Each issue of the *Defense Acquisition Research Journal* will bring to the attention of the defense acquisition community a topic of current research, which has been undertaken by the DAU Virtual Research Library team in collaboration with DAU’s Director of Research. Both government civilian and military Defense Acquisition Workforce readers will be able to access papers publicly and from licensed resources on the DAU Virtual Research Library Website: https://dau.libguides.com/daukr.

Nongovernment Defense Acquisition Workforce readers should be able to use their local knowledge management centers/libraries to download, borrow, or obtain copies. We regret that DAU cannot furnish downloads or copies.

*Defense Acquisition Research Journal* readers are encouraged to submit proposed topics for future research by the DAU Virtual Research Library team. Please send your suggestion with a short write-up (less than 100 words) explaining the topic’s relevance to current defense acquisition to: Managing Editor, *Defense Acquisition Research Journal*, DefenseARJ@dau.edu.
Work-From-Anywhere: The Productivity Effects of Geographic Flexibility

Prithviraj (Raj) Choudhury, Cirrus Foroughi, and Barbara Larson

Summary:
An emerging form of remote work allows employees to work-from-anywhere (WFA), so that the worker can choose to live in a preferred geographic location. While traditional work-from-home (WFH) programs offer the worker temporal flexibility, WFA programs offer both temporal and geographic flexibility. ... We study the effects of WFA on productivity at the United States Patent and Trademark Office (USPTO) and exploit a natural experiment in which the implementation of WFA was driven by negotiations between managers and the patent examiners’ union, leading to exogeneity in the timing of individual examiners’ transition from a WFH to a WFA program.

APA Citation:
Remote Workforces, Expletives at Work, and Problems with Masks, Shirts, and Hats

Barbara E. Hoey, Mark A. Konkel, Maria Biaggi, and Nidhi Srivastava

Summary:
The U.S. Department of Labor (DOL) has published additional guidance addressing questions arising from the COVID-19 pandemic under the federal Fair Labor Standards Act, the Family and Medical Leave Act, and the Families First Coronavirus Response Act. This guidance is particularly apropos, as more and more employers realize that the “new normal” is a world of remote work, with some employers extending telework on an indefinite basis. Herein are some interesting questions the DOL answered and our takeaways from the guidance.

APA Citation:

Five Ways Leaders Can Support Remote Work

Donald Sull, Charles Sull, and Josh Bersin

Summary:
The COVID-19 pandemic has forced many employees to work from home, and the magnitude of the shift to remote work is staggering. Before the pandemic, about 15% of U.S. employees were working from home at least some of the time. During the first half of April, half of U.S. employees were doing all of their work remotely. Here, Sull et al. discuss the challenges with remote work.

APA Citation:
Federal Telework During the COVID-19 Pandemic: Cybersecurity Issues in Brief

Chris Jaikaran

Summary:

President Trump declared the Coronavirus Disease 2019 (COVID-19) a national emergency in March 2020. In an effort to slow the transmission of COVID-19, the Office of Management and Budget (OMB) ordered federal agencies to “maximize telework across the nation for the federal workforce (including mandatory telework, if necessary), while maintaining mission-critical workforce needs.” Private sector companies are taking similar measures. This report provides information on telework in practice at federal agencies and potential effects of telework on our communications infrastructure, data, and security.

APA Citation:

What’s Next for Remote Work: An Analysis of 2,000 Tasks, 800 Jobs, and Nine Countries

Susan Lund, Anu Madgavkar, James Manyika, and Sven Smit

Summary:

Remote work raises a vast array of issues and challenges for employees and employers. Companies are pondering how best to deliver coaching remotely and how to configure workspaces to enhance employee safety, among a host of other thorny questions raised by COVID-19. For their part, employees are struggling to find the best home-work balance and equip themselves for working and collaborating remotely. In this article, however, we aim to granularly define the activities and occupations that can be done from home to better understand the future staying power of remote work. We have analyzed the potential for remote work—or work
that doesn’t require interpersonal interaction or a physical presence at a specific worksite—in a range of countries: China, France, Germany, India, Japan, Mexico, Spain, the United Kingdom, and the United States. We used the Materials Genome Initiative (MGI) workforce model based on the Occupational Information Network (O*NET) to analyze more than 2,000 activities in more than 800 occupations and identify which activities and occupations have the greatest potential for remote work.

**APA Citation:**

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Our Work-From-Anywhere Future

*Prithviraj (Raj) Choudhury*

**Summary:**

The pandemic has hastened a rise in remote working for knowledge-based organizations. This has notable benefits: Companies can save on real estate costs, hire and utilize talent globally, mitigate immigration issues, and experience productivity gains, while workers can enjoy geographic flexibility. At the same time, concerns include how to communicate across time zones, share knowledge that isn’t yet codified, socialize virtually and prevent professional isolation, protect client data, and avoid slacking. Research into work-from-anywhere (WFA) organizations and groups that include the United States Patent and Trademark Office, Tata Consultancy Services, and GitLab (the world’s largest all-remote company) highlights best practices and can help leaders decide whether remote work is right for their organizations.

**APA Citation:**
Federal Telework: Key Practices That Can Help Ensure the Success of Telework Programs

Michelle B. Rosenberg

Summary:

Telework offers benefits to federal agencies as well as to the federal workforce. These include improving recruitment and retention of employees, reducing the need for costly office space, and an opportunity to better balance work and family demands. In addition, telework is a tool that agencies can use to help accomplish their missions during periods of disruption, including during the current COVID-19 pandemic. Congress has encouraged federal agencies to expand staff participation in telework, most recently by passing the Telework Enhancement Act of 2010 (the Act). The Act established requirements for executive agencies’ telework policies and programs, among other things. This statement provides key practices to help ensure the success of telework programs. The statement is based on the Government Accountability Office’s body of work on federal telework issued from July 2003 through February 2017.

APA Citation:


Sustaining Employee Networks in the Virtual Workplace

Daniel Z. Levin and Terri R. Kurtzberg

Summary:

The coronavirus pandemic has led to a surge in virtual work across companies, with many or even all employees working from home for an extended period of time. One of the key unintended consequences of this widespread switch to virtual work is the impact on the relationships and interpersonal networks within organizations. By better understanding
how working remotely can damage connections, trust, and cooperation, managers can act to mitigate those effects. One of the biggest drivers of who interacts with whom in organizations is physical proximity—a phenomenon that’s been observed from the U.S. Senate to the Google campus. Amazingly, even a distance of a meter or two can make a big difference. When everyone goes virtual, though, employees can no longer casually run into someone in the hallway or one desk over. They do still keep in touch with the people they feel closest to, and with coworkers they’re required to work with on particular tasks, but with everyone else, the level of interaction is drastically reduced.

APA Citation: