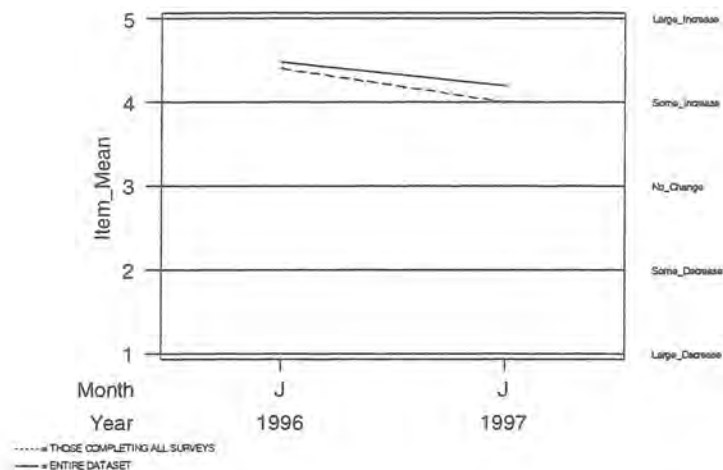
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	5	35.7	35.7	35.7
	4.00000	8	57.1	57.1	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.714	Median	4.000	Std dev	.611
Minimum	3.000	Maximum	5.000		

7. The number of hours I spend working per day.

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	3	23.5	23.5	23.5
	3.00000	8	47.1	47.1	70.6
	4.00000	5	29.4	29.4	100.0
	Total	17	100.0		
Mean	3.400	Median	3.000	Std dev	.506
Minimum	3.000	Maximum	4.000		

8. My overall job satisfaction.



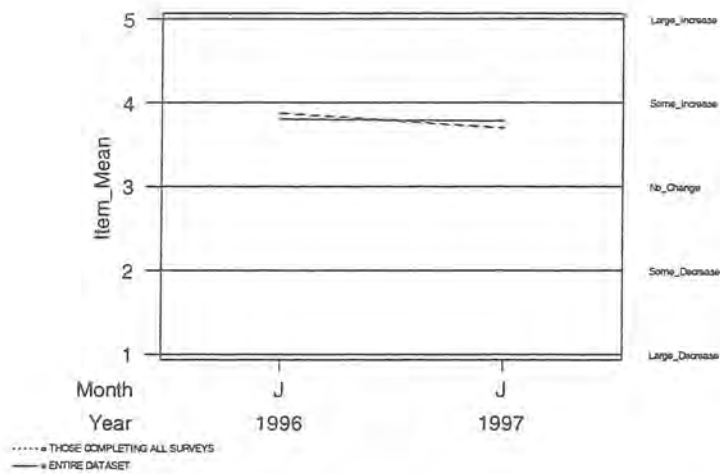
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	4.0	4.0	4.0
	4.00000	11	44.0	44.0	48.0
	5.00000	13	52.0	52.0	100.0
	Total	25	100.0	100.0	
Mean	4.480	Median	5.000	Std dev	.586
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	3	21.4	21.4	21.4
	4.00000	5	35.7	35.7	57.1
	5.00000	6	42.9	42.9	100.0
	Total	14	100.0	100.0	
Mean	4.214	Median	4.000	Std dev	.802
Minimum	3.000	Maximum	5.000		

9. My time management skills.



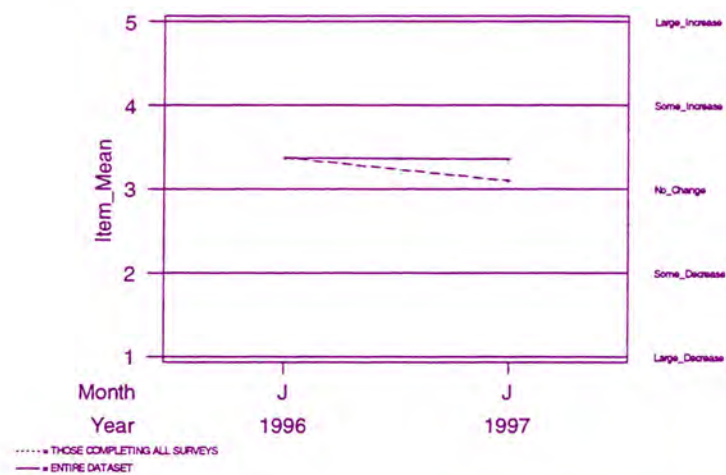
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.0	4.0
	3.00000	6	24.0	24.0	28.0
	4.00000	15	60.0	60.0	88.0
	5.00000	3	12.0	12.0	100.0
	Total	25	100.0	100.0	
Mean	3.800	Median	4.000	Std dev	.707
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	5	35.7	35.7	35.7
	4.00000	7	50.0	50.0	85.7
	5.00000	2	14.3	14.3	100.0
	Total	14	100.0	100.0	
Mean	3.786	Median	4.000	Std dev	.699
Minimum	3.000	Maximum	5.000		

10. My ability to meet customer needs.



Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.2	4.2
	3.00000	15	60.0	62.5	66.7
	4.00000	6	24.0	25.0	91.7
	5.00000	2	8.0	8.3	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.375	Median	3.000	Std dev	.711
Minimum	2.000	Maximum	5.000		

Time 3

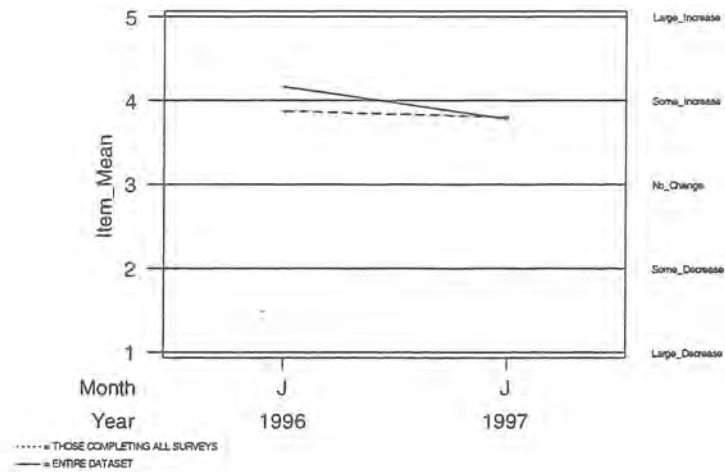
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	10	71.4	71.4	71.4
	4.00000	3	21.4	21.4	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.357	Median	3.000	Std dev	.633
Minimum	3.000	Maximum	5.000		

11. The amount of time per day lost to interruptions

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	3	17.6	17.6	17.6
	1.00000	4	23.5	23.5	41.2
	2.00000	3	17.6	17.6	58.8
	3.00000	2	11.8	11.8	70.6
	4.00000	1	5.9	5.9	76.5
	5.00000	4	23.5	23.5	100.0
	Total	17	100.0		
Mean	2.900	Median	2.500	Std dev	1.657
Minimum	1.000	Maximum	5.000		

12. The quality of my home life.



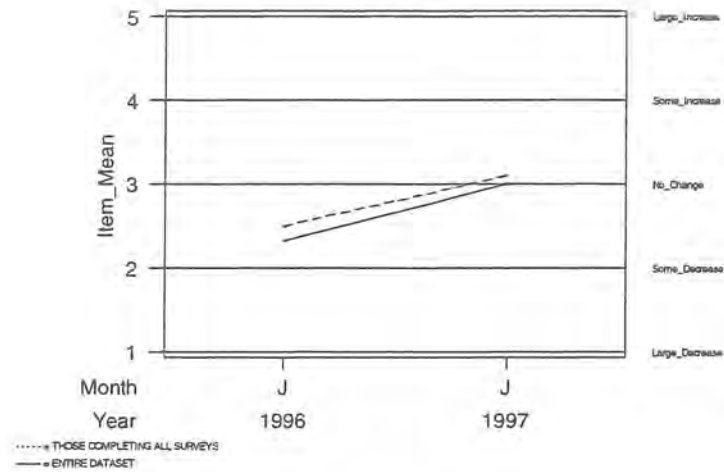
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	5	20.0	20.0	20.0
	4.00000	11	44.0	44.0	64.0
	5.00000	9	36.0	36.0	100.0
	Total	25	100.0	100.0	
Mean	4.160	Median	4.000	Std dev	.746
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	5	35.7	35.7	35.7
	4.00000	7	50.0	50.0	85.7
	5.00000	2	14.3	14.3	100.0
	Total	14	100.0	100.0	
Mean	3.786	Median	4.000	Std dev	.699
Minimum	3.000	Maximum	5.000		

13. My level of job stress.



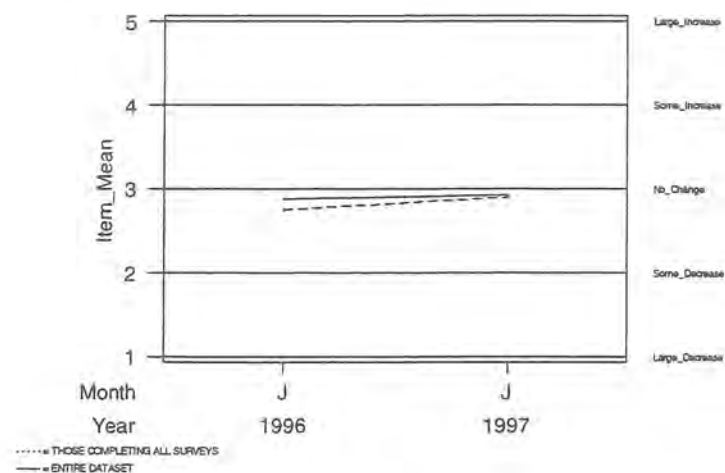
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	4	16.0	16.7	16.7
	2.00000	14	56.0	58.3	75.0
	3.00000	2	8.0	8.3	83.3
	4.00000	2	8.0	8.3	91.7
	5.00000	2	8.0	8.3	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	2.333	Median	2.000	Std dev	1.129
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.1	7.1	7.1
	2.00000	4	28.6	28.6	35.7
	3.00000	5	35.7	35.7	71.4
	4.00000	2	14.3	14.3	85.7
	5.00000	2	14.3	14.3	100.0
	Total	14	100.0	100.0	
Mean	3.000	Median	3.000	Std dev	1.177
Minimum	1.000	Maximum	5.000		

14. The quality of support services.



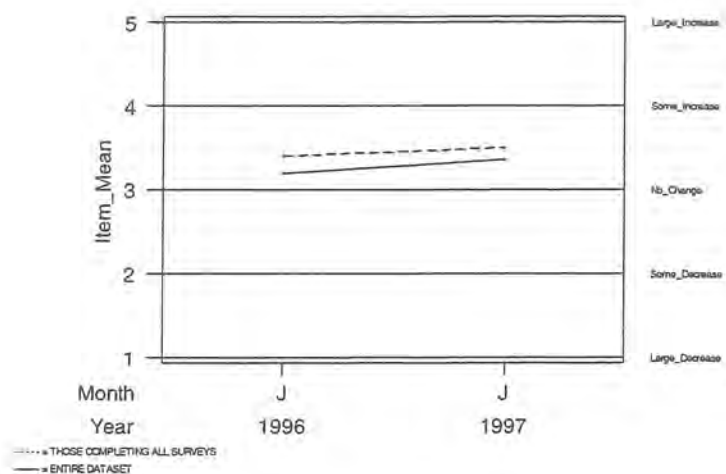
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	5	20.0	20.8	20.8
	3.00000	18	72.0	75.0	95.8
	5.00000	1	4.0	4.2	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	2.875	Median	3.000	Std dev	.612
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	13	92.9	92.9	100.0
	Total	14	100.0	100.0	
Mean	2.929	Median	3.000	Std dev	.267
Minimum	2.000	Maximum	3.000		

15. The amount of discretionary income I have.



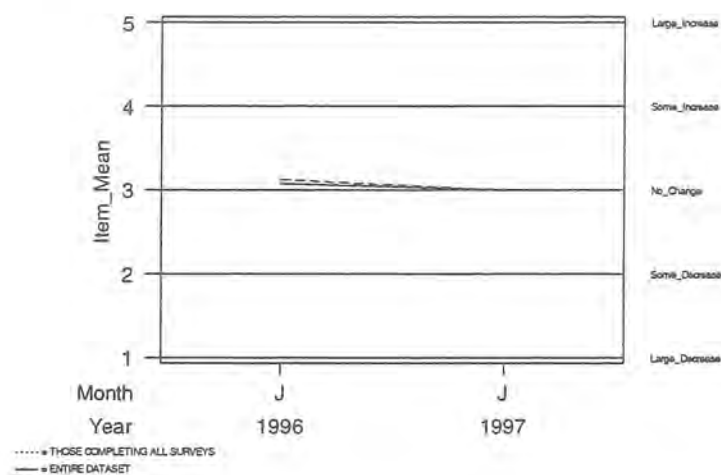
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.2	4.2
	3.00000	17	68.0	70.8	75.0
	3.50000	1	4.0	4.2	79.2
	4.00000	5	20.0	20.8	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.188	Median	3.000	Std dev	.485
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	9	64.3	64.3	64.3
	4.00000	5	35.7	35.7	100.0
	Total	14	100.0	100.0	
Mean	3.357	Median	3.000	Std dev	.497
Minimum	3.000	Maximum	4.000		

16. The quality of my relationships with co-workers.



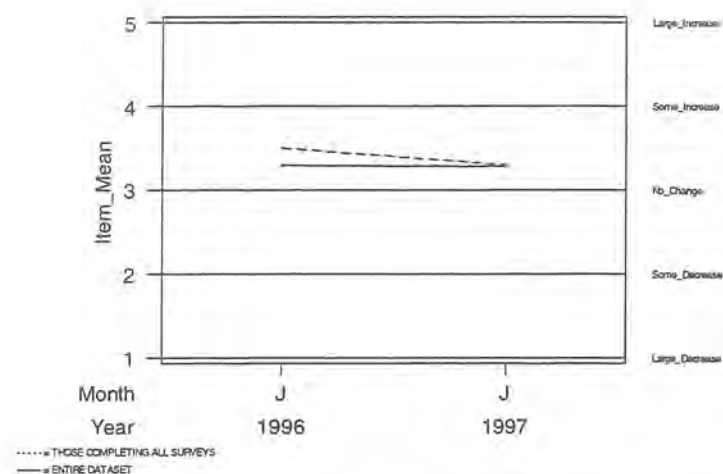
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	2	8.0	8.3	8.3
	3.00000	18	72.0	75.0	83.3
	4.00000	4	16.0	16.7	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.083	Median	3.000	Std dev	.504
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	12	85.7	85.7	92.9
	4.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.000	Median	3.000	Std dev	.392
Minimum	2.000	Maximum	4.000		

