

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

2014 Status of Telework in the Federal Government Report to Congress

Fiscal Year 2013



Message from the Acting Director

I am pleased to present the 2014 Status of Telework in the Federal Government report, the third status report we have published since the signing of the Telework Enhancement Act of 2010. This report provides an overview of Federal telework programs and shows the continued progress of telework in the Federal Government.

Agencies have made enormous progress towards satisfying the requirements of the Telework Enhancement Act. The report shows that agencies have not only met basic statutory requirements, but have also taken steps to strategically leverage telework in support of critical goals. For example, agencies are using telework to ensure the continuity of operations during emergencies. This is reflected in the increased use of situational telework and the higher rate of telework participation in times when there are weather-related delays or closures.

Results from the Federal Employee Viewpoint Survey (FEVS) are included in the report and show increased participation in telework over time among diverse employee groups. The characteristics of teleworkers mirror the characteristics of the Federal Government as a whole, and telework participation is increasing among employees, supervisors, managers, and executives.

FEVS data also demonstrate that increases in telework participation have occurred alongside a downward trend in reported barriers to telework. Reducing barriers to telework is critical to our ability to fully realize the benefits of telework. For example, the report shows that compared to employees who face barriers to telework, employees who telework have more positive job attitudes and are less likely to want to leave their agencies.

Agencies are indeed leveraging telework to achieve a wide range of goals and have made progress in systematically achieving those goals. Multiple agencies report setting and evaluating specific goals related to telework participation and associated benefits, including recruitment, retention, performance, continuity of operations, and cost savings.

Although barriers such as management resistance and tight budgets still present challenges, agencies are using creative strategies to improve the implementation of telework programs. Agencies have also taken important steps to ensure data security and enhance awareness, support, and accountability.

Telework has never been more important for the Federal Government. The continued improvement and expansion of telework ensures that agencies are better able to achieve their missions and better serve the American people.



Acting Director Beth F. Cobert

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Executive Summary

Since 2010, when Congress passed the Telework Enhancement Act (the Act), Federal agencies have made remarkable progress in developing and utilizing telework programs to achieve mission objectives. The Act mandated that OPM will provide an annual report to Congress addressing the telework programs of each Executive agency (5 U.S.C. § 6506), and this report provides comprehensive information showing the telework trends over a multi-year perspective gained by an overview of the evaluative data collected since the signing of the Act, including 2011-2013. Overall findings indicate that 1) agencies have continued to satisfy requirements established in the Act for telework implementation, 2) employee participation in those programs has steadily increased, and 3) many agencies have achieved effectiveness goals established for their telework programs, including talent retention, continued operations during emergencies, and cost savings.

About the Research

As directed in the Act, OPM assesses telework progress across agencies with findings reported in an annual status report. The research for the report included analyzing the following agency and employee data:

- The annual agency Data Call (the Data Call) issued to all Executive agencies by OPM provides the core data for the report. Data captured through this instrument represent official agency telework records. The Data Call used to collect 2013 data included a stronger focus than in the prior two years on agency goal-setting efforts, evaluation, and achievement under the Act.
- Previous agency data collected since the signing of the Act allow for a longitudinal perspective on telework trends in the Federal Government.
- The Federal Employee Viewpoint Survey (FEVS) provides employee perceptions of whether, and to what extent, conditions characteristic of successful organizations are present in Federal agencies. Two telework questions were added to the FEVS in 2011, and results of comparative data analysis from 2011, 2012, and 2013 FEVS are included in this report. Comparisons of responses from teleworkers and non-teleworkers over time allow analysis of attitudes and behaviors important to agency performance, including employee attraction, satisfaction, and retention.

The Majority of Departments/Agencies Have Satisfied Act Requirements

The three-year analysis of Federal telework data indicates that the clear majority of Departments and agencies have met program requirements. Under the Act, Executive agencies are required to (1) establish a telework policy, (2) designate a Telework Managing Officer (TMO), (3) determine employee eligibility to telework and notify all employees of their eligibility to telework, (4) require a written agreement between an agency manager and each of his/her employees authorized to telework, and (5) ensure that an interactive training program is provided to eligible employees and their managers. With very few exceptions, agencies report full implementation of Act requirements to develop solid telework programs. To summarize agency progress in satisfying Act requirements:

- 83 percent have a telework policy in place that meets Act requirements (the remainder report ongoing efforts to incorporate all elements of the Act in policies)
- 95 percent have appointed a Telework Managing Officer (TMO)
- 99 percent have determined the telework eligibility status of their employees
- 92 percent have notified all employees of their eligibility status
- 94 percent have maintained records of employee telework agreements
- 99 percent ensure an interactive training program is available to employees and managers as prescribed in the Act (the most frequently listed source of training for both employees and managers is the web-based telework training available through OPM (www.telework.gov))

Telework Supports Emergency Preparedness

The Act directs Executive agencies to adopt telework as a part of the agency's Continuity of Operations Plan (COOP). Data Call results from the last three years show that agencies have established the role of telework in preparedness by including telework in their emergency preparedness policies. Results from the Data Call indicate that 78 percent of agencies included in their telework policies information regarding the use of telework during emergencies. Additionally, slightly more than half of responding agencies reported providing teleworkers specific training on work responsibilities and procedures during emergencies – reflecting a marked Governmentwide improvement over the course of one year (52 percent of agencies in 2013, compared to 46 percent in 2012 and 34 percent in 2011). A significantly lower percentage of agencies reported conducting exercises to help employees gain experience with teleworking during emergencies reflecting, relatively stable numbers over the past few years (17 percent in 2013 compared to 16 percent in 2012).

Agencies Protect Information Security among Teleworkers

Agencies reported that they take routine steps to ensure data security when employees telework. In previous reports, agencies cited data security issues and inadequate technology as recurring barriers to telework; however, as in prior years, Federal agencies continue to pursue a variety of methods to ensure the security of personally identifiable information (PII) during telework. For example, agencies use two-factor authentication for remote access (56 percent of agencies), encryption of all PII information (42 percent), restrictions on what information can be removed physically from an agency facility (40 percent) and by whom (33 percent), and password protection for all PII files (35 percent) to secure agency data. Results from the Data Call also indicate some agencies encrypt data on mobile devices and require data to remain on agency systems.

Telework Eligibility and Participation Have Increased

Agency responses to the Data Call indicate that telework eligibility (a prerequisite to telework participation) and participation have increased over time. Participation questions on OPM's Data Call have been added to and refined since 2011 to align with improvements in agency data collection capacity and to capture the variations that occur due to changing seasons and the activation of policies such as OPM's *Washington, DC, Area Dismissal and Closure Procedures*. Participation data were

collected for the month of September in 2011, 2012, and 2013, for the fiscal years of 2012 and 2013, and for the month of February 2014.

Results show specific positive trends in eligibility and participation:

- Telework eligibility increased from 33 percent of all employees in 2011 to 45 percent of all employees in 2013.
- September telework participation remained relatively stable over time: 23 percent of eligible employees teleworked in September 2011 and between 21 and 23 percent of eligible employees teleworked in September 2013 (depending on the subset of agencies).
- Fiscal year telework participation increased from 29 percent of eligible employees in 2012 to 39 percent of eligible employees in 2013, reflecting increased use of situational telework.
- February telework participation was higher compared to September participation, with 23 percent of eligible employees teleworking in September 2013 and 26 percent of eligible employees teleworking in February 2014. The higher participation most likely reflects the impact of weather-related agency closures and delays as well as use by teleworkers of agency flexibilities such as unscheduled telework or unscheduled leave on days where the office is open but OPM makes an announcement triggering the use of such flexibilities.

Data on employees' self-reported telework participation from the FEVS further corroborate the finding that telework has increased since 2011 (from 21 percent in 2011 to 27 percent in 2013).

Situational Telework Increased

Agency responses to the Data Call indicate a notable trend towards increased use of situational telework (i.e., approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing, and regular telework schedule). In a year-to-year comparison of September snapshots, a greater percentage of teleworkers engaged in situational telework in 2013 (34 percent) as compared to 2012 (25 percent) and 2011 (23 percent). Similarly, situational telework increased from fiscal year 2012 (40 percent) to fiscal year 2013 (46 percent).

OPM encourages agencies to make telework available on a situational basis to foster continuity of operations during snowstorms and other unusual events. Agencies can use telework to promote continuity of operations by permitting eligible employees to continue working even when agency buildings are closed. The increased prevalence of situational telework observed in the Data Call suggests that agencies are increasingly utilizing telework as a tool for ensuring continuity of operations during weather emergencies or other agency closures.

Teleworker Characteristics

FEVS data provide insights into the demographic and employment characteristics of teleworkers, including gender, age, supervisory status, and agency tenure. Results indicate that the demographic and

employment characteristics of teleworkers have remained remarkably stable over the past three assessment years. In summary, Federal teleworkers are:

- Just as likely to be a man as a woman (50 percent male and 50 percent female);
- Largely non-supervisors (81 percent across all three years);
- Somewhat older, with nearly three-quarters of identified teleworkers in the 40 and older age category; and
- Likely to show fairly stable Federal tenure, with 67 percent of respondents reporting tenure of six or more years in the same agency for both 2012 and 2013.

Notably, FEVS demographic and employment characteristics for teleworkers mirror the same characteristics shown in Federal population data. The representation of teleworkers across Federal employee groups suggests that agencies are offering telework opportunities at an equal rate across demographic groups in the Federal workforce.

Agency Efforts to Remove Barriers and Promote Telework

Despite the progress made by agencies to advance telework, officials continue to report barriers to full implementation of telework. In 2013, and consistent with prior years, the three most commonly cited barriers from the Data Call include management resistance (22 percent of reporting agencies), information technology (20 percent), and the nature of an employee's work or position (19 percent).

Barriers to telework are also captured by employee responses to the FEVS and reinforce official agency descriptions of barriers. Specifically, 34 percent of FEVS respondents not able to telework cited the nature of the work (e.g., physical presence required) as the primary barrier. Twenty-one percent of employees attributed their inability to telework to management resistance (e.g., lack of management approval). A smaller percentage of respondents (6 percent) identified technical issues as a barrier.

Agencies reported a number of approaches they have taken to overcome barriers, including:

- Conducting agency-wide marketing campaigns
- Developing telework data dashboards
- Re-evaluating job and task suitability for telework

Agencies Promote Telework for Emergency Situations

In the Data Call, agencies identified strategies used by management to promote telework for emergencies. The most commonly cited strategy for advancing telework has been to emphasize telework as a means to provide continuity of operations (COOP) (76 percent of agencies in 2011 and 2012, and 74 percent of agencies in 2013). Common approaches for promoting telework include highlighting the benefits of telework in agency-wide meetings, issuing agency-wide emails of support, and aligning telework with agency strategic goals and mission.

Declining Barriers for Multiple Groups of Teleworkers

The FEVS also provides comparative information on teleworkers compared to non-teleworkers, and particularly reveals a broad downward trend in reported barriers to telework over the past few years, applicable to a number of groups:

- In general, a greater proportion of male survey respondents reported barriers to telework compared to female respondents. However, both the percentages of men as well as women reporting barriers have markedly declined since the first data collection following the passage of the Act. In 2011, 70 percent of men reported barriers while 64 percent reported barriers in 2013. Similarly, 65 percent of women reported barriers in 2011 compared to 58 percent of women in 2013.
- Non-supervisors, supervisors, and managers/executives consistently report fewer telework barriers, along with an increase in telework participation. Supervisors and managers/executives also indicate an increase in leadership support for telework programs – a key dynamic important to strong telework participation by non-supervisory employees.
- Additionally, respondents across age groups captured in the FEVS reported an increase in telework participation along with a decrease in telework barriers. In particular, the youngest group of employees (aged 20-29) reported an increase in telework from 17 percent in 2011 to 23 percent in 2013. Telework is an important recruitment and retention tool.

Agencies Continue to Set and Achieve Meaningful Goals for Telework

When appropriately implemented, telework programs have the potential to contribute to a range of benefits for individual employees (e.g., increased individual productivity, job satisfaction), agencies (e.g., improved employee recruitment and retention, performance, continuity of operations), and communities (e.g., decreased pollution from commuting related-emissions). The current report includes the following findings regarding agencies' telework participation goal-setting and achievement:

- For the evaluation period beginning with the signing of the Act, the percentage of agencies that set a fiscal year participation goal has sharply increased: 56 percent for fiscal year 2012; 68 percent for fiscal year 2013; and 86 percent for fiscal year 2014. Conversely, the number of agencies unable to set a fiscal year participation goal for telework has declined: only 12 agencies did not set a telework participation goal for fiscal year 2014, compared to the 26 agencies that did not set a goal for fiscal year 2013. Agencies indicated that failure to establish a goal did not reflect a lack of skill or motivation; rather they were unable to set such a goal because of contextual constraints (e.g., unanticipated retirements and other forms of staff turnover, inadequate data collection systems).
- Altogether, agencies have made remarkable progress in goal achievement. Fifty-two percent of agencies met participation goals established for fiscal year 2013 as compared to 18 percent for fiscal year 2012. Goal-setting and assessments have also improved in transparency since the first year of data collection, and many more agencies are now adept at setting numeric goals.

The Act directs agencies to set effectiveness goals as appropriate for telework programs (e.g., emergency preparedness, recruitment and retention, performance), and OPM's Data Call asks agencies to report on relevant goal-setting activities. Many agencies described the use of fairly sophisticated evaluation designs, with data collected over time, utilizing comparative groups, and before and after initiative implementation comparisons. Given such rigor, results provide overall compelling evidence to support agency reports of met goals shown here:

- Emergency preparedness goals were the most frequently established; 66 percent of the 41 agencies met these types of goals.
- Improved employee attitudes were the second most cited goals; 56 percent of the 36 agencies were successful in meeting goals for improvements in job satisfaction and other employee attitudes.
- Telework is often implemented as a tool for attracting employees, and 50 percent of the 26 agencies that set a recruitment goal for their telework programs met that goal. A related goal, employee retention, was achieved by 68 percent of the 28 agencies that established it.
- The Act lists other benefits of telework. Fewer agencies chose to set goals in these additional areas, but the proportions that reported goal achievement of such goals is encouraging. For example: (1) employee performance improvement goals were set by 11 agencies and met by 72 percent, (2) reduced commuter miles, established by 16 agencies and achieved by 69 percent, (3) reduced energy use, set by 9 agencies and met by 67 percent, and (4) reduced real estate costs, established by 17 agencies and achieved by 35 percent.

Agencies were asked to provide reasons for unmet outcome goals, and for the most part, reports indicated that many goals were too recent for improvement and assessment. Agencies also indicated data unavailability or budget constraints as reasons for unmet goals.

Cost Savings

The 2013 Data Call also included a question to explore cost savings through telework. Agencies reported savings for: office space (n=7 agencies), utilities (n=3), human capital (n=6), training (n=2), and reductions in employee absences (n=9).

Additional Telework Benefits

Analysis of FEVS data from a broad, Governmentwide perspective indicate that telework relates to a number of positive outcomes beneficial to Federal performance. Results indicate that telework contributes to performance. Findings that provide useful benchmarks for agency goal-setting and assessment efforts are as follows:

- Compared with employees who do not telework because of a barrier, teleworkers show significantly higher average scores on job satisfaction, intentions to remain with the agency, and

a greater feeling of empowerment over work processes. Outcomes like satisfaction and employee retention are directly related to agency costs. With turnover cost estimates ranging from 90 percent to 200 percent of an employee's annual gross salary, the strong relationship between telework and decreased turnover intentions in 2013 support the cost benefits of telework.

- When compared with non-teleworkers, teleworkers show consistently higher scores on performance management indicators (e.g., “I know what is expected of me on the job” and “I am held accountable for achieving results”).
- Overall success of Federal telework is measured in the FEVS item that asks teleworkers to describe their satisfaction level with telework in their own agency. Scores show a steady increase, from 72 percent in 2011 to 80 percent in 2013.

Next Steps

This third annual report under the Act presents results that testify to ongoing and successful inter-agency collaborations, including between OPM and Federal agencies. Findings demonstrate that agencies are committed to the systematic implementation of telework to promote Government effectiveness. To support agency efforts to advance the use of telework as a strategic tool, OPM will continue to work in a consultative capacity with agencies to facilitate program evaluations, continuous telework program improvement, evaluation, and interagency learning. OPM will continue to host briefings and seminars to support agency improvement efforts in goal-setting and goal measurement. As instructed in the Act, OPM will continue to collaborate with agencies to ensure that policies and statutory requirements related to telework are understood and applied appropriately.

Introduction

The Telework Enhancement Act outlines a number of specific responsibilities for the U.S. Office of Personnel Management (OPM), including reporting and consultative roles. This report is the third released in response to the Act, and it was produced to satisfy the Act's mandate to OPM to compile and submit an annual report to Congress on the status of telework programs within Executive branch agencies.

Drawing upon evaluative data collected from 2011 through 2013, the purpose of the current report is to provide a comprehensive overview of the progress Executive branch agencies have made in achieving the vision and goals for Federal telework outlined in the Act. As in prior years, data collection has focused on examination of a number of key questions, with the report organized to address:

- Have agencies implemented programs in accord with parameters specified in the Act?
- Who teleworks in Federal agencies?
- How do employees telework (e.g., frequency)?
- Do any constraints operate to stall advancement of Federal telework and how have agencies addressed identified constraints?
- Do desired outcomes occur (e.g., employee satisfaction, talent retention, cost savings) when employees telework?

Overall, the report provides evidence of remarkable progress. In general, agencies have developed the robust programs necessary to achieve telework program goals, including talent retention, continued operations during emergencies, and cost savings. With employee participation steadily rising, Federal telework programs are used successfully by agencies to achieve mission objectives in service of the American public. Moreover, agencies have achieved the capabilities to both set and advance critical, mission-related goals through telework.

Background

As discussed in previous reports, implementing the requirements of the Act has meant a fundamental shift in how agency stakeholders have traditionally viewed and developed telework. Perceptions of telework as a flexibility option exercised by a few individuals have evolved to a widespread appreciation of the potential global utility of telework as a mechanism for accomplishing specific organizational advantages such as cost savings and improved performance. While the focus is increasingly on agency benefits, telework as a change initiative can be successful only to the extent that employee effectiveness and well-being is sustained through participation in these programs. Efforts to develop telework programs must be guided by the combined needs of the employee and agency.

Satisfying requirements outlined in the Act has meant engaging in substantial organization-wide change for many agencies, and OPM continues to brief agencies in principles of effective organizational change management. Change principles advocated include: (1) create a vision for change, (2) engage

stakeholder support, (3) establish and communicate the need for change and goals, (4) plan for change, (5) identify and grow necessary capabilities, and (6) evaluate change.

Directing successful change management is heavily dependent upon evaluation.¹ Evaluation is critical at all stages – from program conceptualization and implementation to ongoing efforts to sustain an effective program. The research and reporting process utilized in this study draws substantially upon fundamental evaluation principles and tools to assess Federal telework under the Act.

Summary of Report Content

The Act outlines the basic content of the annual report. Reporting requirements focus mainly on telework participation and agency goal-setting for employee participation. The Act also encourages agencies to set outcome goals for telework programs (e.g., energy use, employee attitudes); this report includes agency assessments of measurable progress for established outcome goals.

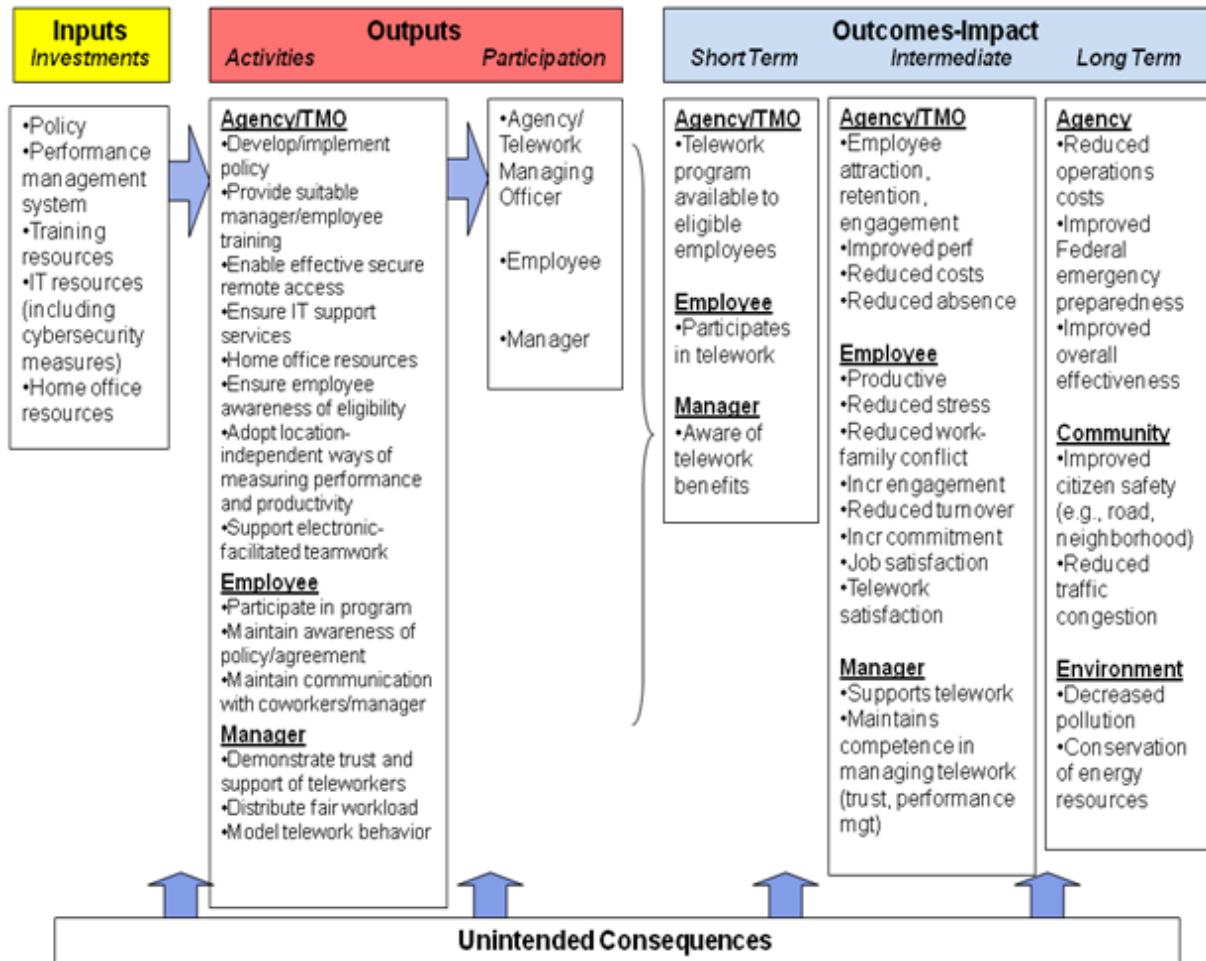
In the first year following the enactment of the Act, agencies focused largely on establishing employee eligibility criteria, developing policies, setting criteria for telework agreements, and providing employee/manager training. The first status report released in 2012 focused largely on agency efforts to comply with the statute through an implementation evaluation approach in data collection and analysis. The 2013 report built on this foundation, with a focus shift from the basic fact of implementation to emphasize processes important to the development of successful telework programs, as well as some initial assessment of goal-setting and evaluation activities.

The current report builds upon prior findings and focuses on agency goal-setting and evaluation efforts. Summative results indicate that agencies have continued to systematically develop and evaluate telework programs, resulting in numerous potential benefits for Federal workforces and workplaces. Evidence provided by agencies indicates systematic measurement and evaluation is increasingly undertaken by many agencies in the assessment of outcome goals. In general, agencies have become much more adept at establishing goals linked to agency mission and their evaluations of progress toward achieving those goals show remarkable improvements over the evaluation period.

A logic model was developed by OPM in 2011 to guide evaluation of the overall change initiative pursued under the Act. The model is displayed in Figure 1 as a roadmap to understand the evaluation process and goal objectives guiding agency efforts to promote telework.

¹ Worley, C., & Cummings, T. (2009). *Organization Development and Change*, (9th ed.) Mason, OH: Cengage Publishing.

Figure 1: Federal Telework Logic Model



Following the logic model, the first section in the current report considers program implementation with guiding questions around program resources (e.g., policy) and activities (e.g., training). Research shows that failure of programs to achieve expected outcomes may reflect a failure to completely or adequately implement a program.² Equally important to program success, matters related to process are addressed in the second portion of the report, especially participation and frequency of telework. The final major section of this report considers program outcomes, with summaries of progress over the last three years. While some outcomes can be expected to occur rather quickly with the implementation of a program (e.g., telework participation), others, particularly broad community changes (e.g., reduced traffic congestion and pollution), are only achieved once a critical mass in participation and telework frequency has been achieved. A number of these program impacts are considered among outcomes.

² Rossi, P., Lipsey, M., & Freeman, H. (2004). *Evaluation: a systematic approach*. Thousand Oaks, CA Sage: Publications, Inc.

Research Design and Method

The research design and method for this report were developed to support systematic, rigorous data collection. Research began with and was guided by definition of terms (e.g., telework, remote work, eligible to participate) to ensure the consistent, shared understanding important to valid, reliable data collection. Definitions are included in the Data Call (see Appendix 1).

Data for this report came from multiple sources, including the 2011 through 2013 Telework Data Calls and the 2011 through 2013 Federal Employee Viewpoint Surveys (see Appendix 2 for detailed information about the research methodology).

- The annual **Telework Data Call** (the Data Call) requests quantitative and qualitative data representing official records and telework practices maintained by executive branch agencies. Agencies provide information reflecting program implementation (e.g., status of the telework policy, telework eligibility standards, sources of training, program resourcing), levels of participation and frequency of participation in telework programs, and descriptions of goal-setting efforts and any results of goal assessments (e.g., emergency preparedness, employee recruitment/retention). Liberal use of open-ended items in the Data Call provides some explanatory information from the agency perspective. In addition to the questions used in previous data calls, the 2013 Data Call included expanded goal-setting items to more accurately assess agency progress in developing and evaluating telework goals. The 2013 Data Call also included new questions asking about telework participation and frequency of participation in February 2014. The purpose of these questions about February was to assess the potential impact of disruptive events such as weather-related closures. OPM made more weather-related closure announcements and options for unscheduled telework than during any other month during the winter of 2013-2014 (see OPM archives at <http://www.opm.gov/policy-data-oversight/snow-dismissal-procedures/status-archives/>). See Appendix 1 for the revised Data Call administered to agencies for use in this report.
- The **Federal Employee Viewpoint Survey** (FEVS) provides quantitative data and reflects another important stakeholder perspective: Federal employees. The FEVS is an annual survey of Federal employees. Results from analysis of the FEVS data allow description of employee participation in telework, reasons for non-participation, and some initial insights into the relationship between telework and outcomes important to telework program success (e.g., employee satisfaction, retention). The FEVS information allows comparison of teleworkers' and non-teleworkers' experiences and perceptions – a more robust design for establishing linkages between program and outcomes.

The table in Appendix 3 displays the link between anticipated effects, measures, and data sources. Methods used to assess listed questions/topics are also described.

Analysis

Analysis activities focused on readying and assessing data from the two different sources.

Data Call Analysis

Most data collected through the 2013 Data Call consisted of numeric or categorical data. To analyze this information, OPM used common statistical methods such as frequencies, percentages, and cross-tabulations (crosstabs). When possible, results from the last two status reports (2012 and 2013) were used as a baseline to gauge progress in telework program implementation and participation and to assess the success of programs as strategic tools.

The 2013 Data Call also included a number of open-ended questions. These questions took two forms. First, OPM included a space labeled “Other. Please describe:” for many close-ended questions. Second, agencies were asked to describe goal setting activities, efforts to promote telework, and barriers to participation via open-ended questions.

OPM followed a systematic process for analyzing the qualitative information. OPM researchers were asked to identify new themes in the data as well as identify qualitative responses that did not provide new information, but overlapped with existing item response categories. Codes and coding were assessed independently by a second rater to establish reliability. The lead researchers on the project reviewed and confirmed the coding schemes and coded data before finalizing the analysis used for the report.

FEVS Analysis

The 2013 FEVS was administered to full-time and part-time, permanent, non-seasonal employees. Analysis of the FEVS data consisted of a series of crosstabs between the telework item and a variety of demographics and outcomes. The telework survey items on the FEVS included telework eligibility, telework participation status, and telework satisfaction among program participants. The telework status item was recoded from its original form, with several categories being grouped together into three categories: 1) employees who telework, 2) employees who do *not* telework because of a barrier (e.g., not allowed, limited by technology), and 3) employees that do *not* telework by choice. Response options for the telework satisfaction item were also grouped, such that “strongly agree” and “agree” were combined, as were “strongly disagree” and “disagree.” A similar approach was utilized for other survey items with scaled response categories. Responses of “do not know/no basis to judge” were removed before calculating percentages.

All FEVS analysis used the weights provided in the dataset. The data were weighted to produce survey estimates that accurately represent the Federal employee population. Unweighted data could produce biased estimates of population statistics. The weights developed for the 2013 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point variation.

Results

The analysis in this report addresses five main questions that guided OPM's research. First, have agencies implemented programs in accord with parameters specified in the Act? Second, who teleworks in Federal agencies? Third, how do employees telework (e.g., frequency)? Fourth, do any constraints operate to stall advancement of Federal telework and how have agencies addressed identified constraints? Finally, are desired outcomes met (e.g., employee satisfaction, talent retention, cost savings) when employees telework?

To address these questions, the following analysis begins with a review of agency progress in meeting Act requirements related to telework program implementation, including a summary of progress among Executive branch agencies in addition to a detailed breakdown of agency responses to program implementation questions. This is followed by an analysis of telework participation and frequency, including trends over time, drivers of changes in participation, barriers and challenges to telework participation, and agency management efforts to promote telework. Next, the report presents information on the characteristics of Federal teleworkers and how they compare with non-teleworkers. Finally, the report focuses on outcomes associated with Federal telework programs by examining employee outcomes as well as agency-level goal-setting and assessment.