17. My involvement in community activities.



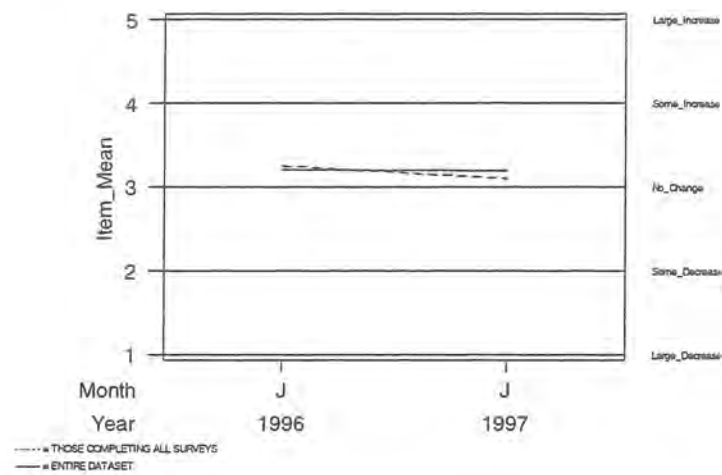
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	18	72.0	75.0	75.0
	4.00000	5	20.0	20.8	95.8
	5.00000	1	4.0	4.2	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.292	Median	3.000	Std dev	.550
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	11	78.6	78.6	78.6
	4.00000	2	14.3	14.3	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.286	Median	3.000	Std dev	.611
Minimum	3.000	Maximum	5.000		

18. The quality of my relationships with my customers.



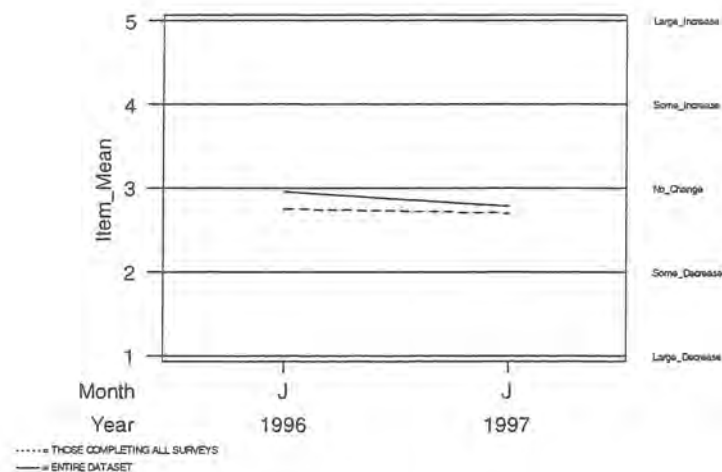
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	19	76.0	79.2	79.2
	4.00000	5	20.0	20.8	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.208	Median	3.000	Std dev	.415
Minimum	3.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	11	78.6	78.6	78.6
	4.00000	3	21.4	21.4	100.0
	Total	14	100.0	100.0	
Mean	3.214	Median	3.000	Std dev	.426
Minimum	3.000	Maximum	4.000		

19. My opportunities for career development and advancement.

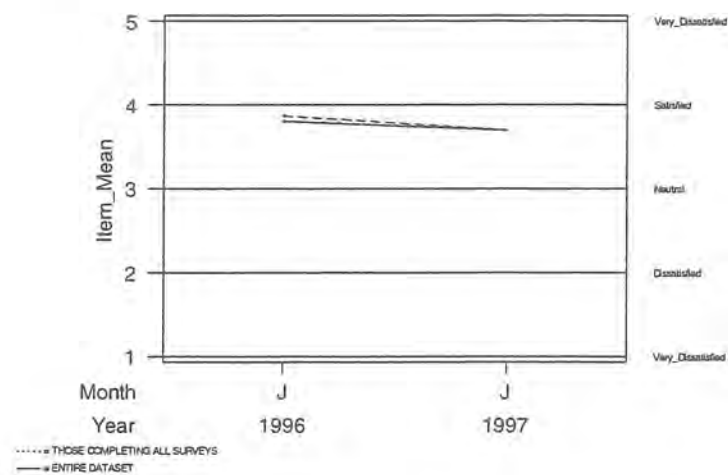
**Time 1**

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	4	16.0	16.0	16.0
	3.00000	18	72.0	72.0	88.0
	4.00000	3	12.0	12.0	100.0
	Total	25	100.0	100.0	
Mean	2.960	Median	3.000	Std dev	.539
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	21.4	21.4	21.4
	3.00000	11	78.6	78.6	100.0
	Total	14	100.0	100.0	
Mean	2.786	Median	3.000	Std dev	.426
Minimum	2.000	Maximum	3.000		

20. Overall, how satisfied are you with your job?



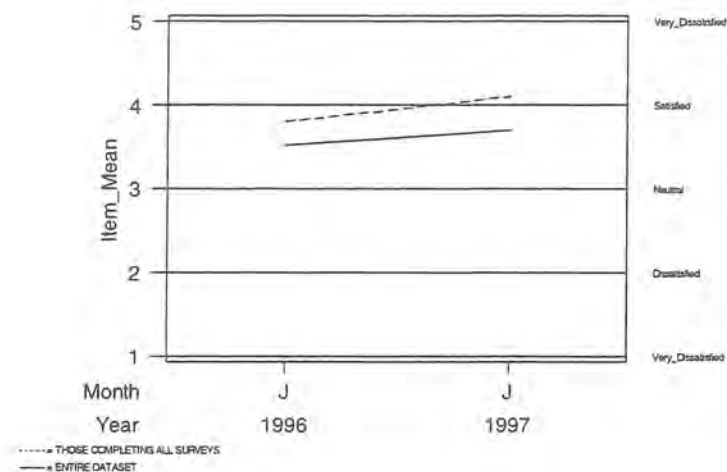
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	2	8.0	8.0	8.0
	3.00000	4	16.0	16.0	24.0
	4.00000	15	60.0	60.0	84.0
	5.00000	4	16.0	16.0	100.0
	Total	25	100.0	100.0	
Mean	3.840	Median	4.000	Std dev	.800
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	3	21.4	21.4	28.6
	4.00000	9	64.3	64.3	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.714	Median	4.000	Std dev	.726
Minimum	2.000	Maximum	5.000		

21. How satisfied are you with your office technology (e.g., computer hardware and software, other necessary office equipment)?



Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	2.00000	2	8.0	8.0	12.0
	3.00000	9	36.0	36.0	48.0
	4.00000	9	36.0	36.0	84.0
	5.00000	4	16.0	16.0	100.0
	Total	25	100.0	100.0	
Mean	3.520	Median	4.000	Std dev	1.005
Minimum	1.000	Maximum	5.000		

Time 3

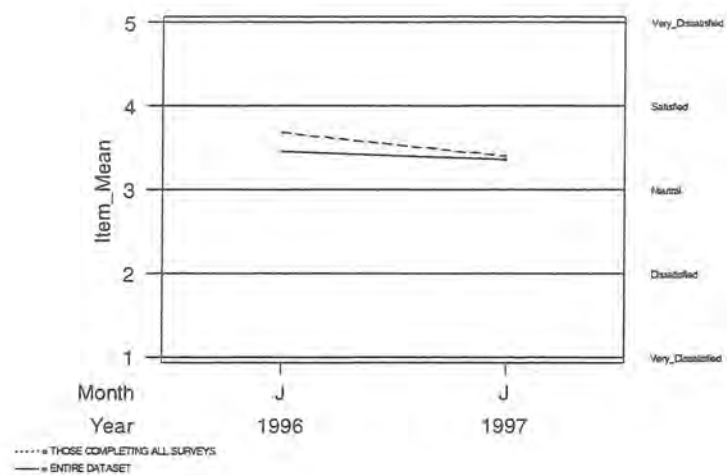
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	2	14.3	14.3	14.3
	3.00000	2	14.3	14.3	28.6
	4.00000	8	57.1	57.1	85.7
	5.00000	2	14.3	14.3	100.0
	Total	14	100.0	100.0	
Mean	3.714	Median	4.000	Std dev	.914
Minimum	2.000	Maximum	5.000		

22. How satisfied are you with the level of recognition you get for the work you do?

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	3	17.6	17.6	17.6
	2.00000	5	29.4	29.4	47.1
	3.00000	5	29.4	29.4	76.5
	4.00000	4	23.5	23.5	100.0
	Total	17	100.0		
Mean	2.900	Median	3.000	Std dev	.829
Minimum	2.000	Maximum	4.000		

23. How satisfied are you with your support services? That is, general secretarial support (e.g., copy services, taking messages)?



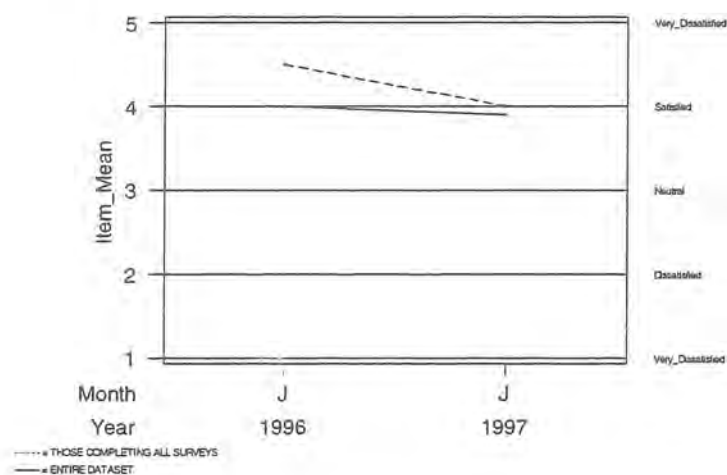
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	2.00000	2	8.0	8.0	12.0
	3.00000	8	32.0	32.0	44.0
	3.50000	1	4.0	4.0	48.0
	4.00000	11	44.0	44.0	92.0
	5.00000	2	8.0	8.0	100.0
	Total	25	100.0	100.0	
Mean	3.460	Median	4.000	Std dev	.912
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	7	50.0	50.0	57.1
	4.00000	6	42.9	42.9	100.0
	Total	14	100.0	100.0	
Mean	3.357	Median	3.000	Std dev	.633
Minimum	2.000	Maximum	4.000		

24. How satisfied are you with your relationship with your supervisor?



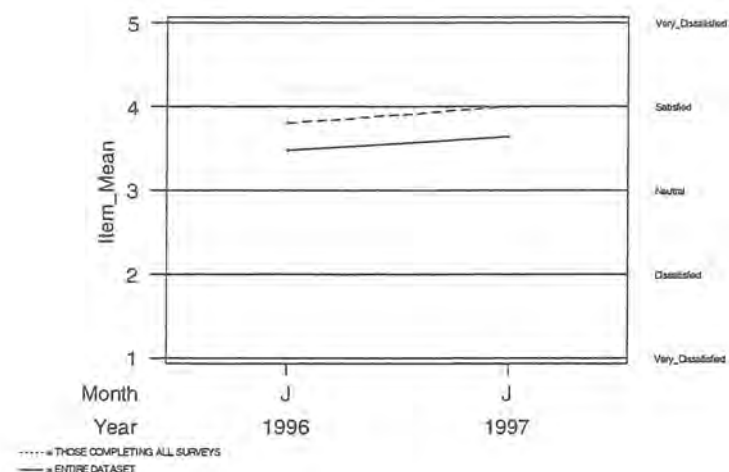
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	3.00000	5	20.0	20.0	24.0
	4.00000	11	44.0	44.0	68.0
	5.00000	8	32.0	32.0	100.0
	Total	25	100.0	100.0	
Mean	4.000	Median	4.000	Std dev	.957
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	3	21.4	21.4	28.6
	4.00000	6	42.9	42.9	71.4
	5.00000	4	28.6	28.6	100.0
	Total	14	100.0	100.0	
Mean	3.929	Median	4.000	Std dev	.917
Minimum	2.000	Maximum	5.000		

25. How satisfied are you with your technical support (e.g., repairs needed to computers or other office equipment)?



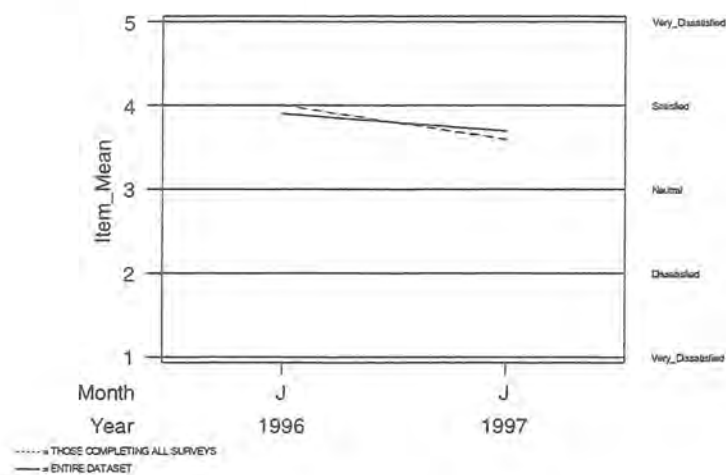
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	2.00000	2	8.0	8.0	12.0
	3.00000	7	28.0	28.0	40.0
	4.00000	14	56.0	56.0	96.0
	5.00000	1	4.0	4.0	100.0
	Total	25	100.0	100.0	
Mean	3.480	Median	4.000	Std dev	.872
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	4	28.6	28.6	35.7
	4.00000	8	57.1	57.1	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.643	Median	4.000	Std dev	.745
Minimum	2.000	Maximum	5.000		

26. How satisfied are you with your relationships with your co-workers?



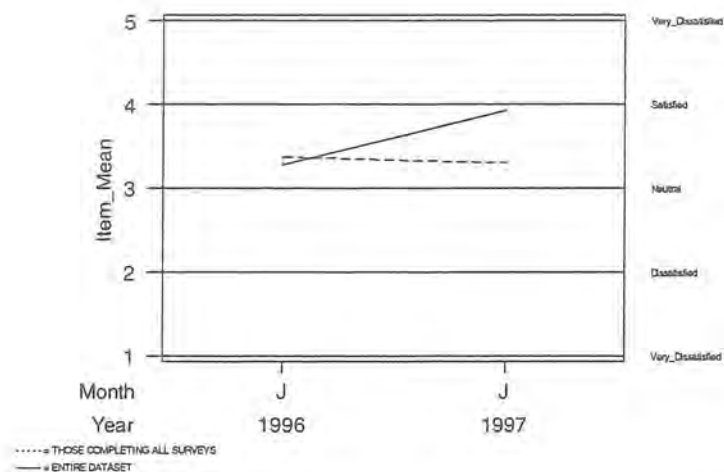
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.0	4.0
	3.00000	3	12.0	12.0	16.0
	4.00000	18	72.0	72.0	88.0
	5.00000	3	12.0	12.0	100.0
	Total	25	100.0	100.0	
Mean	3.920	Median	4.000	Std dev	.640
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	4	28.6	28.6	28.6
	4.00000	10	71.4	71.4	100.0
	Total	14	100.0	100.0	
Mean	3.714	Median	4.000	Std dev	.469
Minimum	3.000	Maximum	4.000		