Telework Program Implementation: Act Requirements

The Telework Enhancement Act of 2010 established requirements that all Federal Executive agencies were to complete by June 30, 2011. Agencies were directed to:

- Establish a policy under which eligible employees could be authorized to telework;
- Designate a Telework Managing Officer (TMO) who would be responsible for policy development and implementation (in addition to serving as an advisor for agency leadership and a resource for managers and employees on all matters related to telework, the TMO also is required to consult and coordinate with OPM to satisfy mandatory annual data collection and reporting requirements);
- Determine and notify all employees of their eligibility to telework;
- Require a written agreement between an agency manager and each of his/her employees authorized to telework;
- Ensure that an interactive training program is provided to eligible employees and their managers and that the training is successfully completed by employees prior to entering into a telework agreement, unless specifically waived by the head of the agency; and
- Adopt telework into the Continuity of Operations Plan (COOP).

As OPM has previously reported, many agencies complied with these requirements in 2011, and in 2012 agency programs continued to align with Act requirements. Implementation of requirements is considered here in summary of the three year assessment of agency progress. Results demonstrate that as of 2013, the majority of agencies have fully complied with Act requirements related to telework policies, designation of a Telework Managing Officer, determination and notification of telework eligibility, establishment of telework agreements, provision of telework training, and incorporation of telework into emergency planning.

Summary of Progress in Meeting Act Requirements

As of 2013, all Executive agencies required to report to OPM have met or nearly met all of the Act requirements. The most common area that agencies are still working on is fully updating agency telework policies to include all Act requirements. In the few instances where agencies have not met all Act requirements, efforts to do so are underway. This progress supports the evolution of Federal telework programs from an initial focus on the basic requirements of program implementation to an increased emphasis on process considerations that are required for effective programs.

OPM has increasingly focused training and support for telework coordinators and Telework Managing Officers on understanding strategic planning for telework programs, setting appropriate outcome goals, and evaluating progress towards achieving those goals. As shown later in this report, agencies have made progress in strategic goal-setting and telework program evaluation.

OPM assessed overall agency progress towards meeting key requirements of the Act based on responses from the 2013 Data Call. More detailed results for individual requirements are discussed in the following section. Summary assessments are intended to provide a broad picture only of progress since the Act was initially implemented. The results demonstrate that across the Federal Government, the requirements of the Act have been widely implemented, with only rare instances of agencies that are not at least in the process of fulfilling requirements.

Based on reported data, for Executive agencies reporting in 2013:

- 83 percent have a policy in place that meets Act requirements
- 95 percent have appointed a Telework Managing Officer (TMO)
- 99 percent have determined the telework eligibility status of their employees
- 92 percent have notified all employees of their eligibility status
- 94 percent have maintained records of employee telework agreements
- 99 percent have made training available to employees who telework
- 93 percent have incorporated telework into COOP and/or emergency planning

Of the 14 reporting Executive agencies that did not have a fully compliant policy in place as of 2013, nearly all of them reported that they were in the process of updating their policies. Most of the policies were involved in lengthy approval processes and bargaining unit negotiation. The vast majority of Executive agencies have appointed a TMO, determined the eligibility status of their employees, notified

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all employees of their eligibility status, maintained records of employee telework agreements, provided employees with telework training, and incorporated telework into agency COOP or emergency planning.

Aligning Agency Telework Policies with the Act

Building upon progress made last year, 75 of the 88 responding agencies (85 percent) developed policies that were revised and approved to include the Act's requirements (Table 1). Eleven agencies were still working towards bringing telework policies into compliance with the Act, an improvement since 2012 when 17 were still working to update policies. Revising a policy is a lengthy process, and it often involves multiple layers of internal review and negotiations with bargaining units.

Table 1: Agency Telework Policies

What is the status of the agency telework policy currently in place as of September?	2013	2012	2011
We have a policy in place and it has been revised and approved to include requirements in the Act (e.g., written telework agreements)	75 (85%)	68 (76%)	60 (70%)
We have a policy in place but it does not include the Act requirements and we are currently working to update it to incorporate elements of the Act not already included	11 (13%)	17 (19%)	23 (26%)
We do not have a telework policy in place, but a policy is being developed	2 (2%)	2 (2%)	-
Other	0 (0%)	3 (3%)	-
Agency had an existing policy in place that met the requirements of the Act	-	-	3 (3%)
Agency has a policy approved, but it does not include all of the requirements of the Act	-	-	1 (1%)
Total	88	90	87

Designating Telework Managing Officers

The Act requires the head of each Executive agency to designate a Telework Managing Officer (TMO) within "the Office of the Chief Human Capital Officer or other comparable office with similar functions" [5 U.S.C. § 6506(a)]. Most agencies have established a permanent TMO. In the 2013 Data Call, 78 agencies (88 percent) indicated they had a permanent TMO, while six agencies had an acting TMO and five agencies did not have a TMO (Table 2).

Table 2: Telework Managing Officers

Status of TMO	2013	2012	2011
Acting	6 (7%)	12 (13%)	10 (12%)
Permanent	78 (88%)	75 (83%)	75 (86%)
We do not currently have a TMO	5 (6%)	3 (3%)	2 (2%)
Total	89	90	87

Note: Column totals may not add up to 100 percent due to rounding.

Setting Eligibility Criteria

The Act requires agencies to notify employees of eligibility, but before agencies could meet that requirement they had to determine which employees were eligible to telework. Eligibility determinations are generally made based on characteristics of the position and the incumbent employee in that position. First order determinations of eligibility consider the type of work and duties. Whether or not an employee incumbent in such an eligible position can actually participate in telework is a second order decision based often on employee tenure, performance rating and so on. The Interagency Telework Measurement Group accordingly defined eligibility as *eligibility to participate in telework*. This definition included criteria established for participation from the Act and also recognized agency discretion to disqualify employees from telework under criteria unique to an agency's policy. As in previous years, agencies were asked to describe agency-specific eligibility criteria.

In the Data Call, the construct for eligibility to participate was clearly defined in the instructions. Respondents referenced this definition to describe eligibility standards for their agencies. In 2013, the number of agencies with policies including additional eligibility criteria remained relatively constant compared to 2012, with 54 agencies reporting the use of additional criteria.

As shown in Table 3, performance rating requirements remain the most commonly reported additional eligibility criterion beyond those in the Act (52 percent), followed by conduct resulting in disciplinary action (39 percent), required period of employment (30 percent), and category of employee (25 percent). Agencies have also described a diverse set of additional criteria such as the classified nature of work, security concerns, technology requirements, and employee capacity to work independently, among others.

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Table 3: Additional Eligibility Criteria Used by Agencies

What are the additional criteria that your agency uses for disqualifying an employee from telework?	2013		2012		2011	
	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies
Performance rating not at required level	46	52%	48	53%	35	40%
Required period of employee not satisfied	27	30%	28	31%	22	25%
Category of employee not allowed to participate	22	25%	17	19%	12	14%
Conduct that resulted in disciplinary action	35	39%	30	33%	23	26%
Other	7	8%	21	23%	-	-

Note: Agencies were allowed to select multiple eligibility criteria.

Twelve agencies (14 percent of respondents) updated their eligibility criteria since 2012, similar to the 16 percent of respondents who updated their eligibility criteria in 2012 (Table 4). The updates reflect ongoing efforts to improve telework policies. Many of the reported updates since 2012 aimed to increase access to telework by making more staff eligible, enabling new staff to telework, increasing supervisor discretion to permit telework, or revising the agency's continuity of operations plan. These figures indicate that policy implementation is a continuous process. Good policy implementation and program development involves continuous review and adaptation in response to new knowledge and circumstances.

Table 4: Updating Eligibility Criteria

Has your agency updated its eligibility criteria since the last data call?	2013	2012
No	76 (86%)	76 (84%)
Yes	12 (14%)	14 (16%)
Total	88	90

Eligibility Policy Variation in Subagencies

OPM asks agencies to report on the status of their telework policies and eligibility requirements using majority practice within the agency. In practice, policies vary substantially within agencies. Table 5 illustrates the subagency diversity for the 14 cabinet level agencies that provided data at the subagency level (see Appendix 4 for a list of agencies required to report at the subagency level and Appendix 5 for a list of responding subagencies).

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In Table 5, policy uniformity is indicated by bold text and shading. A few Departments have fairly uniform policies across the subagencies, including the Departments of Education, Health and Human Services, and State. Some Departments that reported policy uniformity in 2012 reported some variation across subagencies in 2013, including the Departments of Defense, Energy, Labor, and Transportation. The shift away from a uniform policy reflects the fact that telework policy development is an ongoing process. At the overall Department level, the most commonly included eligibility criteria are performance ratings and period of employment, followed by category of employee and disciplinary action for poor conduct.

Table 5: Subagency Eligibility Criteria Variation

Department	No additional criteria	Performance rating	Period of employment	Category of employee	Conduct	Other
Agriculture	6 of 11	5 of 11	4 of 11	0 of 11	4 of 11	2 of 11
Commerce	7 of 13	3 of 13	3 of 13	1 of 13	1 of 13	3 of 13
Defense	0 of 4	4 of 4	4 of 4	1 of 4	4 of 4	4 of 4
Education	0 of 22	22 of 22	0 of 22	0 of 22	22 of 22	0 of 22
Energy	2 of 3	1 of 3	1 of 3	0 of 3	1 of 3	0 of 3
Health and Human Services	13 of 13	0 of 13	0 of 13	0 of 13	0 of 13	0 of 13
Homeland Security	2 of 11	9 of 11	8 of 11	6 of 11	5 of 11	5 of 11
Housing and Urban Development	14 of 22	8 of 22	1 of 22	7 of 22	7 of 22	8 of 22
Interior	14 of 17	2 of 17	1 of 17	3 of 17	0 of 17	0 of 17
Justice	4 of 17	9 of 17	5 of 17	7 of 17	10 of 17	6 of 17
Labor	0 of 23	23 of 23	19 of 23	4 of 23	23 of 23	0 of 23
State	2 of 2	0 of 2	0 of 2	0 of 2	0 of 2	0 of 2
Transportation	5 of 13	7 of 13	3 of 13	2 of 13	6 of 13	0 of 13
Treasury	0 of 12	9 of 12	4 of 12	3 of 12	6 of 12	10 of 12

Note: Rows with bold text and shading indicate policy uniformity across the department

Notifying Employees of Telework Eligibility

The Act requires agencies to notify all employees of their eligibility to participate in telework. Results in Table 6 show clear progress over time and the vast majority (97 percent) of responding agencies have notified all agency employees of their eligibility to telework. The number of agencies in the process of notifying employees has decreased from seven in 2012 to zero in 2013. Only two agencies – Access Board and the International Boundary and Water Commission (IBWC) – reported they have not notified all employees of their eligibility to telework, and IBWC indicated plans underway to do so.