27. How satisfied are you with your pay?



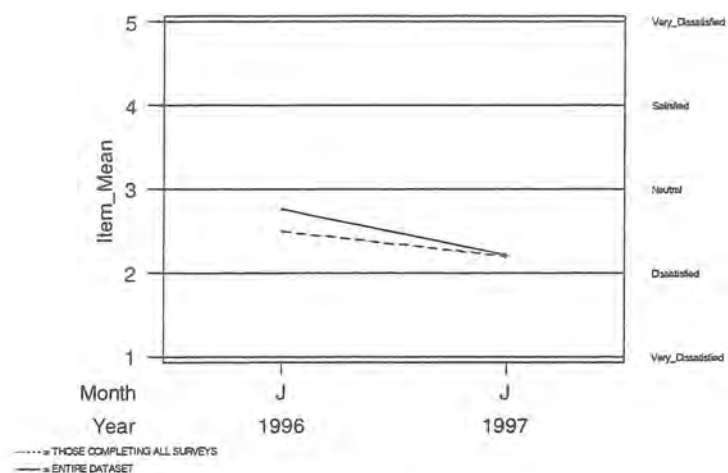
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	4	16.0	16.0	16.0
	3.00000	11	44.0	44.0	60.0
	4.00000	9	36.0	36.0	96.0
	5.00000	1	4.0	4.0	100.0
	Total	25	100.0	100.0	
Mean	3.280	Median	3.000	Std dev	.792
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.1	7.1	7.1
	2.00000	4	28.6	28.6	35.7
	3.00000	4	28.6	28.6	64.3
	4.00000	5	35.7	35.7	100.0
	Total	14	100.0	100.0	
Mean	2.929	Median	3.000	Std dev	.997
Minimum	1.000	Maximum	4.000		

28. How satisfied are you with your opportunities for career advancement?



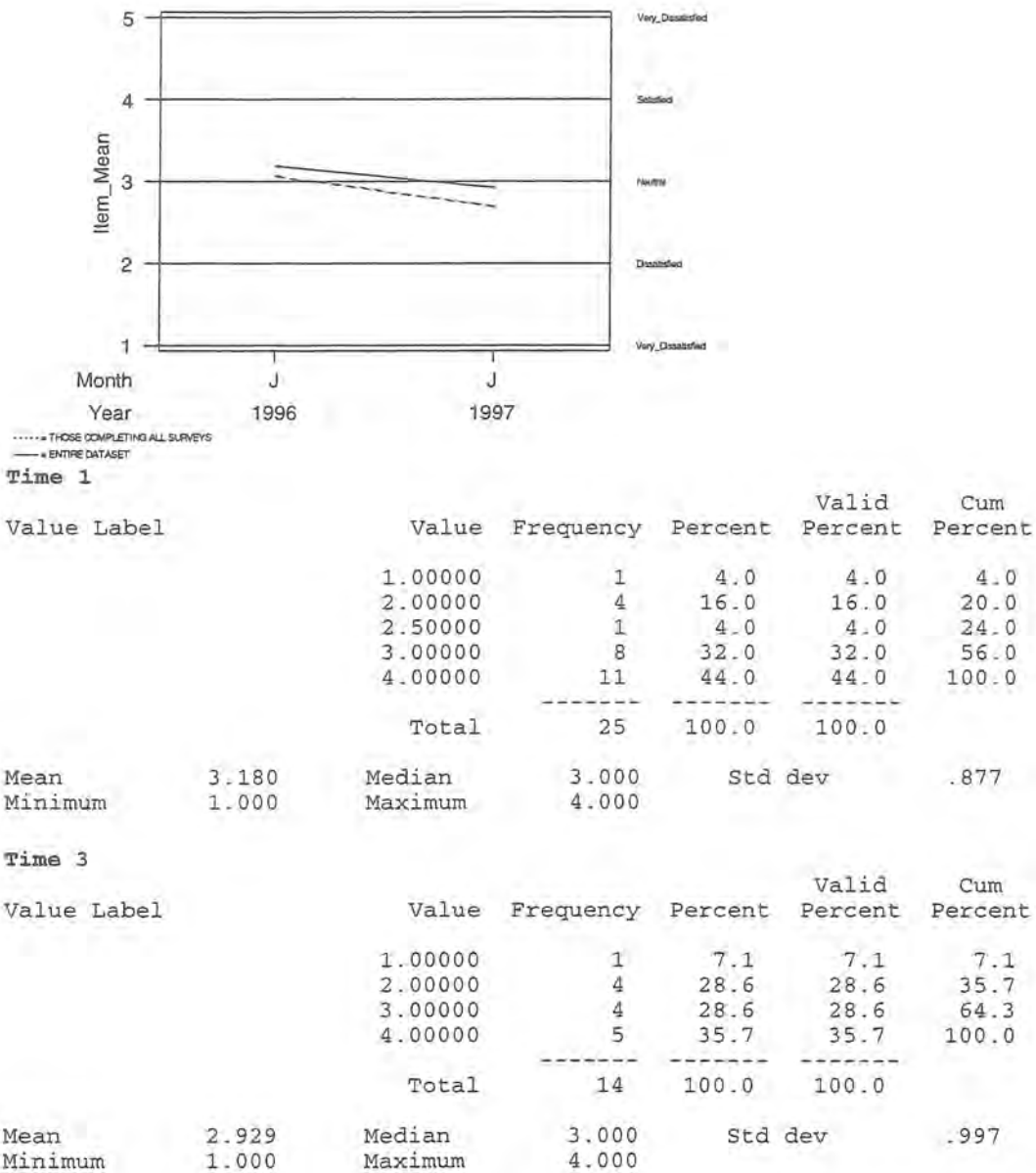
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	2.00000	10	40.0	40.0	44.0
	3.00000	9	36.0	36.0	80.0
	4.00000	4	16.0	16.0	96.0
	5.00000	1	4.0	4.0	100.0
	Total	25	100.0	100.0	
Mean	2.760	Median	3.000	Std dev	.926
Minimum	1.000	Maximum	5.000		

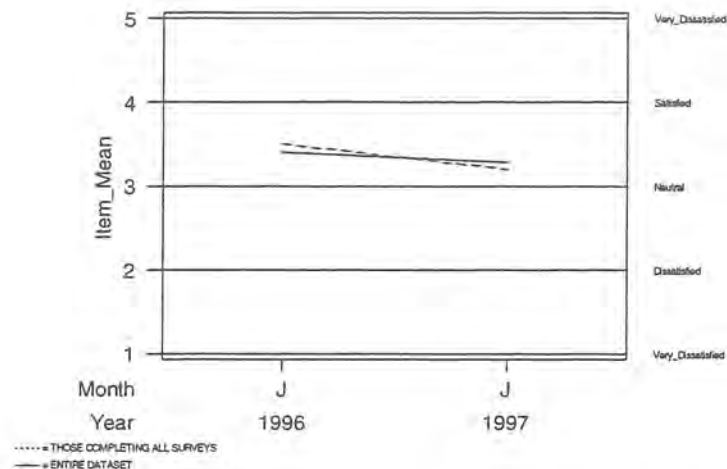
Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	2	14.3	14.3	14.3
	2.00000	7	50.0	50.0	64.3
	3.00000	5	35.7	35.7	100.0
	Total	14	100.0	100.0	
Mean	2.214	Median	2.000	Std dev	.699
Minimum	1.000	Maximum	3.000		

29. How satisfied are you with your ability to get the information you need to complete your job tasks?



30. How satisfied are you with your ability to stay informed about departmental organizational events and activities?



Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	12.0	12.5	12.5
	3.00000	8	32.0	33.3	45.8
	4.00000	13	52.0	54.2	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.417	Median	4.000	Std dev	.717
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.1	7.1	7.1
	2.00000	1	7.1	7.1	14.3
	3.00000	5	35.7	35.7	50.0
	4.00000	7	50.0	50.0	100.0
	Total	14	100.0	100.0	
Mean	3.286	Median	3.500	Std dev	.914
Minimum	1.000	Maximum	4.000		

31. Most of the time, it is clear to me what my work priorities are.

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	3	17.6	17.6	17.6
	3.00000	3	17.6	17.6	35.3
	4.00000	9	52.9	52.9	88.2
	5.00000	2	11.8	11.8	100.0
	Total	17	100.0		
Mean	3.900	Median	4.00	Std dev	.616
Minimum	3.000	Maximum	5.000		

32. Where I work, employees are encouraged to participate in decisions which affect their work.

Not included at Time 1: Time 3 only

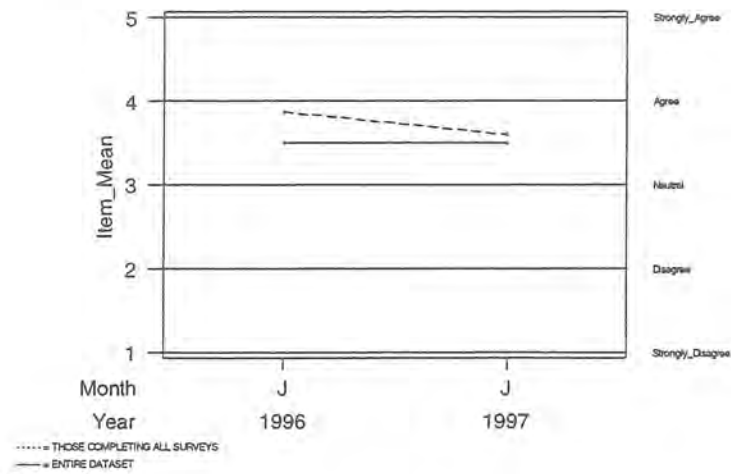
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	3	17.6	17.6	17.6
	2.00000	4	23.5	23.5	41.2
	3.00000	5	29.4	29.4	70.6
	4.00000	4	23.5	23.5	94.1
	5.00000	1	5.9	5.9	100.0
	Total	17	100.0		
Mean	3.100	Median	3.000	Std dev	.949
Minimum	2.000	Maximum	5.000		

33. I have enough opportunities to talk with my immediate supervisor.

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	3	17.6	17.6	17.6
	3.00000	3	17.6	17.6	35.3
	4.00000	10	58.8	58.8	94.1
	5.00000	1	5.9	5.9	100.0
	Total	17	100.0		
Mean	3.900	Median	4.000	Std dev	.535
Minimum	3.000	Maximum	5.000		

34. I feel very loyal to this organization.



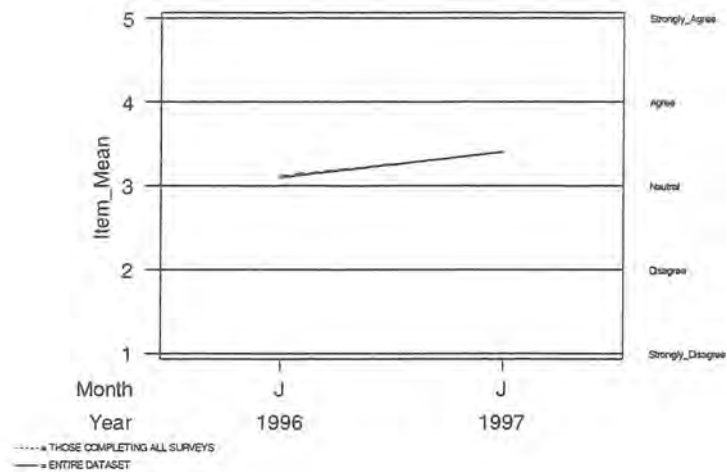
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	2	8.0	8.0	8.0
	3.00000	9	36.0	36.0	44.0
	4.00000	13	52.0	52.0	96.0
	5.00000	1	4.0	4.0	100.0
	Total	25	100.0	100.0	
Mean	3.520	Median	4.000	Std dev	.714
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.1	7.1	7.1
	3.00000	6	42.9	42.9	50.0
	4.00000	6	42.9	42.9	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.500	Median	3.500	Std dev	.760
Minimum	2.000	Maximum	5.000		

35. I could just as well be working in a different organization as long as the type of work were similar.



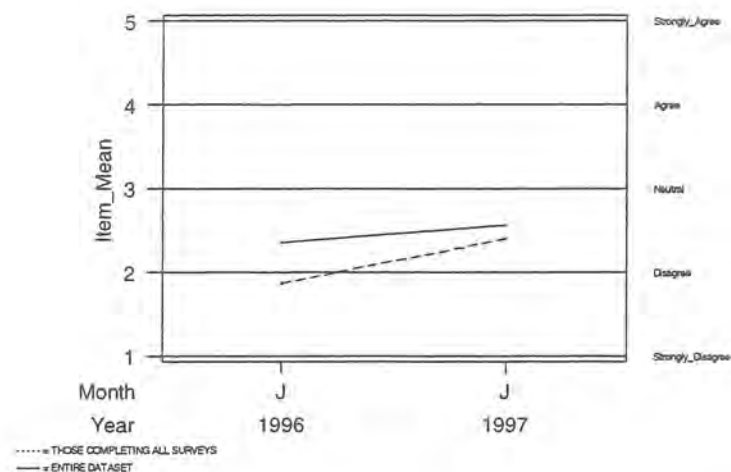
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	7	28.0	28.0	28.0
	3.00000	9	36.0	36.0	64.0
	4.00000	9	36.0	36.0	100.0
	Total	25	100.0	100.0	
Mean	3.080	Median	3.000	Std dev	.812
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	2	14.3	14.3	14.3
	3.00000	4	28.6	28.6	42.9
	4.00000	8	57.1	57.1	100.0
	Total	14	100.0	100.0	
Mean	3.429	Median	4.000	Std dev	.756
Minimum	2.000	Maximum	4.000		

36. It would take very little change in my present circumstances to cause me to leave this organization.



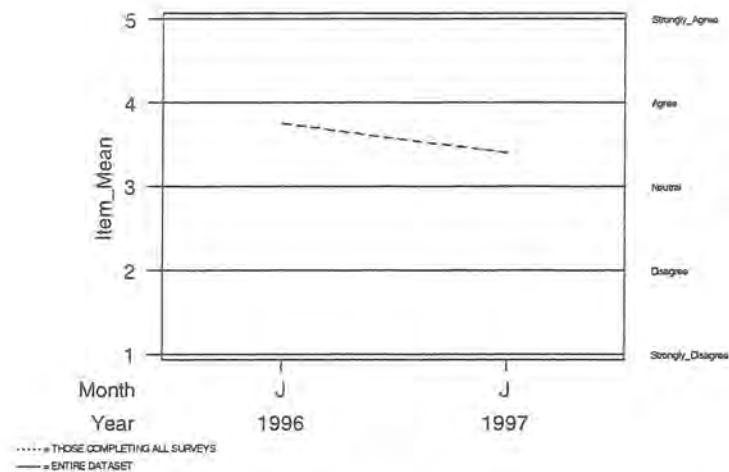
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	4	16.0	16.0	16.0
	2.00000	11	44.0	44.0	60.0
	3.00000	7	28.0	28.0	88.0
	4.00000	3	12.0	12.0	100.0
	Total	25	100.0	100.0	
Mean	2.360	Median	2.000	Std dev	.907
Minimum	1.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	2	14.3	14.3	14.3
	2.00000	6	42.9	42.9	57.1
	3.00000	2	14.3	14.3	71.4
	4.00000	4	28.6	28.6	100.0
	Total	14	100.0	100.0	
Mean	2.571	Median	2.000	Std dev	1.089
Minimum	1.000	Maximum	4.000		