Table 6: Notifying Employees of Eligibility

Have all agency employees been notified of their eligibility to participate in telework?	2013	2012	2011
Yes	85 (97%)	79 (88%)	75 (86%)
No	2 (2%)	0 (0%)	5 (6%)
In progress	0 (0%)	7 (8%)	6 (7%)
Other	1 (1%)	4 (4%)	1 (1%)
Total	88	90	87

Table 7 provides information on the methods used to notify employees of telework eligibility. Agencies used a variety of methods to notify their employees of eligibility to participate in telework, though methods have varied relatively little since 2011. The most common method of notification in 2013 continued to be mass, agency-wide emails (58 percent of respondents) or personal communications (53 percent of respondents). As in 2012, respondents also described using a variety of other methods for employee notification, including agency intranet announcements, telework policies themselves, training efforts, electronic personnel files, newsletters, meetings/briefings, new employee orientation, semi-annual emails, and TMO meetings with individual offices.

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Table 7: Methods of Notifying Employees of Eligibility

How were employees notified of telework eligibility?	2013		2012		2011	
	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies
All eligible employees were notified via a general, mass or agency-wide email	52	58%	48	53%	48	55%
Each employee was notified of his or her eligibility via personal communication (e.g., email, conversation with supervisor)	47	53%	45	50%	39	45%
Other. Please describe:	20	22%	16	18%	19	22%
Have not notified/finished notifying	-	-	-	-	11	13%

Note: Agencies were allowed to select multiple responses.

Agencies update eligibility criteria to align with evolving policy contexts. Changes at the agency level (e.g., mission requirements, policies) may also require revisiting an employee’s telework eligibility. Changing employee situations (e.g., changes in tenure, performance, disciplinary actions) require revisiting eligibility at the level of the individual employee as well. OPM asked agencies to describe how they update employees’ eligibility status and found that about half of agencies update on a case-by-case basis, 23 percent update on a regular basis, 2 percent do both, and 16 percent do not update at all. As shown in Table 8, this distribution is quite similar to 2012. The reason for many agencies not updating eligibility is simply that all agency employees are eligible to telework. The most common reason for selecting “Other” was updating eligibility in accordance with regulations.

Table 8: Frequency of Updating Employees' Eligibility Status

How frequently does your agency update the eligibility status of employees?	2013	2012
On a case-by-case basis	46 (52%)	53 (59%)
On a regular basis (e.g., annually)	20 (23%)	20 (22%)
Both	2 (2%)	2 (2%)
Other	6 (7%)	8 (9%)
We do not update	14 (16%)	7 (8%)
Total	88	90

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Since making initial wide-scale employee eligibility determinations in 2011, many agencies have begun formally notifying new employees of their eligibility. In 2013, 77 agencies (88 percent) notified new employees, an increase compared to 2011 but a decrease compared to 2012 (Table 9). This decrease is likely due to a combination of slightly fewer respondents in 2013 and a small increase in “not applicable” responses now that more agencies have determined that all employees are eligible to telework.

Table 9: Notifying New Employees of Eligibility

Do you notify new employees of eligibility?	2013	2012	2011
Yes	77 (88%)	82 (91%)	70 (81%)
No	5 (6%)	4 (4%)	8 (9%)
N/A	6 (7%)	4 (4%)	-
Other	-	-	4 (5%)
Yes, some subcomponents	-	-	4 (5%)
Total	88	90	86

Note: Column totals may not add up to 100 percent due to rounding.

As shown in Table 10, agencies reported notifying new employees of their telework eligibility status through employee orientations, onboarding processes, supervisor communications, vacancy announcements, handbooks/manuals/policies available online, telework training, emails, and HR communications. Several agencies listed a variety of these methods, and for some, the methods varied within the organization. Since 2012, agencies have especially increased use of new employee orientation, supervisor communications, and materials available online to notify new employees of their eligibility.

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Table 10: Methods of Notifying New Employees of Eligibility

How are new employees notified of telework eligibility?	2013		2012	
	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies
New employee orientation and/or new employee packet	54	61%	37	41%
Communication with supervisor	37	42%	27	30%
Onboarding process	13	15%	9	10%
In vacancy announcement	7	8%	7	8%
Handbook, manual, or policy available (online, intranet)	14	16%	5	6%
Telework training	3	3%	4	4%
Email to new employees	2	2%	3	3%
Communication with HR	5	6%	3	3%

Note: Agencies were allowed to select multiple responses.

Establishing Written Telework Agreements

The Act mandates that a written agreement must be established between the manager and an employee authorized to telework before he/she may participate in telework. A total of 82 agencies reported the ability to track telework agreements at the agency level, while five indicated a lack of an agency-wide tracking system and one indicated that telework agreements are only tracked at the managerial level.

Agencies were asked to describe how often they renew telework agreements. The results have remained largely unchanged since 2011 (Table 11). Most agencies update policies either on a fixed schedule or when a change occurs for the supervisor or employee. In 2013, 13 agencies reported that they do not routinely update agreements. A number of agencies provided “Other” responses, including renewal of telework agreements when memoranda of understanding are negotiated, when employee information changes (e.g., address, contact information), or when the terms of the telework agreement change (e.g., frequency).

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Table 11: When Agencies Renew Telework Agreements

When does your agency renew telework agreements?	2013		2012		2011	
	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies
Telework agreements are updated according to a fixed schedule (e.g., annually with the employee performance review period)	38	43%	37	41%	37	43%
Telework agreements are updated when there is a change in supervisor	45	51%	46	51%	42	48%
Telework agreements are updated when a position change occurs for the employee (e.g., a new position in the same agency, employee goes on detail)	51	57%	49	54%	51	59%
Our agency does not routinely renew telework agreements	13	15%	11	12%	-	-
Other	23	26%	32	36%	35	40%

Note: Agencies were allowed to select multiple responses.

As shown in Table 12, a large proportion of responding agencies (63 percent) are able to track denials of employee requests to establish a telework agreement, a slight increase over 2012 (56 percent). Since tracking systems vary, OPM asked agencies to provide data either cumulatively since the Act or for the entire fiscal year. Detailed information can be found in Appendix 6. Among the 32 agencies that provided cumulative data, 944 requests were denied. For fiscal year 2013, 1,164 requests were denied (31 agencies). The fiscal year 2013 figure is larger than the cumulative figure because NASA reported 656 denials in 2013 but was unable to provide data dating back to June 2011.

Table 12: Agencies' Abilities to Track Telework Denials

Does your agency track the number of employees whose telework agreements are officially denied?	2013	2012
Yes	33 (38%)	31 (34%)
No	33 (38%)	39 (43%)
We have the ability to track, but have not yet denied any requests to telework	22 (25%)	20 (22%)
Total	88	90

Note: Column totals may not add up to 100 percent due to rounding.

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Agencies also indicated, if possible, the reasons for denials (shown in Appendix 7). From most to least common, reasons included type of work (69 denials), performance (25 denials), conduct (11 denials), and office staffing levels (3 denials). These patterns differ somewhat from 2012, when office staffing levels were the most commonly cited reason for denial. Less frequently cited reasons in 2013 included tenure; the employee’s work was not suited for telework, location out of the country, lack of technology, or supervisory discretion.

Training for Telework

The Act requires heads of agencies to ensure that interactive telework training is provided to “(A) employees eligible to participate in the telework program of the agency; and (B) all managers of teleworkers [5 U.S.C. § 6503 (a)(1)(A)(B)].” Agencies often use multiple forms of training, and OPM included a question on the data call to identify the full range of possible approaches to training. Agencies were asked to choose from a list of possible training sources available to Federal agencies.

Manager and employee training options are presented separately in Table 13 and Table 14. The most frequently listed source of training for both groups was the web-based telework training available on OPM’s website (www.telework.gov) and HR University (www.hru.gov). About a quarter of agencies developed their own customized in-person training for both employees and managers, while others chose to develop their own web-based training (19 percent for employees and 18 percent for managers).

Table 13: Telework Training Sources for Employees

Training sources for employees	Number of agencies	Percentage of agencies
Customized in-person telework training developed in house and provided by the agency	21	24%
Customized web-based telework training developed in house and provided by the agency	17	19%
Agency contracts with a vendor to develop and/or provide telework training	4	5%
Web-based training posted on OPM’s telework website (www.telework.gov)	61	69%
Training provided through other sources	5	6%

Note: Agencies were allowed to select multiple training sources.

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Table 14: Telework Training Sources for Managers

Training sources for managers	Number of agencies	Percentage of agencies
Customized, in-person telework training developed in house and provided by the agency	19	22%
Customized web-based telework training developed in house and provided by the agency	16	18%
Web-based training posted on OPM's telework website (www.telework.gov)	63	72%
Agency contracts with a vendor to develop and/or provide telework training (Web-based or in-person training)	4	5%
Training through OPM's Eastern Management Development Center/Western Management Development Center	0	0%
Training through the USDA Graduate School	0	0%
Training provided through other sources	10	11%

Note: Agencies were allowed to select multiple training sources.

When asked to describe how employee and manager training is tracked, respondents commonly cited certificates of completion followed by keeping records of attendance and sign-ins at open training sessions. Among the 56 agencies that provided information, a total of 236,270 Federal employees, including managers, received some form of telework training since the implementation of the Act. Detailed information is available in Appendix 8.

Under the Act, heads of agencies are given the option of exempting employees who were teleworking prior to its implementation from training requirements. The results show that 27 agencies did require these employees to complete training in 2013, while 37 agencies provided the exemption.

Table 15: Training for Employees that Began Teleworking Prior to the Act

Does your agency require training for employees who began teleworking prior to the Telework Enhancement Act of 2010?	2013	2012
No	37 (42%)	37 (41%)
Yes	27 (31%)	35 (39%)
Our records do not enable us to answer this question	24 (27%)	18 (20%)
Total	88	90

Note: Column totals may not add up to 100 percent due to rounding.

Emergency Preparedness and Technology

Telework and Agency Emergency Preparedness

Telework continues to be an important tool used by Federal agencies in their emergency or continuity planning efforts to ensure the essential functions of the Government continue during a wide range of emergencies. The purpose of this section of the report is to evaluate the degree to which agencies have successfully incorporated telework into emergency or continuity planning and to report those findings to Congress.