37. For me, this is the best of all possible organizations for which to work.



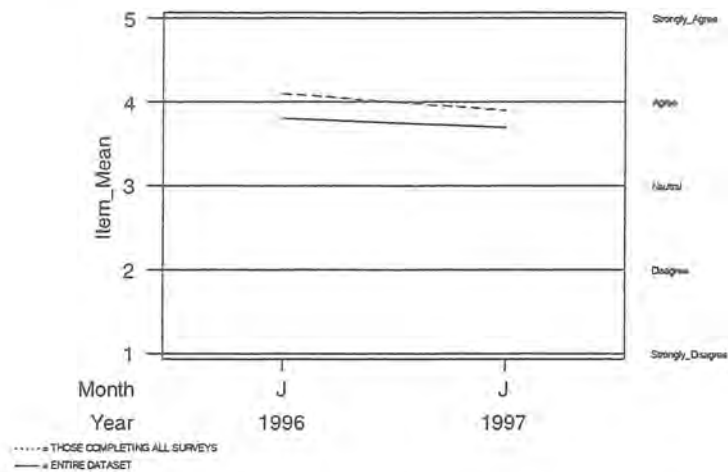
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	2	8.0	8.3	8.3
	2.00000	7	28.0	29.2	37.5
	3.00000	6	24.0	25.0	62.5
	4.00000	7	28.0	29.2	91.7
	5.00000	2	8.0	8.3	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.000	Median	3.000	Std dev	1.142
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	4	28.6	28.6	28.6
	3.00000	5	35.7	35.7	64.3
	4.00000	5	35.7	35.7	100.0
	Total	14	100.0	100.0	
Mean	3.071	Median	3.000	Std dev	.829
Minimum	2.000	Maximum	4.000		

38. I intend to stay with this organization for a long time.



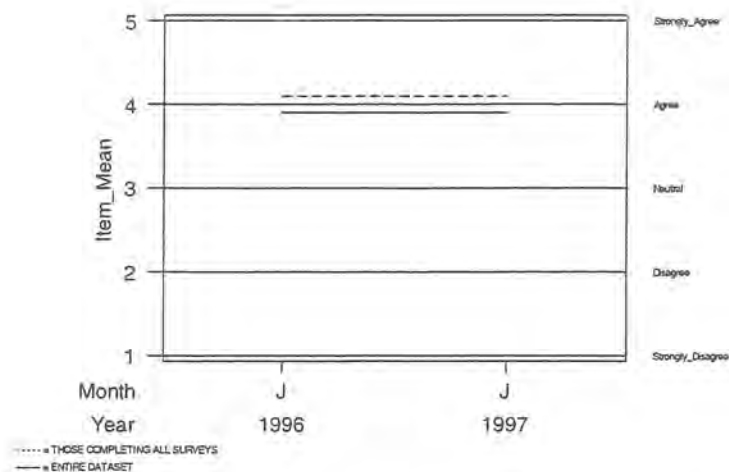
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	2	8.0	8.3	8.3
	3.00000	5	20.0	20.8	29.2
	4.00000	13	52.0	54.2	83.3
	5.00000	4	16.0	16.7	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.792	Median	4.000	Std dev	.833
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	5	35.7	35.7	35.7
	4.00000	8	57.1	57.1	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	3.714	Median	4.000	Std dev	.611
Minimum	3.000	Maximum	5.000		

39. I have a good relationship with my supervisor.



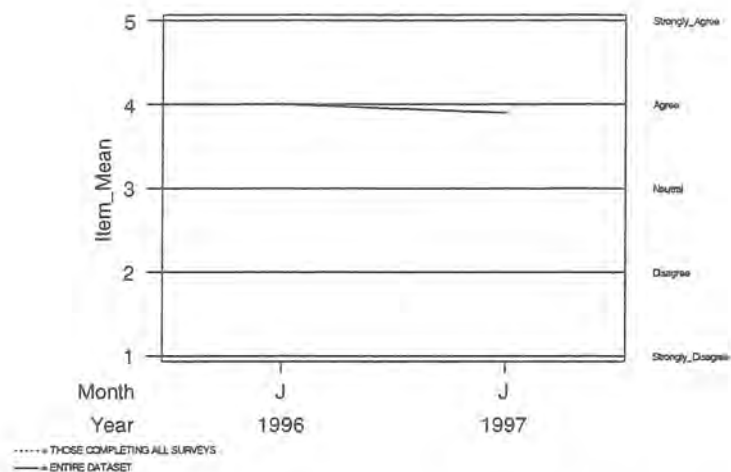
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	3.00000	4	16.0	16.0	20.0
	4.00000	15	60.0	60.0	80.0
	5.00000	5	20.0	20.0	100.0
	Total	25	100.0	100.0	
Mean	3.920	Median	4.000	Std dev	.862
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	4	28.6	28.6	28.6
	4.00000	7	50.0	50.0	78.6
	5.00000	3	21.4	21.4	100.0
	Total	14	100.0	100.0	
Mean	3.929	Median	4.000	Std dev	.730
Minimum	3.000	Maximum	5.000		

40. I believe that my supervisor has ample opportunity to observe my work and effectively evaluate my performance.



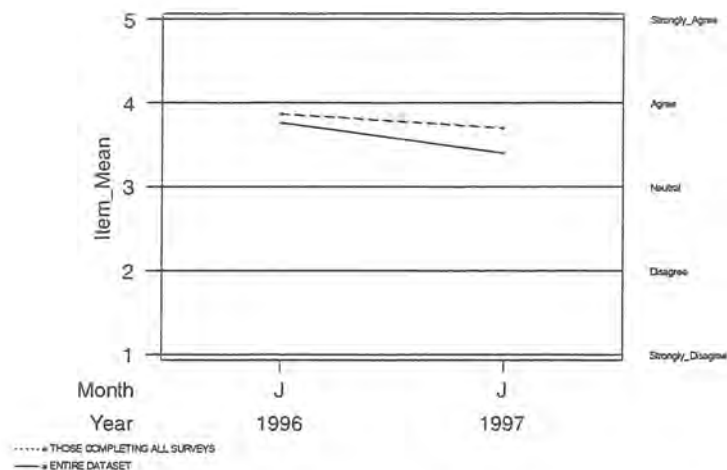
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	3.00000	2	8.0	8.0	12.0
	4.00000	17	68.0	68.0	80.0
	5.00000	5	20.0	20.0	100.0
	Total	25	100.0	100.0	
Mean	4.000	Median	4.000	Std dev	.816
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.1	7.1	7.1
	4.00000	13	92.9	92.9	100.0
	Total	14	100.0	100.0	
Mean	3.929	Median	4.000	Std dev	.267
Minimum	3.000	Maximum	4.000		

41. I feel comfortable with my current level of autonomy.



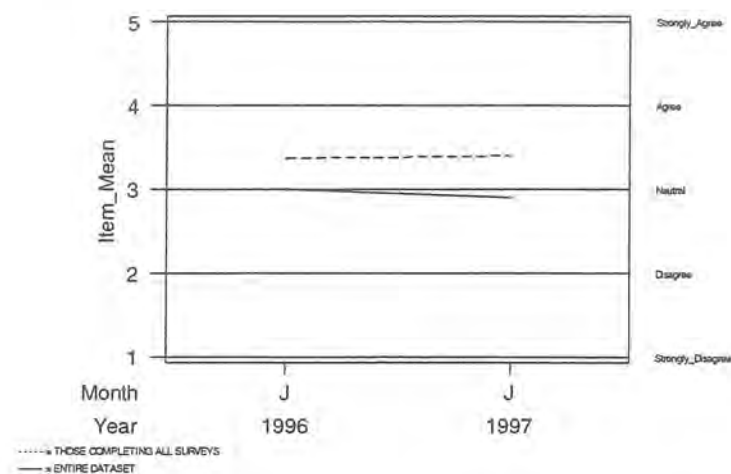
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	2	8.0	8.0	8.0
	3.00000	6	24.0	24.0	32.0
	4.00000	13	52.0	52.0	84.0
	5.00000	4	16.0	16.0	100.0
	Total	25	100.0	100.0	
Mean	3.760	Median	4.000	Std dev	.831
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.1	7.1	7.1
	3.00000	5	35.7	35.7	42.9
	4.00000	8	57.1	57.1	100.0
	Total	14	100.0	100.0	
Mean	3.429	Median	4.000	Std dev	.852
Minimum	1.000	Maximum	4.000		

42. I believe I receive timely feedback about my job performance.



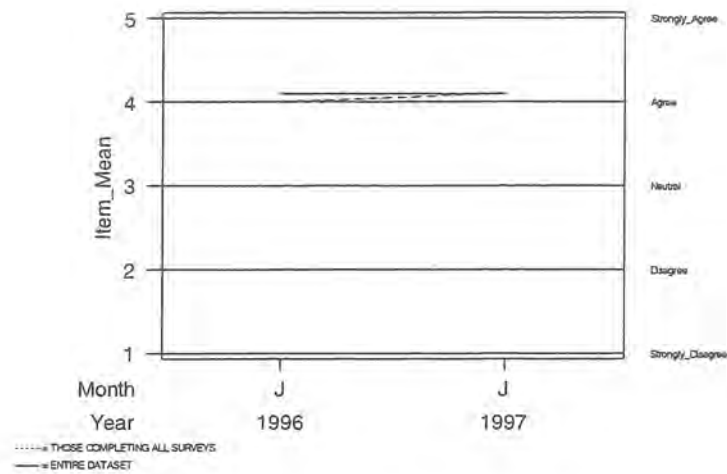
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	3	12.0	12.0	12.0
	2.00000	4	16.0	16.0	28.0
	3.00000	9	36.0	36.0	64.0
	4.00000	8	32.0	32.0	96.0
	5.00000	1	4.0	4.0	100.0
	Total	25	100.0	100.0	
Mean	3.000	Median	3.000	Std dev	1.080
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	2	14.3	14.3	14.3
	2.00000	3	21.4	21.4	35.7
	3.00000	4	28.6	28.6	64.3
	4.00000	4	28.6	28.6	92.9
	5.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	2.929	Median	3.000	Std dev	1.207
Minimum	1.000	Maximum	5.000		

43. I believe I manage my time efficiently.



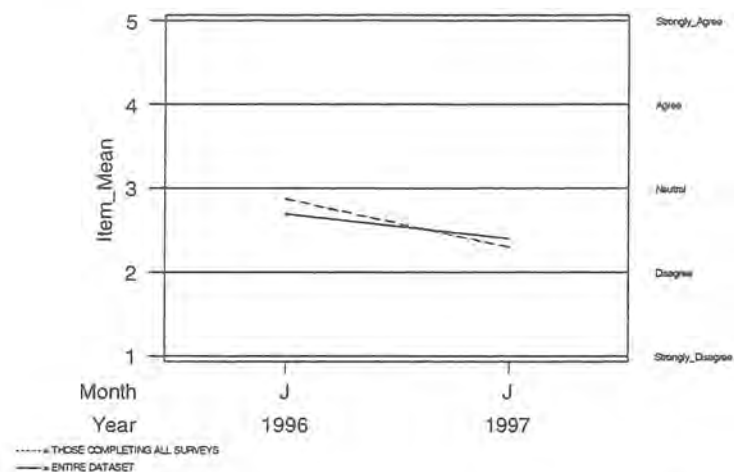
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	2	8.0	8.0	8.0
	4.00000	18	72.0	72.0	80.0
	5.00000	5	20.0	20.0	100.0
	Total	25	100.0	100.0	
Mean	4.120	Median	4.000	Std dev	.526
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.1	7.1	7.1
	4.00000	11	78.6	78.6	85.7
	5.00000	2	14.3	14.3	100.0
	Total	14	100.0	100.0	
Mean	4.071	Median	4.000	Std dev	.475
Minimum	3.000	Maximum	5.000		

44. I believe I have ample opportunity for career advancement.



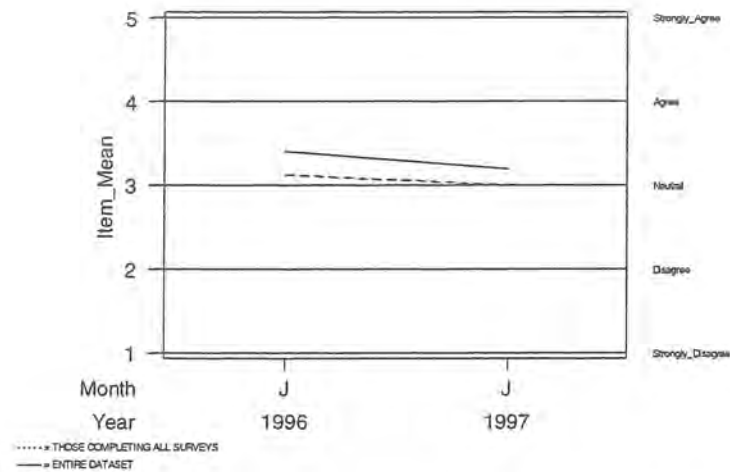
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	4.0	4.0	4.0
	2.00000	11	44.0	44.0	48.0
	3.00000	8	32.0	32.0	80.0
	4.00000	5	20.0	20.0	100.0
	Total	25	100.0	100.0	
Mean	2.680	Median	3.000	Std dev	.852
Minimum	1.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.1	7.1	7.1
	2.00000	8	57.1	57.1	64.3
	3.00000	4	28.6	28.6	92.9
	4.00000	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
Mean	2.357	Median	2.000	Std dev	.745
Minimum	1.000	Maximum	4.000		

45. I receive valuable input from my peers/co-workers.



Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	4.0	4.2	4.2
	3.00000	13	52.0	54.2	58.3
	4.00000	10	40.0	41.7	100.0
	.	1	4.0	Missing	
	Total	25	100.0	100.0	
Mean	3.375	Median	3.000	Std dev	.576
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	21.4	21.4	21.4
	3.00000	5	35.7	35.7	57.1
	4.00000	6	42.9	42.9	100.0
	Total	14	100.0	100.0	
Mean	3.214	Median	3.000	Std dev	.802
Minimum	2.000	Maximum	4.000		

46. Working at Cambridge has led me to feel isolated from some co-workers at MnDOT.

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum. Percent
	.	3	17.6	17.6	17.6
	1.00000	6	35.3	35.3	52.9
	2.00000	3	17.6	17.6	70.6
	4.00000	4	23.5	23.5	94.1
	5.00000	1	5.9	5.9	100.0
	Total	17	100.0		
Mean	2.400	Median	2.000	Std dev	1.500
Minimum	1.000	Maximum	5.000		

Appendix B:

Item-by-Item Response Data for Supervisor Surveys

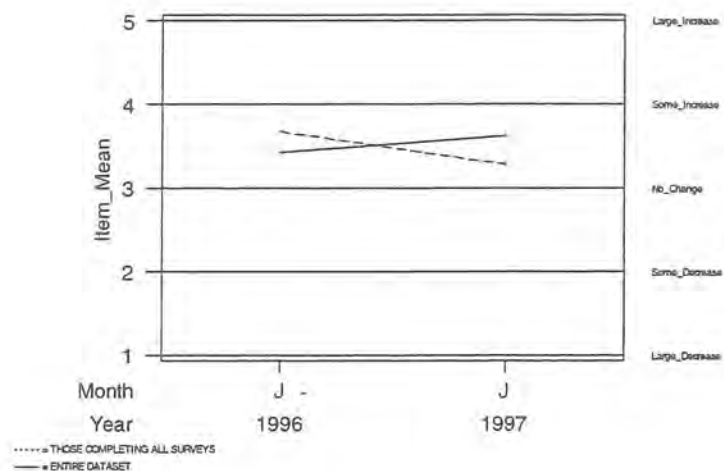
The following Tables contain detailed item information:

- 1) The text of the item
- 2) A graph showing the Time 1 to Time 3 change in item means

Note: Two sets of data are shown. The “Entire data set” line includes all Time 1 responses and all Time 3 responses. The “Those completing all surveys” includes only those individuals who completed both Time 1 and Time 3 surveys.

- 3) A frequency distribution of Time 1 and Time 3 responses (i.e., a tally of the number of individuals choosing each response).
- 4) Time 1 and Time 3 descriptive statistics (means, medians, standard deviations, minimum values, and maximum values).

1. The teleworker's level of productivity.



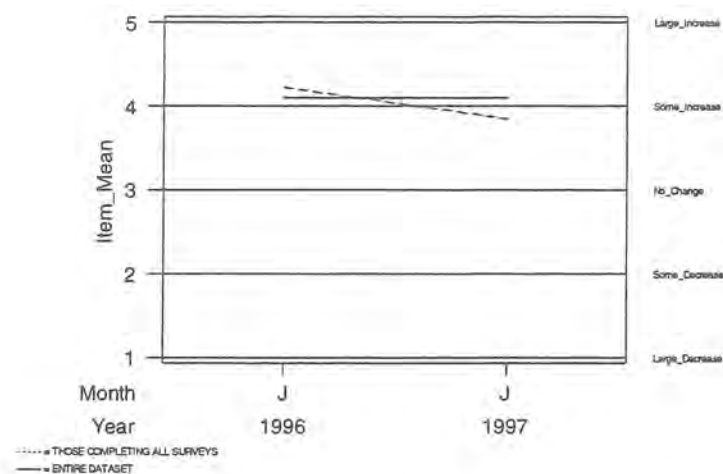
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	15	57.7	57.7	57.7
	4.00000	11	42.3	42.3	100.0
	Total	26	100.0	100.0	
Mean	3.423	Median	3.000	Std dev	.504
Minimum	3.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	5	38.5	38.5	38.5
	4.00000	8	61.5	61.5	100.0
	Total	13	100.0	100.0	
Mean	3.615	Median	4.000	Std dev	.506
Minimum	3.000	Maximum	4.000		

2. The teleworker's level of satisfaction.



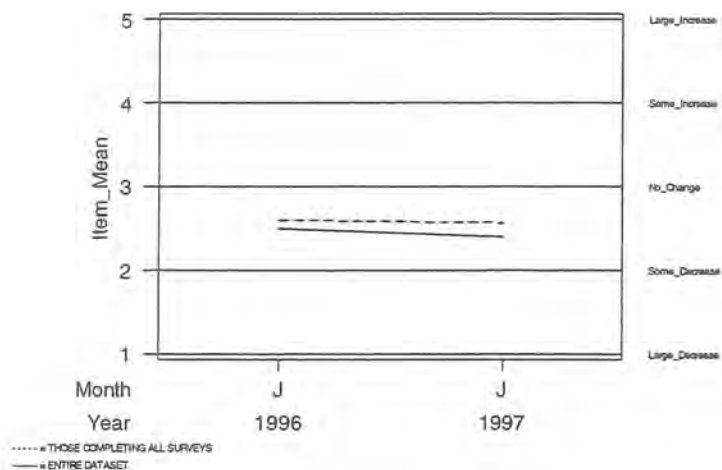
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	3	11.5	11.5	11.5
	4.00000	17	65.4	65.4	76.9
	5.00000	6	23.1	23.1	100.0
	Total	26	100.0	100.0	
Mean	4.115	Median	4.000	Std dev	.588
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.7	7.7	7.7
	3.00000	1	7.7	7.7	15.4
	4.00000	6	46.2	46.2	61.5
	5.00000	5	38.5	38.5	100.0
	Total	13	100.0	100.0	
Mean	4.077	Median	4.000	Std dev	1.115
Minimum	1.000	Maximum	5.000		

3. The likelihood that the teleworker will leave to take another job.



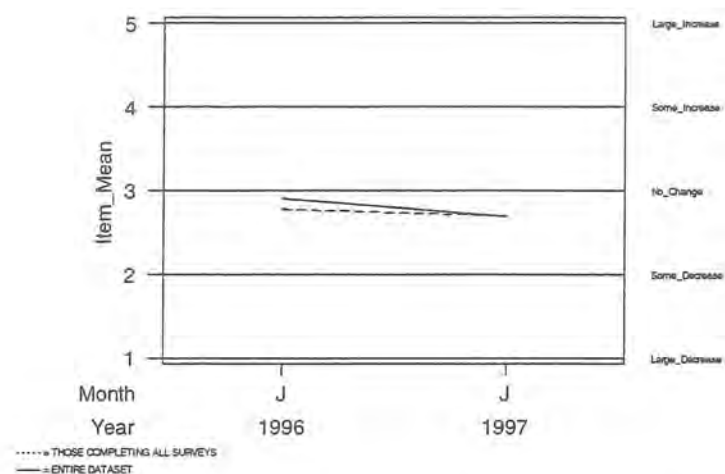
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.0	4.0
	2.00000	10	38.5	40.0	44.0
	3.00000	14	53.8	56.0	100.0
	.	1	3.8	Missing	
	Total	26	100.0	100.0	
Mean	2.520	Median	3.000	Std dev	.586
Minimum	1.000	Maximum	3.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.7	7.7	7.7
	2.00000	6	46.2	46.2	53.8
	3.00000	6	46.2	46.2	100.0
	Total	13	100.0	100.0	
Mean	2.385	Median	2.000	Std dev	.650
Minimum	1.000	Maximum	3.000		

4. The number of days that the teleworker is absent.



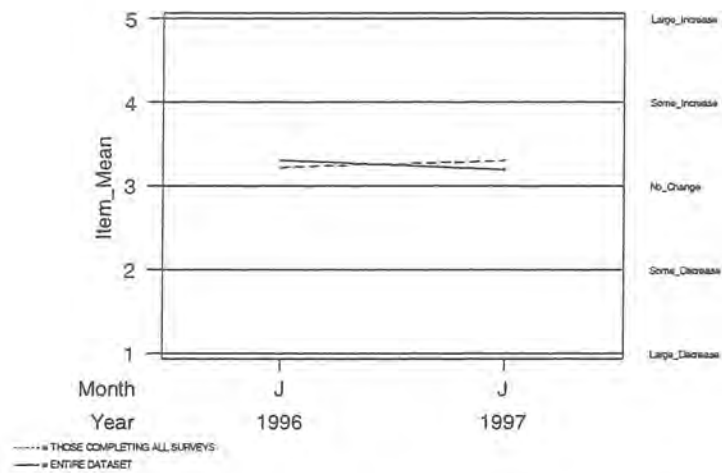
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	11.5	12.0	12.0
	3.00000	22	84.6	88.0	100.0
	.	1	3.8	Missing	
	Total	26	100.0	100.0	
Mean	2.880	Median	3.000	Std dev	.332
Minimum	2.000	Maximum	3.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	7.7	7.7	7.7
	2.00000	2	15.4	15.4	23.1
	3.00000	10	76.9	76.9	100.0
	Total	13	100.0	100.0	
Mean	2.692	Median	3.000	Std dev	.630
Minimum	1.000	Maximum	3.000		

5. Impact on the quality of work that is done by the teleworker.



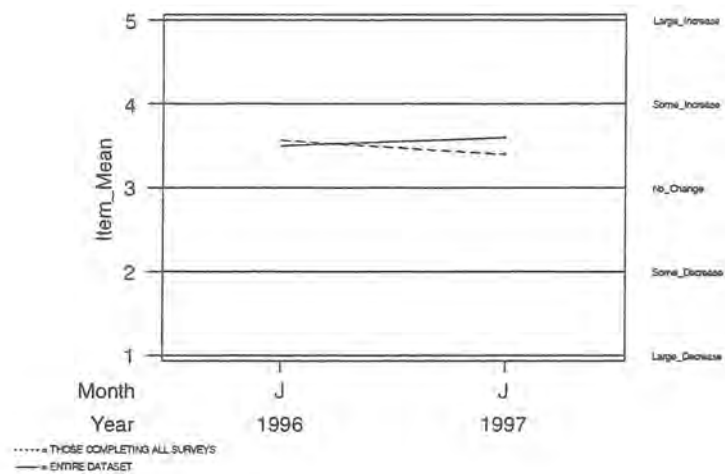
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	18	69.2	69.2	69.2
	4.00000	8	30.8	30.8	100.0
	Total	26	100.0	100.0	
Mean	3.308	Median	3.000	Std dev	.471
Minimum	3.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	10	76.9	76.9	76.9
	4.00000	3	23.1	23.1	100.0
	Total	13	100.0	100.0	
Mean	3.231	Median	3.000	Std dev	.439
Minimum	3.000	Maximum	4.000		

6. Impact on the quantity of work that is done by the teleworker.



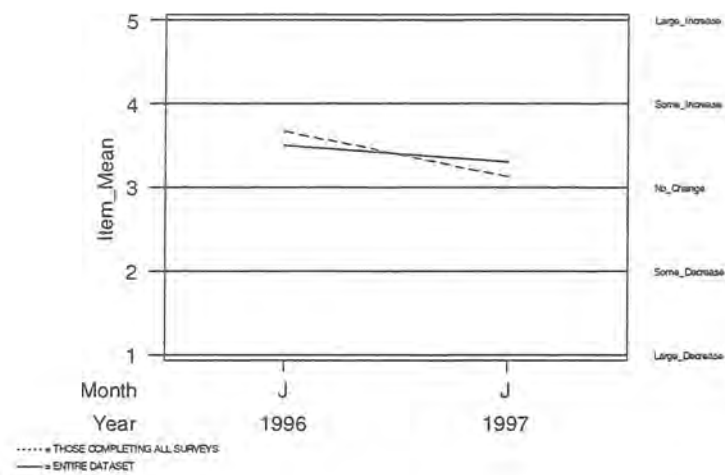
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	12	46.2	46.2	46.2
	4.00000	14	53.8	53.8	100.0
	Total	26	100.0	100.0	
Mean	3.538	Median	4.000	Std dev	.508
Minimum	3.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	6	46.2	46.2	46.2
	4.00000	6	46.2	46.2	92.3
	5.00000	1	7.7	7.7	100.0
	Total	13	100.0	100.0	
Mean	3.615	Median	4.000	Std dev	.650
Minimum	3.000	Maximum	5.000		

7. The teleworker's ability to meet work deadlines.

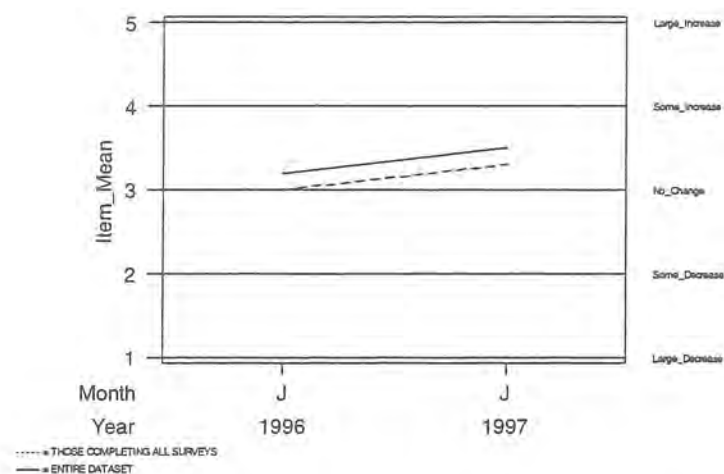
**Time 1**

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	15	57.7	57.7	57.7
	4.00000	9	34.6	34.6	92.3
	5.00000	2	7.7	7.7	100.0
	Total	26	100.0	100.0	
Mean	3.500	Median	3.000	Std dev	.648
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.7	7.7	7.7
	3.00000	8	61.5	61.5	69.2
	4.00000	3	23.1	23.1	92.3
	5.00000	1	7.7	7.7	100.0
	Total	13	100.0	100.0	
Mean	3.308	Median	3.000	Std dev	.751
Minimum	2.000	Maximum	5.000		

8. The quality of my relationship with the teleworker.



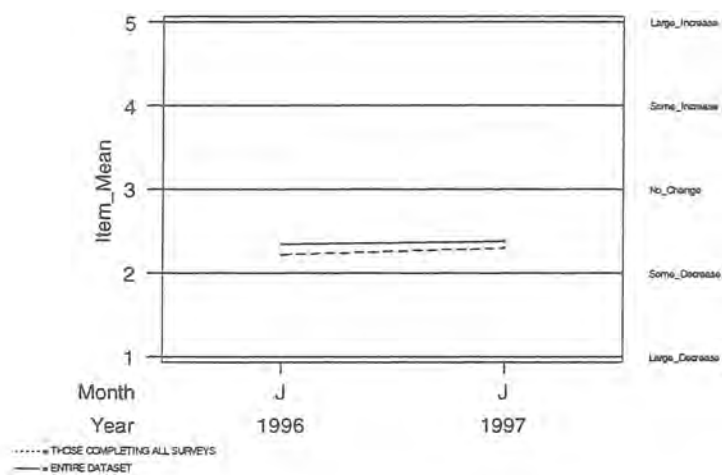
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	3.8	3.8
	2.00000	1	3.8	3.8	7.7
	3.00000	16	61.5	61.5	69.2
	4.00000	8	30.8	30.8	100.0
	Total	26	100.0	100.0	
Mean	3.192	Median	3.000	Std dev	.694
Minimum	1.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	7	53.8	53.8	53.8
	4.00000	6	46.2	46.2	100.0
	Total	13	100.0	100.0	
Mean	3.462	Median	3.000	Std dev	.519
Minimum	3.000	Maximum	4.000		