A key provision of the Act required each Executive agency to “incorporate telework into its continuity of operations plan” [5 U.S.C. § 6504(d)(1)]. According to guidance issued by the Department of Homeland Security in the Federal Continuity Directive 1, “incorporating telework into continuity plans means that these plans identify ways that an organization’s personnel perform the duties and responsibilities necessary to continue the organization’s essential functions during any type of threat or emergency from an approved worksite other than the location from which the employee would otherwise work.”³ Optimally, successful integration of telework into continuity of operations will mean that agencies establish and implement effective telework programs that provide instructions, procedures, and what is expected of employees during emergency situations.

The Act requires OPM to consult with the Federal Emergency Management Agency (FEMA) on policy and policy guidance for telework in the areas of continuation of operations and long-term emergencies. In addition to developing key definitions to assist Federal agencies in meeting the objectives of the Act, OPM worked with FEMA to develop questions for the Data Call that assess and evaluate how agencies integrate telework into emergency planning and continuity of operations. Based on the data collected over a three-year period, it is clear that agencies are integrating telework into their emergency preparedness operations.

For this report, Data Call points of contact (POC) were again advised to work directly with emergency planning staff in an effort to accurately measure responses to questions about telework and emergency preparedness. Agencies were asked a series of policy and training questions that describe different ways in which agencies might incorporate telework into emergency planning.

³ See <http://www.fema.gov/media-library-data/1386609058779-b084a7230663249ab1d6da4b6472e691/2012-Federal-Continuity-Directive1.pdf>

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Table 16: Agency Efforts to Incorporate Telework into Emergency Planning

Reported agency efforts	2013					2012					2011
	Yes	No	No agency plan	Other	N/A	Yes	No	No agency plan	Other	N/A	Yes
The agency Continuity of Operations Plan specifically addresses telework	80 (91%)	4 (5%)	1 (1%)	-	3 (3%)	77 (86%)	5 (6%)	5 (6%)	-	3 (3%)	75 (86%)
The agency Pandemic Influenza Plan specifically addresses telework	61 (69%)	4 (5%)	15 (17%)	-	8 (9%)	64 (71%)	8 (9%)	13 (14%)	-	5 (6%)	66 (76%)
Our agency's telework policy includes information regarding <i>telework during emergencies</i> (e.g., who is supposed to telework, the use of telework as a tool in case of emergencies)	69 (78%)	8 (9%)	-	6 (7%)	5 (6%)	73 (81%)	8 (9%)	-	6 (7%)	3 (3%)	66 (77%)
Teleworkers in our agency are given specific training about what is expected of them in an emergency	46 (52%)	30 (34%)	-	3 (3%)	9 (10%)	41 (46%)	29 (32%)	-	14 (16%)	6 (7%)	30 (34%)
Our agency assesses mission essential functions to identify which functions the organization can conduct via telework	64 (73%)	10 (11%)	-	-	14 (16%)	-	-	-	-	-	-
The office responsible for developing our agency's continuity plan coordinates with our telework office to develop the plan	70 (80%)	6 (7%)	-	-	12 (14%)	-	-	-	-	-	-
Total respondents	88					90					87

Notes: Row totals within years may not add up to 100 percent due to rounding. Some questions were added in the 2013 Data Call but were not asked in previous years.

Table 16 shows agency responses regarding efforts to incorporate telework into emergency planning. On the question of whether an agency's continuity of operations plan specifically addresses telework, there was a marked increase in the number of agencies answering in the affirmative (91 percent in 2013 versus 86 percent for the previous two years). However, on the question of whether an agency's telework policy includes information regarding telework "*during emergencies*" there is a slight decrease (78 percent in 2013 versus 81 percent in 2012 and 77 percent in 2011). The reason for this change is not readily apparent.

The data indicate that most agencies have met the statutory requirements of the Act and have successfully incorporated telework into their emergency and continuity of operations plans. Additionally, when given the opportunity to comment in the "Other" category, a number of agencies

report adopting policies requiring a greater number of employees with telework agreements to telework during agency closures and other emergencies.

The 2013 data call included two additional questions aimed at measuring the extent to which agencies consult with emergency planning staff to determine agency effectiveness during a continuity of operations event. First, agencies were asked to assess the degree to which they identify which mission essential functions can be conducted remotely using telework. Based on the results, nearly three-quarters (73 percent) of respondents indicate they perform this assessment. Second, agencies were asked if the office responsible for developing the agency continuity plan also coordinates with the telework office to develop that plan. As shown in Table 16, 80 percent of the respondents report coordination between the two offices.

Agencies were also asked a series of training questions to assess the different ways in which they incorporate telework into emergency planning. As shown in Table 16, in 2013, a little over half of respondents reported they trained teleworkers on expectations during emergencies. A year-to-year comparison for the periods 2011 to 2013 shows a marked improvement in the percentage of agencies that offer this specific training (52 percent in 2013 versus 46 percent in 2012 and 34 percent in 2011).

In the open-ended comments, four agencies noted that expectations during an emergency are provided in the agency telework policy and/or in combination with emergency telework training. Two agencies noted they have plans underway for training teleworkers in what is expected of them in an emergency. Three agencies responded that all employees with telework agreements are provided training on telework and expected to telework during emergencies, while one agency responded the supervisor provides information to employees regarding telework expectations during emergencies.

A few agencies provided detailed descriptions of how employees are trained to know what is expected of them in an emergency. The description provided by the National Aeronautics and Space Administration (NASA) is quoted here as an example of a current promising practice for training employees regarding expectations during emergencies.

“NASA continues to benefit from the success of the Work from Anywhere program (WFA) which leverages existing workplace flexibilities to maximize productivity, innovation, and, ultimately, mission success. Our goal is to continue to ensure that employees are trained, equipped, and enabled to Work from Anywhere. This unique program demonstrates benefits for both employees and also the agency and society. NASA evaluates the success of WFA through results of the Federal Employees’ Viewpoint Survey (FEVS), anecdotal feedback from employees and managers, and the success of telework drills.”

Agency points of contact (POCs) were also provided with an opportunity to describe how teleworkers are trained to know what is expected of them in an emergency. A range of training strategies were described and these were analyzed and grouped according to common approaches. Results are ordered from lowest to highest number of agencies who described each training approach:

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- All employees are required to complete emergency telework training and an emergency telework agreement (n=1)
- Employee expectations are documented in the telework agreement (n=1)
- All employees with telework agreements are expected to telework during emergencies and agency closures (n=2)
- As part of orientation, onboarding, or enrollment in and approval of telework (n=2)
- The agency policy includes a statement about telework in emergencies (n=3)
- Through mass communication processes, agency newsletters, or bulletins (n=3)
- Supervisors are required to inform employees of expectations (n=3)
- Through emergency drills/exercises (n=5)
- Web-based telework training (n=7)
- As part of COOP or other emergency planning process (n=15)

Questions included in the Data Call asked agencies to report any testing of telework capabilities to support emergency preparation in the agency. As shown in Table 17, essentially the same percentage of agencies in 2013 as in 2012 conduct exercises to help employees gain experience with teleworking in an emergency (16 percent in 2013 versus 17 percent in 2012). The results continue to represent a marked improvement in the number of agencies conducting such exercises in 2011 (only 9 percent). Slightly fewer agencies reported they do not conduct telework exercises for emergency preparedness (36 percent in 2013 versus 39 percent in 2012). This again represents considerable progress over the results reported in 2011 where 50 percent of the agencies reported they did not test telework capabilities to support emergency preparation in the agency.

Table 17: Does Your Agency Conduct Telework Exercises?

	2013	2012	2011
Yes, for all employees	16 (16%)	15 (17%)	8 (9%)
Yes, for those employees required to telework during emergencies only	20 (20%)	16 (18%)	15 (17%)
No	35 (36%)	35 (39%)	43 (50%)
Not applicable/no record	8 (8%)	9 (10%)	4 (5%)
Other. Please describe:	9 (19%)	15 (17%)	16 (19%)
Total	88	90	86

Note: Column totals may not add up to 100 percent due to rounding.

Comments to the “Other” category were analyzed for common themes. One agency noted that employees are expected to default to telework in emergencies, while two indicated they conduct

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informal exercises during OPM announced Government closures or unscheduled telework. Four agencies indicated they plan to issue guidance and/or conduct an exercise in the near future. Five reported that exercises are conducted at the subordinate organization level only and not for the entire agency or department.

Agencies indicating they conducted telework exercises among all employees or for those employees required to telework during emergencies only were presented with follow-up questions regarding emergency testing. The number of agencies initiating telework exercises primarily as part of emergency planning decreased marginally in 2012 as compared with 2011. However, there was a notable increase in 2013 (94 percent versus 85 percent in 2012 and 87 percent in 2011), which may suggest that agencies are doing a better job of leveraging existing resources to strengthen continuity and emergency planning capacity.

Table 18: Are Exercises Intended Primarily for Emergency Planning?

	2013	2012	2011
Yes	33 (94%)	29 (85%)	27 (87%)
No	2 (6%)	5 (15%)	4 (13%)
Total	35	34	31

Agencies that conducted telework exercises were asked to indicate the date of their last exercise (listed in Table 19).

Table 19: Date of Agencies' Last Telework Exercise

Agency	Date (MM/YYYY)
Committee for Purchase from People Who Are Blind or Severely Disabled	03/2013
Corporation for National and Community Service	02/2014
Court Services and Offender Supervision Agency	04/2014
Defense Nuclear Facilities Safety Board	06/2012
Department of State	03/2014
Department of Veterans Affairs	04/2014
Equal Employment Opportunity Commission	04/2013
Farm Credit Administration	01/2013
Farm Credit System Insurance Corporation	03/2013
Federal Deposit Insurance Corporation	03/2014
Institute of Museum and Library Services	04/2014
Millennium Challenge Corporation	06/2012
National Aeronautics and Space Administration	10/2013

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Agency	Date (MM/YYYY)
National Archives and Records Administration	04/2013
National Credit Union Administration	04/2014
National Endowment for the Humanities	08/2012
Nuclear Regulatory Commission	03/2013
Office of Government Ethics	01/2014
Office of Management and Budget (EOP)	02/2014
Office of Navajo and Hopi Indian Relocation	05/2014
Office of Personnel Management	06/2012
Overseas Private Investment Corporation	04/2013
Patent and Trademark Office	04/2013
Peace Corps	06/2014
Pension Benefit Guaranty Corporation	02/2014
Postal Regulatory Commission	08/2013
Securities and Exchange Commission	04/2013
Small Business Administration	06/2012
Trade and Development Agency	04/2014

Respondents were also provided with space to describe additional ways the agency incorporates telework in its emergency plans. Twelve agencies described incorporating telework into existing COOP exercises and training, two require all employees with telework agreements in place to telework during agency closures and emergencies, and six encourage episodic telework agreements or allow unscheduled telework to achieve continuity of operations during weather-related emergencies.