9. The teleworker's level of job stress.

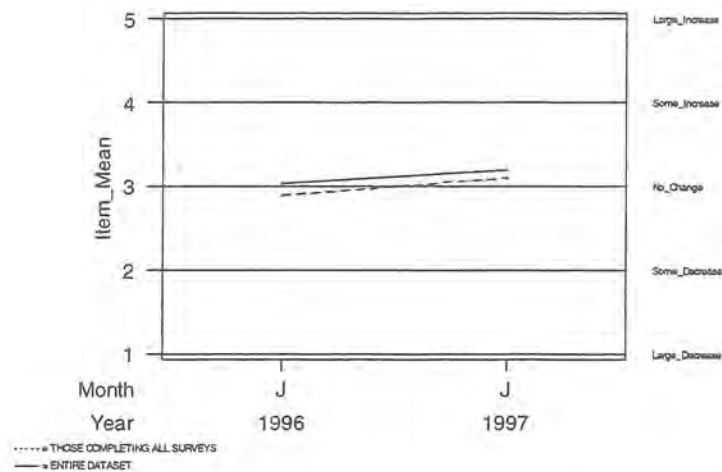
**Time 1**

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	18	69.2	69.2	69.2
	3.00000	7	26.9	26.9	96.2
	4.00000	1	3.8	3.8	100.0
	Total	26	100.0	100.0	
Mean	2.346	Median	2.000	Std dev	.562
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	9	69.2	69.2	69.2
	3.00000	3	23.1	23.1	92.3
	4.00000	1	7.7	7.7	100.0
	Total	13	100.0	100.0	
Mean	2.385	Median	2.000	Std dev	.650
Minimum	2.000	Maximum	4.000		

10. The time the teleworker spends on tasks and objectives.



Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	11.5	11.5	11.5
	3.00000	19	73.1	73.1	84.6
	4.00000	4	15.4	15.4	100.0
	Total	26	100.0	100.0	
Mean	3.038	Median	3.000	Std dev	.528
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	10	76.9	76.9	76.9
	4.00000	3	23.1	23.1	100.0
	Total	13	100.0	100.0	
Mean	3.231	Median	3.000	Std dev	.439
Minimum	3.000	Maximum	4.000		

11. The number of hours the teleworker spends working per day.

Not included at Time 1: Time 3 only

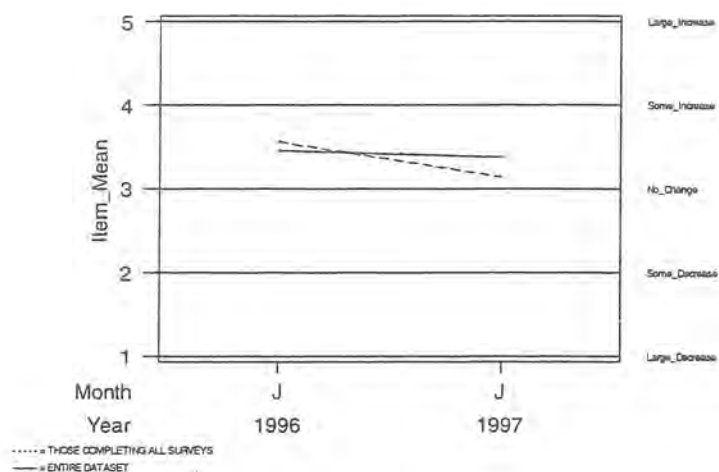
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	-	2	13.3	13.3	13.3
	3.00000	9	60.0	60.0	73.3
	4.00000	3	20.0	20.0	93.3
	5.00000	1	6.7	6.7	100.0
	Total	15	100.0		
Mean	3.400	Median	3.000	Std dev	.650
Minimum	3.000	Maximum	5.000		

12. The amount of time per day that the teleworker loses due to interruptions.

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	2	13.3	13.3	13.3
	1.00000	1	6.7	6.7	20.0
	2.00000	11	73.3	73.3	93.3
	4.00000	1	6.7	6.7	100.0
	Total	15	100.0		
Mean	2.100	Median	2.000	Std dev	.641
Minimum	1.000	Maximum	4.000		

13. The teleworker's time management skills.

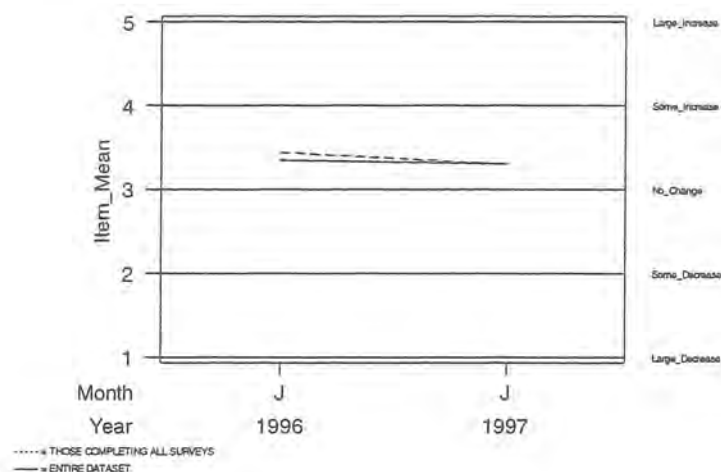
**Time 1**

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	14	53.8	53.8	53.8
	4.00000	12	46.2	46.2	100.0
	Total	26	100.0	100.0	
Mean	3.462	Median	3.000	Std dev	.508
Minimum	3.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	8	61.5	61.5	61.5
	4.00000	5	38.5	38.5	100.0
	Total	13	100.0	100.0	
Mean	3.385	Median	3.000	Std dev	.506
Minimum	3.000	Maximum	4.000		

14. The teleworker's ability to meet customer needs.



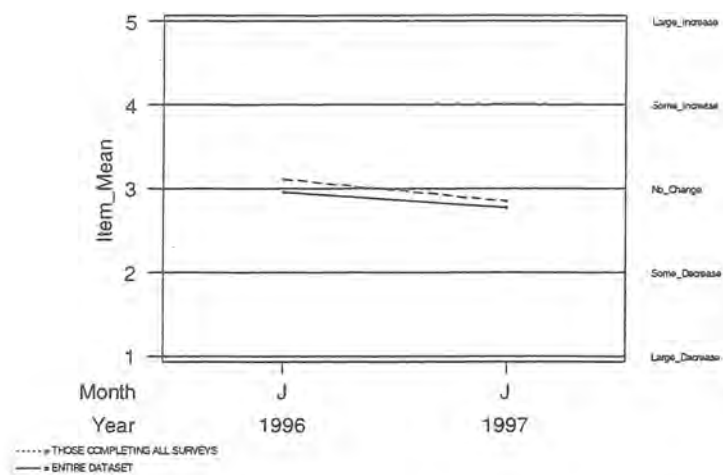
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	3.8	3.8	3.8
	3.00000	15	57.7	57.7	61.5
	4.00000	10	38.5	38.5	100.0
	Total	26	100.0	100.0	
Mean	3.346	Median	3.000	Std dev	.562
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	9	69.2	69.2	69.2
	4.00000	4	30.8	30.8	100.0
	Total	13	100.0	100.0	
Mean	3.308	Median	3.000	Std dev	.480
Minimum	3.000	Maximum	4.000		

15. The quality of the teleworker's relationships with co-workers.



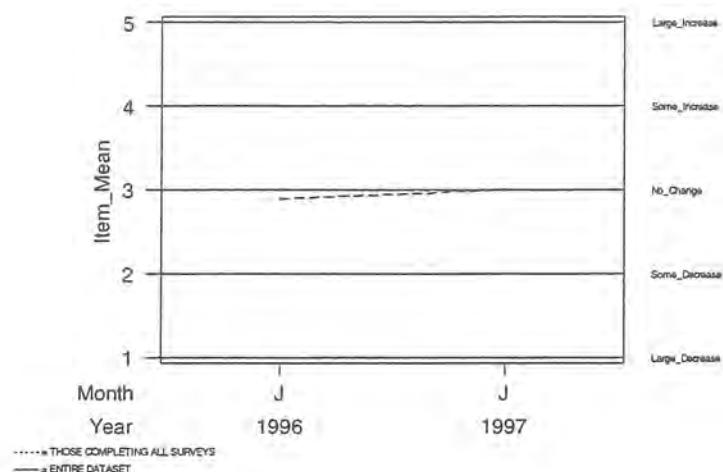
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	5	19.2	19.2	19.2
	3.00000	17	65.4	65.4	84.6
	4.00000	4	15.4	15.4	100.0
	Total	26	100.0	100.0	
Mean	2.962	Median	3.000	Std dev	.599
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	4	30.8	30.8	30.8
	3.00000	8	61.5	61.5	92.3
	4.00000	1	7.7	7.7	100.0
	Total	13	100.0	100.0	
Mean	2.769	Median	3.000	Std dev	.599
Minimum	2.000	Maximum	4.000		

16. The quality of the teleworker's relationships with customers.

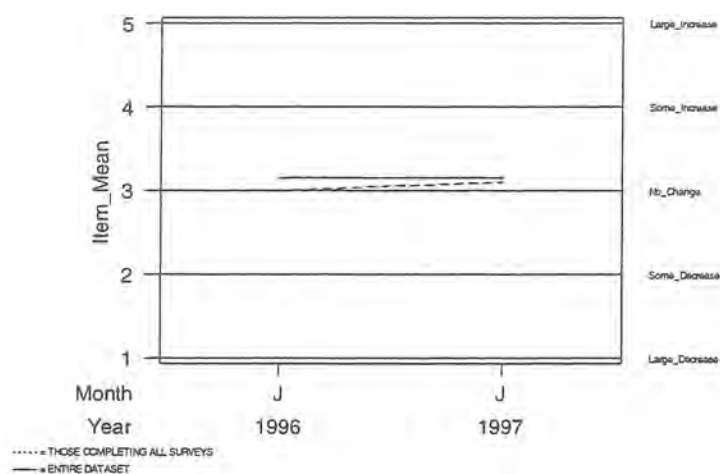
**Time 1**

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	3.8	3.8	3.8
	3.00000	24	92.3	92.3	96.2
	4.00000	1	3.8	3.8	100.0
	Total	26	100.0	100.0	
Mean	3.000	Median	3.000	Std dev	.283
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.7	7.7	7.7
	3.00000	11	84.6	84.6	92.3
	4.00000	1	7.7	7.7	100.0
	Total	13	100.0	100.0	
Mean	3.000	Median	3.000	Std dev	.408
Minimum	2.000	Maximum	4.000		

17. The teleworker's opportunities for development and advancement.

**Time 1**

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	22	84.6	84.6	84.6
	4.00000	4	15.4	15.4	100.0
	Total	26	100.0	100.0	
Mean	3.154	Median	3.000	Std dev	.368
Minimum	3.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	11	84.6	84.6	84.6
	4.00000	2	15.4	15.4	100.0
	Total	13	100.0	100.0	
Mean	3.154	Median	3.000	Std dev	.376
Minimum	3.000	Maximum	4.000		

18. My ability to amply observe my employees and effectively evaluate their performance.

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	2	13.3	13.3	13.3
	2.00000	5	33.3	33.3	46.7
	3.00000	8	53.3	53.3	100.0
	Total	15	100.0		
Mean	2.600	Median	3.000	Std dev	.506
Minimum	2.000	Maximum	3.000		

19. The level of trust between myself and my employees.

Not included at Time 1: Time 3 only

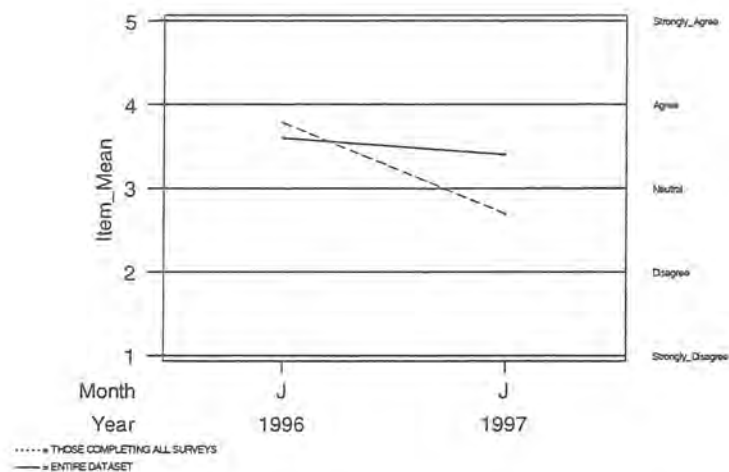
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	2	13.3	13.3	13.3
	3.00000	10	66.7	66.7	80.0
	4.00000	3	20.0	20.0	100.0
	Total	15	100.0		
Mean	2.100	Median	3.000	Std dev	.439
Minimum	3.000	Maximum	4.00		

20. I have enough opportunities to talk with the teleworker I supervise.

Not included at Time 1: Time 3 only

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	.	2	13.3	13.3	13.3
	2.00000	1	6.7	6.7	20.0
	4.00000	9	60.0	60.0	80.0
	5.00000	3	20.0	20.0	100.0
	Total	15	100.0		
Mean	4.100	Median	4.000	Std dev	.760
Minimum	2.000	Maximum	5.000		

21. I believe that telework has had no affect on my ability to amply observe my employee's work and effectively evaluate their performance.



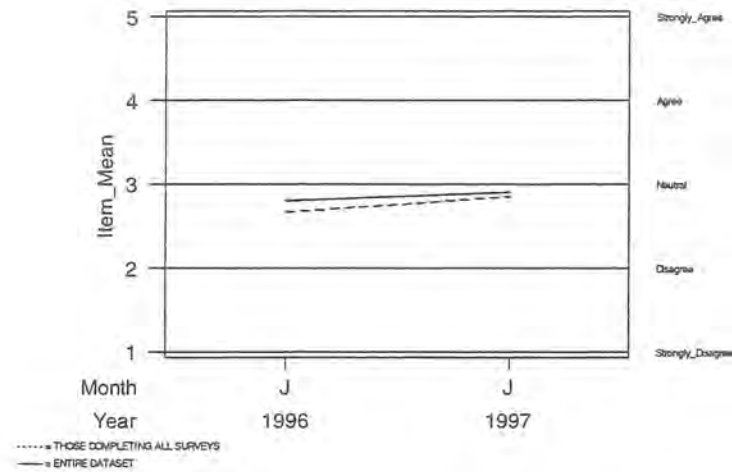
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	5	19.2	19.2	19.2
	3.00000	3	11.5	11.5	30.8
	4.00000	15	57.7	57.7	88.5
	5.00000	3	11.5	11.5	100.0
	Total	26	100.0	100.0	
Mean	3.615	Median	4.000	Std dev	.941
Minimum	2.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	23.1	23.1	23.1
	3.00000	4	30.8	30.8	53.8
	4.00000	4	30.8	30.8	84.6
	5.00000	2	15.4	15.4	100.0
	Total	13	100.0	100.0	
Mean	3.385	Median	3.000	Std dev	1.044
Minimum	2.000	Maximum	5.000		

22. I believe that there are disadvantages within my unit due to telework.



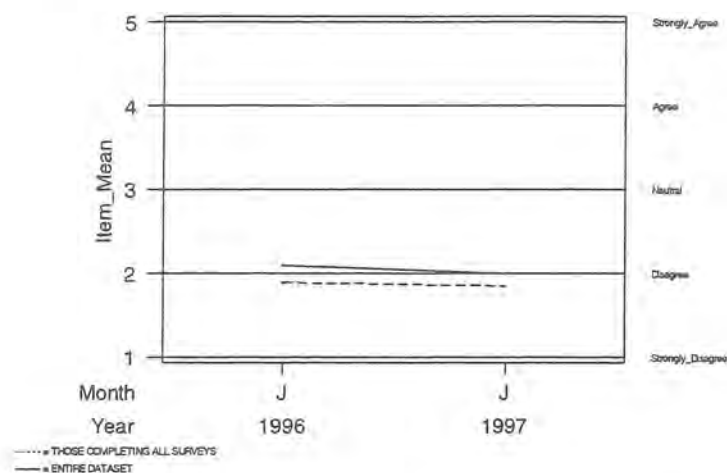
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	3.8	3.8
	2.00000	9	34.6	34.6	38.5
	3.00000	9	34.6	34.6	73.1
	4.00000	7	26.9	26.9	100.0
	Total	26	100.0	100.0	
Mean	2.846	Median	3.000	Std dev	.881
Minimum	1.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	2	15.4	15.4	15.4
	2.00000	3	23.1	23.1	38.5
	3.00000	2	15.4	15.4	53.8
	4.00000	6	46.2	46.2	100.0
	Total	13	100.0	100.0	
Mean	2.923	Median	3.000	Std dev	1.188
Minimum	1.000	Maximum	4.000		

23. I believe that telework has led to a loss of supervisory control over my employees.



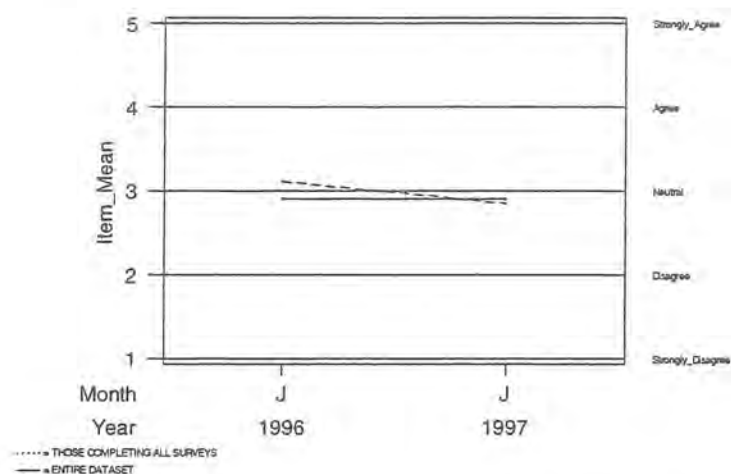
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	4	15.4	15.4	15.4
	2.00000	17	65.4	65.4	80.8
	3.00000	3	11.5	11.5	92.3
	4.00000	2	7.7	7.7	100.0
	Total	26	100.0	100.0	
Mean	2.115	Median	2.000	Std dev	.766
Minimum	1.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	2	15.4	15.4	15.4
	2.00000	9	69.2	69.2	84.6
	3.00000	2	15.4	15.4	100.0
	Total	13	100.0	100.0	
Mean	2.000	Median	2.000	Std dev	.577
Minimum	1.000	Maximum	3.000		

24. I believe that telework has affected the level of trust between myself and my employees.



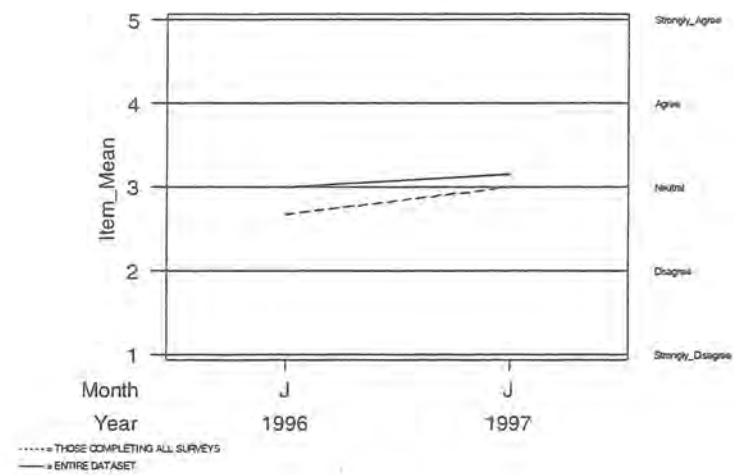
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	2	7.7	7.7	7.7
	2.00000	9	34.6	34.6	42.3
	3.00000	7	26.9	26.9	69.2
	4.00000	6	23.1	23.1	92.3
	5.00000	2	7.7	7.7	100.0
	Total	26	100.0	100.0	
Mean	2.885	Median	3.000	Std dev	1.107
Minimum	1.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	4	30.8	30.8	30.8
	3.00000	6	46.2	46.2	76.9
	4.00000	3	23.1	23.1	100.0
	Total	13	100.0	100.0	
Mean	2.923	Median	3.000	Std dev	.760
Minimum	2.000	Maximum	4.000		

25. I believe that telework has led to a change in the relationship between myself and my employees.



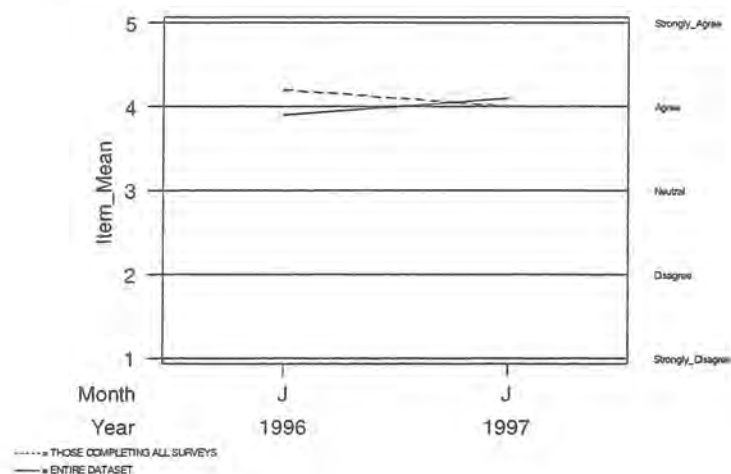
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	4	15.4	15.4	15.4
	3.00000	17	65.4	65.4	80.8
	4.00000	5	19.2	19.2	100.0
	Total	26	100.0	100.0	
Mean	3.038	Median	3.000	Std dev	.599
Minimum	2.000	Maximum	4.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	3	23.1	23.1	23.1
	3.00000	5	38.5	38.5	61.5
	4.00000	5	38.5	38.5	100.0
	Total	13	100.0	100.0	
Mean	3.154	Median	3.000	Std dev	.801
Minimum	2.000	Maximum	4.000		

26. Telework has the potential to benefit MnDOT.



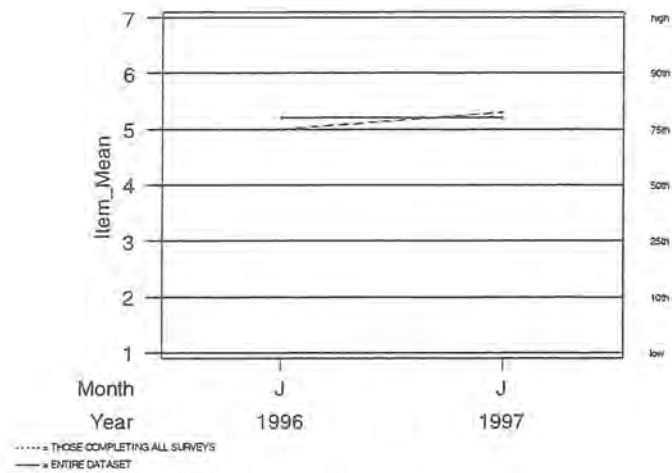
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	5	19.2	19.2	19.2
	4.00000	17	65.4	65.4	84.6
	5.00000	4	15.4	15.4	100.0
	Total	26	100.0	100.0	
Mean	3.962	Median	4.000	Std dev	.599
Minimum	3.000	Maximum	5.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.7	7.7	7.7
	4.00000	9	69.2	69.2	76.9
	5.00000	3	23.1	23.1	100.0
	Total	13	100.0	100.0	
Mean	4.154	Median	4.000	Std dev	.555
Minimum	3.000	Maximum	5.000		

27. Please rate this employee's overall level of performance.



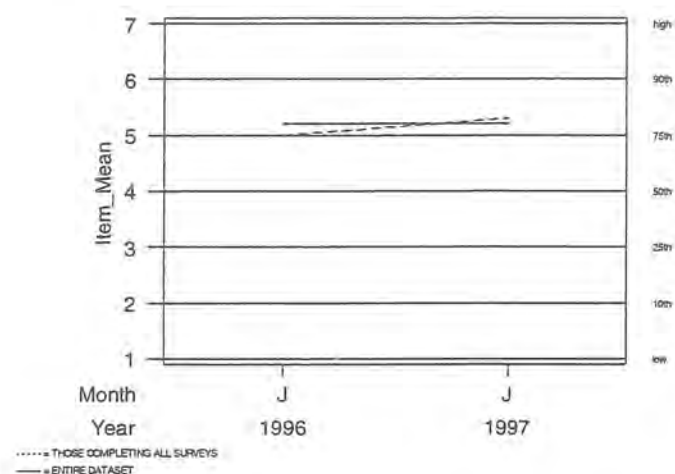
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	4.00000	4	15.4	16.7	20.8
	5.00000	8	30.8	33.3	54.2
	6.00000	9	34.6	37.5	91.7
	7.00000	2	7.7	8.3	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.208	Median	5.000	Std dev	1.250
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.7	8.3	8.3
	4.00000	2	15.4	16.7	25.0
	5.00000	3	23.1	25.0	50.0
	6.00000	5	38.5	41.7	91.7
	7.00000	1	7.7	8.3	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.250	Median	5.500	Std dev	1.138
Minimum	3.000	Maximum	7.000		

28. Please rate the quality of this employee's output.



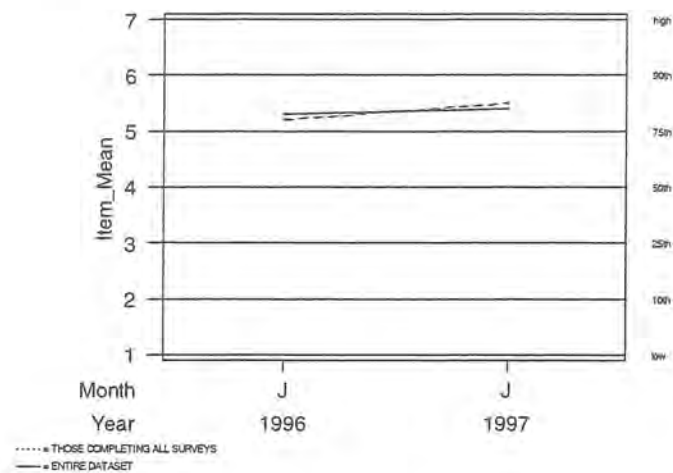
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	3.00000	1	3.8	4.2	8.3
	4.00000	2	7.7	8.3	16.7
	5.00000	11	42.3	45.8	62.5
	6.00000	6	23.1	25.0	87.5
	7.00000	3	11.5	12.5	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.167	Median	5.000	Std dev	1.308
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	2	15.4	16.7	16.7
	4.00000	1	7.7	8.3	25.0
	5.00000	2	15.4	16.7	41.7
	6.00000	6	46.2	50.0	91.7
	7.00000	1	7.7	8.3	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.250	Median	6.000	Std dev	1.288
Minimum	3.000	Maximum	7.000		

29. Please rate the quantity of this employee's output.



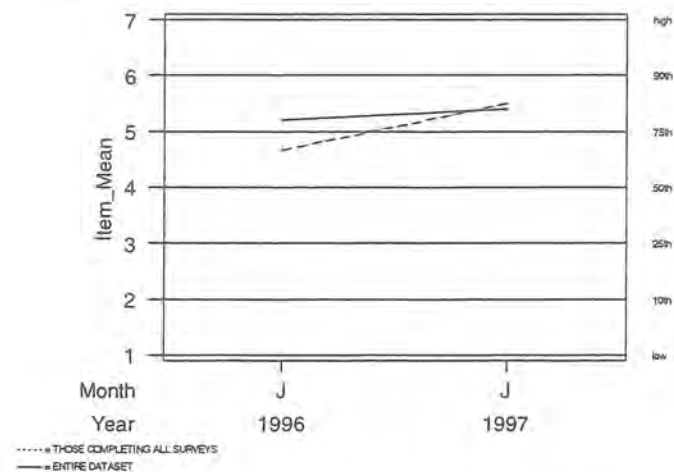
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	4.00000	6	23.1	25.0	25.0
	5.00000	7	26.9	29.2	54.2
	6.00000	9	34.6	37.5	91.7
	7.00000	2	7.7	8.3	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.292	Median	5.000	Std dev	.955
Minimum	4.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.7	8.3	8.3
	4.00000	2	15.4	16.7	25.0
	5.00000	1	7.7	8.3	33.3
	6.00000	7	53.8	58.3	91.7
	7.00000	1	7.7	8.3	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.417	Median	6.000	Std dev	1.165
Minimum	3.000	Maximum	7.000		

30. Please rate this employee's overall level of effort.



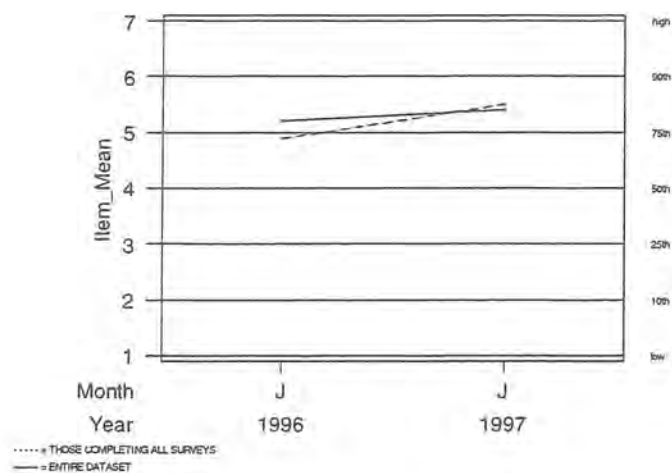
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	3.00000	1	3.8	4.2	8.3
	4.00000	3	11.5	12.5	20.8
	5.00000	7	26.9	29.2	50.0
	6.00000	10	38.5	41.7	91.7
	7.00000	2	7.7	8.3	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.208	Median	5.500	Std dev	1.318
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.7	8.3	8.3
	4.00000	1	7.7	8.3	16.7
	5.00000	3	23.1	25.0	41.7
	6.00000	6	46.2	50.0	91.7
	7.00000	1	7.7	8.3	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.417	Median	6.000	Std dev	1.084
Minimum	3.000	Maximum	7.000		