Beyond Act Program Requirements: Technology

This year's Data Call included a number of questions aimed at understanding how technology enables telework in the Federal Government. The ability of the Federal Government to maximally leverage the potential of telework as an innovative human capital management tool is largely dependent upon the effective use of and access to technology. Technology enables the work, communication, and information security required to conduct business outside the traditional office setting. Technological barriers and associated budget constraints are frequently cited by agencies as barriers to further expansion of telework participation.

As shown in Table 20, the number of agencies providing work-related equipment to teleworkers remained virtually unchanged in 2013 (31 percent in 2013 versus 30 percent in 2012 and 25 percent in 2011). Fewer agencies passed the costs onto teleworkers to purchase all telework-related equipment (23 percent in 2013 versus 29 percent in 2012 and 19 percent in 2011), and only 34 percent shared the costs with employees in 2013.

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Table 20: Access to Work-Related Equipment

How do the majority of teleworkers at your agency access work-related <i>equipment</i> for telework?	2013	2012	2011
Agency provides/purchases ALL work-related equipment used by teleworkers	27 (31%)	27 (30%)	20 (25%)
Teleworker purchases all telework-related equipment	20 (23%)	26 (29%)	15 (19%)
Costs are shared by the agency and teleworker	30 (34%)	34 (38%)	26 (32%)
Agency provides equipment, but also permits employees to use personal equipment	9 (10%)	-	-
Other	2 (2%)	3 (3%)	20 (25%)
Total	88	90	81

Note: Column totals may not add up to 100 percent due to rounding.

In Table 21, even though an overwhelming number of agencies continue to rely on employees to provide their own telework-related residential services needed for telework, this number slightly decreased from the last report (68 percent in 2013 versus 79 percent in 2012). Almost a quarter of the agencies shared the cost with the teleworker (23 percent), nearly double the amount in 2012 (12 percent). For agencies providing responses to this question, seven percent reported providing all work-related services used by teleworkers in their home, which was a significant increase over the previous year (3 percent).

Table 21: Access to Work-Related Services

How do the majority of teleworkers at your agency access work-related <i>services</i> for telework?	2013	2012	2011
Agency provides/pays for ALL work-related services used by teleworkers in their home	6 (7%)	3 (3%)	7 (9%)
Teleworker pays for all telework-related residential services	60 (68%)	71 (79%)	50 (61%)
Costs are shared by the agency and teleworker	20 (23%)	11 (12%)	12 (15%)
Other	2 (2%)	5 (6%)	13 (16%)
Total	88	90	82

Note: Column totals may not add up to 100 percent due to rounding.

Telework represents a significant piece of the Federal Government's strategy to maintain essential services during a wide range of emergencies, including severe weather events, natural disasters and

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pandemics. However, in order for telework to facilitate continuity in such situations, the proper technological capacities must be in place (e.g., to accommodate a sudden increase in the number of teleworkers logging onto agency servers). Routine testing of information technology capacity to telework is an essential best practice for ensuring continuity of agency functions in emergencies. However, as demonstrated by Table 22, a third of the agencies (36 percent) conduct tests to measure IT capacity but not on a fixed schedule, and 28 percent do not test specifically for telework.

Table 22: Testing IT Capacity to Telework

How frequently does your agency test IT capacity to support telework?	2013	2012	2011
Never tested	1 (1%)	4 (4%)	1 (1%)
Conducts tests according to regular schedule	22 (25%)	14 (16%)	8 (10%)
Tests, but not on fixed schedule	32 (36%)	24 (27%)	24 (29%)
Does not test specifically for telework	25 (28%)	21 (23%)	24 (29%)
Not able to find this information	7 (8%)	9 (10%)	5 (6%)
Other	1 (1%)	18 (20%)	20 (24%)
Total	88	90	82

Note: Column totals may not add up to 100 percent due to rounding.

The Act directs the National Institute of Standards and Technology (NIST) to issue guidelines ensuring that adequate information and security protections for information and information systems are available for telework. Fully implemented telework programs include policy guidance aligned with NIST guidance. As shown in Table 23, the majority of agencies (65 agencies) have policies consistent with NIST standards.

Table 23: Telework Policy Consistency with NIST Standards

Is your agency's telework policy consistent with NIST standards?	2013	2012	2011
Yes	65 (74%)	65 (72%)	59 (75%)
No	2 (2%)	6 (7%)	3 (4%)
Not sure	15 (17%)	12 (13%)	9 (11%)
Other. Please describe:	6 (7%)	7 (8%)	8 (10%)
Total	88	90	79

Note: Column totals may not add up to 100 percent due to rounding.

The results in Table 24 demonstrate that most agencies also integrate telework into their overall information security policies (67 agencies). A few agencies have chosen to develop separate telework information security policies (13 agencies) or are in the process of designing such a policy (4 agencies).

Table 24: Agency Policy for Telework Information Security

Which best describes your agency's policy governing telework and information security?	2013	2012	2011
Our agency has a separate, written telework information security policy	13 (15%)	9 (10%)	15 (19%)
Our agency is currently developing a separate, written telework information security policy	4 (5%)	4 (4%)	4 (5%)
Telework is covered under our agency's overall information security policy	67 (76%)	58 (64%)	46 (58%)
Other	4 (5%)	19 (21%)	14 (18%)
Total	88	90	79

Note: Column totals may not add up to 100 percent due to rounding.

Information security continues to be a primary concern for agencies, many of which cited information security and technology limitations as barriers to increasing participation and meeting participation goals. As shown in Table 25, Federal agencies use a variety of methods for ensuring the security of personally identifiable information (PII) when employees telework. The number of agencies citing each method of securing PII remained relatively stable. Given an opportunity to elaborate further, some agencies also cited encrypting data on mobile devices and requiring data to remain on agency systems rather than be transmitted to remote stations.

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Table 25: Security of Personally Identifiable Information (PII)

	2013		2012		2011	
	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies
All PII information is encrypted	37	42%	43	48%	36	46%
All PII files are password protected	31	35%	30	33%	26	33%
Privileged rules of behavior are signed for those handling PII	28	32%	34	38%	26	33%
Only those with a compelling need are allowed to download PII	29	33%	32	36%	32	41%
Two-factor authentication is used for remote access	49	56%	45	50%	47	59%
Only government-furnished equipment is allowed for teleworking	14	16%	16	18%	21	27%
No PII, sensitive, or classified information is allowed to be removed physically from the agency facility	35	40%	38	42%	34	43%
No PII, sensitive, or classified information is allowed to be transmitted electronically from the agency facility	24	27%	34	38%	20	25%
Other	25	28%	17	19%	22	28%

Note: Agencies were allowed to select multiple responses.

Participation and Frequency: How Often and How Do Employees Telework?

OPM has collected data to assess participation and frequency of participation since the implementation of the Telework Enhancement Act in December 2010.

Participation

OPM collected telework participation data for several different time periods. To facilitate an understanding of trends in telework participation, OPM asked agencies to report participation and frequency data for a September 2013 timeframe in each data collection year, including the current Data Call.⁴ Beginning in 2012, OPM also collected data on overall fiscal year telework participation, again with the purpose of allowing assessment of trends in fiscal year participation. In addition, as described below, the current Data Call asked agencies for information on telework participation during February 2014 in order to assess the impact of weather-related agency closures during the winter months. OPM made more weather-related closure announcements and options for unscheduled telework available during the month of February 2014 than during any other month during the winter of 2013-2014.

The Governmentwide telework participation numbers across agencies for 2011, 2012, and 2013 appear in Table 26 (see Appendices 9 and 10 for participation data by agency and Appendix 11 for participation data by subagency). The numbers in the table reflect totals for agencies that were able to report data.

A prerequisite to telework participation, the percentage of employees deemed eligible to telework has increased rapidly since the signing of the Act, from 684,589 in 2011 to 1,000,581 in 2013, as shown in Table 26. Telework agreements, also a prerequisite to participation, similarly increased substantially from 144,851 in 2011 to 263,517 in 2013. The number of employees with agreements in 2013, however, has declined somewhat from 2012 when agency records showed 267,227 Federal employees with agreements.

⁴ As described in the 2012 status report, agencies varied substantially in the methods they could use to collect participation data. Many agencies lacked automated systems that would allow them to collect data on actual participation and counted telework agreements instead. Counting agreements does not reflect actual telework behavior in the same way as, for example, asking employees to report actual biweekly telework participation as in the case of appropriately coded payroll systems. In addition, agencies also were not required to notify employees of eligibility until June 2011, and many were still in the process of updating policies and notifying employees as of OPM's 2011 Data Call. For these reasons, OPM selected September 2011 as a representative month for collecting a snapshot of employee participation in the previous 2012 report to Congress. OPM continues to work with TMOs and payroll providers to facilitate automated collection of telework data in all executive agencies.

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Table 26: Total Reported Participation, Frequency, Eligibility, and Telework Agreements

	2013		2012		2011	
	Number of employees	Number of agencies responding	Number of employees	Number of agencies responding	Number of employees	Number of agencies responding
Total number of employees	2,176,978	87	2,157,668	88	2,165,390	86
Employees deemed eligible to telework	1,000,581	86	1,020,034	83	684,589	82
Employees with telework agreements	263,517	83	267,227	81	144,851	82
Employees teleworking in September	237,942	89	209,147	78	168,558	87
Employees teleworking in February 2014	254,555	78	N/A	N/A	N/A	N/A
Employees teleworking in fiscal year	364,779	81	301,372	75	N/A	N/A

Based only on the frequencies in Table 26, it would appear that between 2012 and 2013, the number of employees with telework agreements has gone down, while the number of employees who telework has gone up. However, because not all agencies have data to answer each question asked by OPM, it is difficult to make complete comparisons within each year or across years using raw numbers alone.⁵ To illustrate, reports show that the mismatch between number of telework agreements and actual telework behavior occurs because a number of agencies do not maintain a central repository of telework agreements.