31. Please rate this employee's overall level of timeliness in completing projects or assignments.



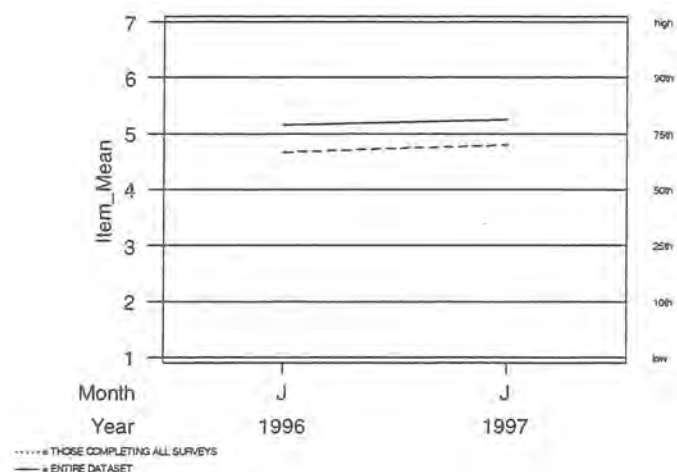
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	3.00000	2	7.7	8.3	12.5
	4.00000	2	7.7	8.3	20.8
	5.00000	7	26.9	29.2	50.0
	6.00000	9	34.6	37.5	87.5
	7.00000	3	11.5	12.5	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.208	Median	5.500	Std dev	1.414
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.7	8.3	8.3
	4.00000	1	7.7	8.3	16.7
	5.00000	3	23.1	25.0	41.7
	6.00000	6	46.2	50.0	91.7
	7.00000	1	7.7	8.3	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.417	Median	6.000	Std dev	1.084
Minimum	3.000	Maximum	7.000		

32. Please rate this employee's level of teamwork.



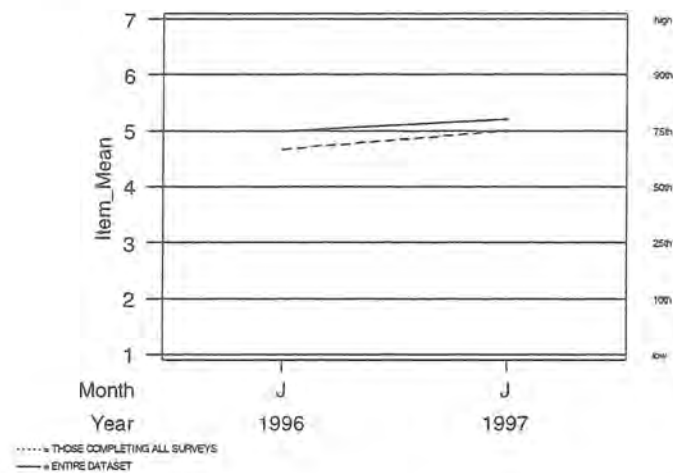
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	3.00000	2	7.7	8.3	12.5
	4.00000	2	7.7	8.3	20.8
	5.00000	8	30.8	33.3	54.2
	6.00000	8	30.8	33.3	87.5
	7.00000	3	11.5	12.5	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.167	Median	5.000	Std dev	1.404
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.7	8.3	8.3
	4.00000	2	15.4	16.7	25.0
	5.00000	4	30.8	33.3	58.3
	6.00000	3	23.1	25.0	83.3
	7.00000	2	15.4	16.7	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.250	Median	5.000	Std dev	1.215
Minimum	3.000	Maximum	7.000		

33. Please rate this employee's level of technical proficiency.



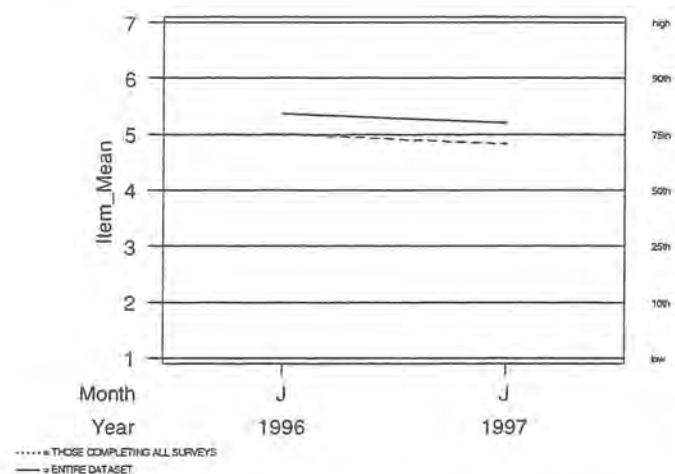
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	3.00000	2	7.7	8.3	12.5
	4.00000	3	11.5	12.5	25.0
	5.00000	8	30.8	33.3	58.3
	6.00000	9	34.6	37.5	95.8
	7.00000	1	3.8	4.2	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.000	Median	5.000	Std dev	1.319
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2.00000	1	7.7	8.3	8.3
	4.00000	2	15.4	16.7	25.0
	5.00000	2	15.4	16.7	41.7
	6.00000	6	46.2	50.0	91.7
	7.00000	1	7.7	8.3	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.250	Median	6.000	Std dev	1.357
Minimum	2.000	Maximum	7.000		

34. Please rate the degree to which this employee goes out of their way to assist other employees.



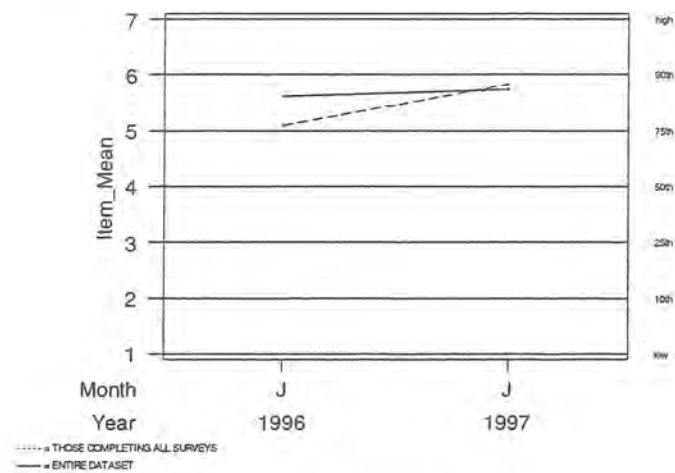
Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	3.00000	2	7.7	8.3	12.5
	4.00000	4	15.4	16.7	29.2
	5.00000	4	15.4	16.7	45.8
	6.00000	5	19.2	20.8	66.7
	7.00000	8	30.8	33.3	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.375	Median	6.000	Std dev	1.637
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	3.00000	1	7.7	8.3	8.3
	4.00000	4	30.8	33.3	41.7
	5.00000	1	7.7	8.3	50.0
	6.00000	4	30.8	33.3	83.3
	7.00000	2	15.4	16.7	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.167	Median	5.500	Std dev	1.337
Minimum	3.000	Maximum	7.000		

35. Please rate this employee's level of dependability.



Time 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1.00000	1	3.8	4.2	4.2
	4.00000	2	7.7	8.3	12.5
	5.00000	5	19.2	20.8	33.3
	6.00000	11	42.3	45.8	79.2
	7.00000	5	19.2	20.8	100.0
	.	2	7.7	Missing	
	Total	26	100.0	100.0	
Mean	5.625	Median	6.000	Std dev	1.313
Minimum	1.000	Maximum	7.000		

Time 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	4.00000	1	7.7	8.3	8.3
	5.00000	4	30.8	33.3	41.7
	6.00000	4	30.8	33.3	75.0
	7.00000	3	23.1	25.0	100.0
	.	1	7.7	Missing	
	Total	13	100.0	100.0	
Mean	5.750	Median	6.000	Std dev	.965
Minimum	4.000	Maximum	7.000		

Appendix C:
Transcription of Telecommuter and Supervisor Open-Ended
Comments

Transcription of Telecommuter Time 1 Comments

I don't mind driving, but the two-hour a day trip, whether you want to say it or not, is very stressful. I was excited at a very early stage in getting this telework if it was compatible to what I have at this time at (HOME PLANT) and they had really done a super job on equipment, etc....

I've heard that there's more people trying to get up at Cambridge, but supervisors not responding. I'm glad my supervisor has given me this opportunity.

My primary motivating factor was to save the travel time. I am much more relaxed when I get to work in the morning when I go to Cambridge, versus (HOME PLANT). I do not have any fears about teleworking, but it is an adjustment and will take time to organize the work flow. I am excited and very helpful that this pilot project is a success and will continue to grow in the future.

Main motivation: time and money saved by telecommuting. To a lesser extent, the change in my daily routine. My biggest reservation was not having equipment equal to what I use in my home office. Especially in regard to the computer I need to do my job.

My ultimate goal is to telecommute from home during snow days. I thought the telework opportunity would be a good test of my ability to work independently. Plus, it reduces the stress from dealing with traffic. I thought there'd be no distractions, but there are. So far, I feel lucky to be able to work at Cambridge, though.

I've come across a lot of brick walls, since I've been telecommuting, but the biggest and hardest of those to break is the attitude and opinions of my co-workers. I'd say that half are supportive and the other half are totally against telecommuting... Telecommuting as a whole in this state has far to go, before it is accepted as a form of getting one's job done. I also realize that telecommuting isn't for everyone and managers have to weigh an individual's personality and work ethic as well as the type of work that can be done telecommuting. I feel very fortunate to be telecommuting and in no way would I take advantage of this benefit...I feel that telecommuting could be enhanced- such as in the case of inclement weather... If we know that bad weather is on the way, why not take work home for the next day?

I am very pleased with the mileage saved by telecommuting.

I save a lot of time (especially in the morning) and I also save gas, mileage and vehicle wear-and-tear. The telework center is well-run. Also, all my needs have been met in regard to my work environment and equipment needs.

I wanted to avoid rush hour travel at least one day per week. When I go to Cambridge, it is less stressful. I put the extra time into work. The Cambridge center is also quiet. I can get more work done...I might use an office closer to my home more often.

The advantages to telework include less traffic, more quiet, and less time spent on the road, which allows me to spend more time at home.

The telework center is quiet and comfortable. I also enjoy avoiding the traffic on the freeway. My fear is that if I spent more than one day a week out of my home plant, I would be considered expendable when office directors make personnel decision.

I view telecommuting as a quality process that strongly binds management and workers in an empowering and nurturing team process. By its nature, it demands more and better output from its users, but in return gives the glow of trust and mutual understanding to all. Telecommuting allows me to be more independent and arrive under no traffic stress, to get a way from the mini-interruptions at a normal office and to learn habits of time management and self-direction. My only complaint has been the myriad of 'Doubting Thomases' who seem bent on seeing the concept fail.

Maybe I will not be able to perform my work the way I need to. Like not having the proper information to work with.

I can work well without supervision. I get my work one on time. There are not many interruptions in Cambridge, which is nice... I hope the center works out as planned. The most obvious reason is the time savings from lesser commute times. However, I question why the location for the center was so far north of the metro. It seems that many people drive farther, but in less time. My biggest reservation is the lack of personal contact with co-workers. I am motivated by many factors:

- Time of commute savings
- Decreased transportation costs
- Lessened stress level
- Change of commute route (variety)
- Building environment (quiet)
- Telework center location
- Fewer distractions

Teleworking has been a very positive experience and I hope it continues. It would be nice to see other locations open up to give this opportunity to other folks.

This is the first step to being able to telecommute from home.

Transcription of Telecommuter Time 3 Comments

I enjoy working at the Cambridge office very much! The atmosphere is casual and relaxed. I get much more accomplished here than in my home office. The commute is also less stressful.

Teleworking has exceeded my expectations. Teleworking has allowed me to be available to my kids in emerging situations as well as attending their activities. Not dealing with traffic has been a tremendous relief. I would recommend that MnDOT pursue opening other telework centers. I've had numerous people come up to me and say that they wish they could telecommute, too.

I am very pleased with the Cambridge Center and highly recommend other facilities.

I'm very grateful for the Cambridge Center. I would work at the center every day if I could. It is a quiet and comfortable place to work with very few interruptions...

The office cubes at the center are not ergonomically friendly. The ergo. Specialist at DOER should come in and evaluate the situation.

Teleworking for me is the best thing that has happened in my MnDOT career. To improve the program, some managers need to allow more people to telecommute. The traffic time savings are also very nice.

I would very much like to see the program continue. Though I currently use the center just one day per week, it has helped enormously....I would like to see more sites around the metro, but it's too bad that Cambridge is in the north metro.

My productivity- I really don't think it has changed. Some supervisors would really like to see Cambridge closed.

I know that some project managers are totally against telecommuting. I want to telecommute even more in the future and I don't think I'll be able to sell the idea to my boss because of this attitude. They think it disrupts squad communication. I think that the negative manager attitude has to change before any more centers are opened...Once technology catches up, workers could interview clients from remote centers. There should be more of these. A location south of the cities would probably interest more people in telecommuting.

Transcription of Supervisor Time 3 Comments

I have had good experiences with my employee's working at the Cambridge Center. I would like to see more of them opened.

I feel that telework is essential in this day and age. We need to do what we can to make our employees comfortable in this work environment and relieve them of some of the stress. I would like to see more telework centers established.

I think the program is great and should be expended to other locations. In reference to items about change in performance, it is difficult to notice much change when an employee is already working at such high standards. That is why most answers are 'no change.'

I would like to see the program continue and expand to other areas of the metro. The network to our main server has been down more than expected. A MIS support person should be on site. There should be a higher percentage of CAD stations.

The concept is great. The employee feels better about the work they do. It is quieter. Telework sites need to be closer to the metro need to be closer to the metro area.

Cambridge is too far away to be efficient. A space at the Arden Hills Training Center would be much better.

Teleworking promotes higher responsibility and trust between employees and their supervisors. I'd like to think that it also enhances self-esteem and job satisfaction.

Telework is not for every employee. Some individuals in certain jobs are not cut out for this type of work.

Overall, telework is a very positive practice that we intend to pursue. I think that having more of these centers would be very beneficial. There have been some computer problems. There is not a color printer in Cambridge. The staff is very professional and helpful.

I feel that if teleworking is to continue, both the teleworker and supervisor should first obtain time management training and possibly performance measurement training. I believe co-workers should also be surveyed to determine whether they feel they are taking on increased burdens and would prefer no telecommuting within their office.



Office of Research Services
395 John Ireland Blvd., Mail Stop 330
Saint Paul, Minnesota 55155



(651) 282-2274