To address the problem of uneven data availability, Table 27 presents results using percentages for agencies able to provide data for all of the variables required to compute percentages for valid comparisons for telework eligibility and participation.⁶

⁵ For example, the total number of employees reported to be teleworking in September increased from 209,192 in 2012 to 237,942 in 2013. However, these figures are based on 79 agencies reporting in 2012 and 89 agencies reporting in 2013.

⁶ This approach produces some different conclusions from those presented in the 2012 report due to methodology. OPM considers the discussion in this report to be a more accurate way to compare data over time.

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Table 27: Comparative Participation, Frequency, and Eligibility

	(1) 2013	(2) 2013	(3) 2012	(4) 2011
Employees deemed eligible to telework				
% of all employees	45%	45%	47%	33%
Employees teleworking in September				
% of eligible employees	23%	21%	20%	23%
% of all employees	11%	10%	10%	8%
Employees teleworking in February 2014				
% of eligible employees	26%	N/A	N/A	N/A
% of all employees	12%	N/A	N/A	N/A
Employees teleworking in fiscal year				
% of eligible employees	N/A	39%	29%	N/A
% of all employees	N/A	17%	14%	N/A
Number of agencies responding	75	78	65	82

Notes: To ensure valid comparison of percentages across years and across time periods within years, the data in this table are restricted to agencies with valid data for all of the variables required to compute percentages for each column. The sample for column (1) includes agencies with valid data for September 2013 and February 2014. The sample for column (2) includes agencies with valid data for September 2013 and fiscal year 2013. The sample for column (3) includes agencies with valid data for September 2012 and fiscal year 2012. The sample for column (4) includes agencies with valid data for September 2011, as fiscal year 2011 data was not collected.

Since the availability of telework data for different time periods varies by agency, each column in Table 27 presents telework percentages based on agencies that were able to provide data for the time periods being compared in that column. The tabled figures provide information for two types of comparisons:

1. Telework participation across different time periods included in the 2013 Data Call (September 2013, fiscal year 2013, and February 2014).
2. Telework participation and eligibility over three years (2011, 2012, and 2013).

Turning first to telework participation across time periods in the 2013 Data Call:

- Column (1) compares telework participation for September 2013 and February 2014 in order to provide insight into the potential influence of the number of weather-related closures that occurred in the winter. The results show an increased use of situational telework during agency closures, with telework participation increasing from 23 percent of *eligible* employees in September to 26 percent in February. As a percentage of *all* employees, telework participation increased from 11 percent to 12 percent.
- Column (2) compares telework participation for September 2013 and fiscal year 2013 in order to assess differences in data collected at a single point in time as opposed to data collected over

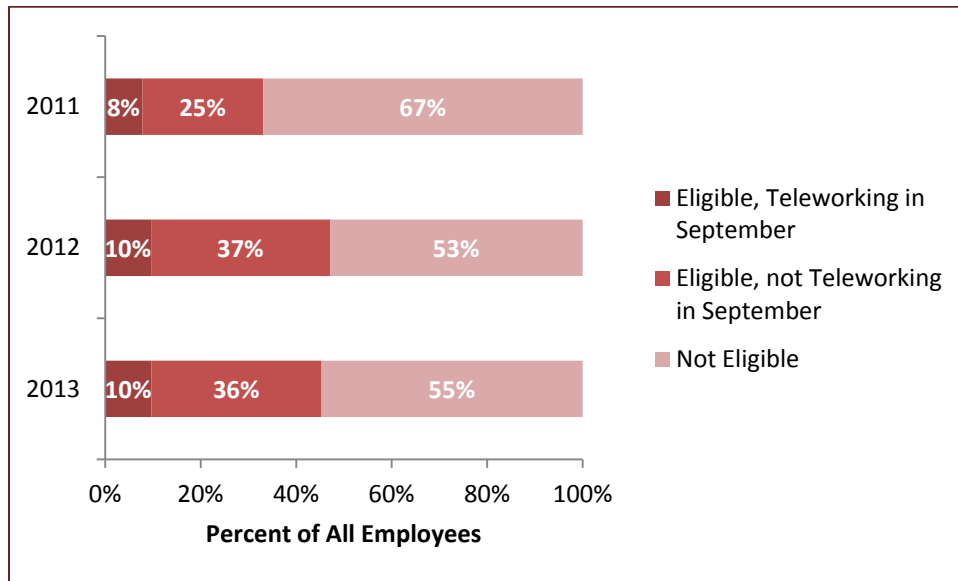
the course of year. Fiscal year data incorporate monthly or seasonal variation in participation and are more likely to include situational telework than a one-month snapshot. The results show that telework participation is higher when fiscal year data are considered, increasing to 39 percent of *eligible* employees over the course of the fiscal year. As a percentage of *all* employees, telework participation increased to 17 percent over the course of the fiscal year.

Turning next to telework data over time:

- Column (3) presents telework data for 2012, including telework eligibility and telework participation in September 2012 and fiscal year 2012. When this is compared to the 2013 data in column (2), the results show that from 2012 to 2013, telework eligibility and September telework participation remained relatively stable, while telework participation increased for the overall fiscal year (29 percent of *eligible* employees in 2012 to 39 percent in 2013). As a percentage of *all* employees, fiscal year telework participation increased from 14 percent in 2012 to 17 percent in 2013.
- Column (4) presents telework data for 2011, including telework eligibility and telework participation in September 2011. When this is compared to the 2012 data in column (3) and the 2013 data in column (2), the results show that telework eligibility was lowest in 2011, with 33 percent of Federal employees eligible to telework in 2011 compared to 47 percent in 2012 and 45 percent in 2013. September telework participation has remained relatively stable over time as a percentage of *eligible* employees, but it has increased slightly as a percentage of *all* employees (8 percent in 2011 to approximately 10 percent in 2013).

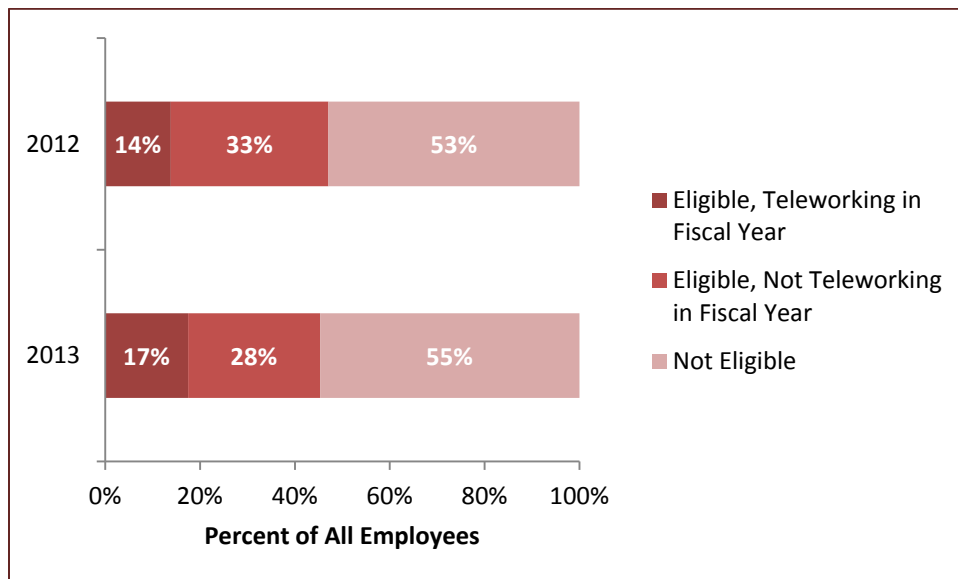
Trends in telework participation over time based on data in Table 27 are graphically displayed in Figure 2 (September) and Figure 3 (fiscal year). Figure 2 shows that since 2011, both telework eligibility and telework participation have increased.

Figure 2: September Telework Participation, 2011-2013



As shown in Figure 3, participation trends are similar to those noted for September, but with more pronounced increases in participation among eligible employees.

Figure 3: Fiscal Year Telework Participation, 2012-2013



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The increased rates of telework participation among eligible employees may be due to factors such as increased strategic use of telework to ensure continuity of operations during emergency closures and increased manager support. As described in the section on Barriers to Telework and Overcoming Challenges below, numerous agencies have focused on advancing telework with a focus on increasing manager support and as a tool for emergency preparedness.

Bear in mind that participation totals reported may be conservative, largely because tracking telework behavior remains challenging and assumptions are made by agencies when calculating telework days. For example, when asked how the number of days employees telework is calculated, 18 agencies (20 percent) reported counting only full days worked from an alternative location, while 64 agencies (72 percent) reported including any part of a work day.

Agencies reportedly use a variety of methods to track telework. As shown in Table 28, since 2011 more agencies have moved towards using automated time and attendance systems, the most accurate method currently used by agencies and a focus of Governmentwide data improvement efforts. In 2013, 45 agencies reported tracking telework through a time and attendance system, 10 agencies reported using a customized telework electronic tracking system, and 10 agencies reported using both. In addition, five agencies count telework agreements, three rely on internal surveys of managers, and three poll timekeepers. In some cases, agencies use multiple methods. See Appendix 15 for a list of tracking methods by agency.

Table 28: Method of Determining Number of Teleworkers

How did you determine the number of teleworkers?	2013		2012		2011	
	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies
Tracked telework through a time and attendance system	45	51%	55	61%	46	53%
Used a customized telework electronic tracking system	10	11%	10	11%	11	13%
Both	10	11%	9	10%	-	-
Counting telework agreements	5	6%	13	14%	19	22%
Internal survey of managers	3	3%	6	7%	5	6%
Polled timekeepers	3	3%	-	-	6	7%
Other	13	15%	-	-	-	-

Note: Agencies were allowed to select multiple answers.

Frequency

Telework on an ad hoc or situational basis is an important agency tool for maintaining operations in the face of unexpected emergency events, such as snowstorms. Employees use situational telework to

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handle getting to personal appointments more easily (e.g., doctor visits) while continuing to meet daily work responsibilities and deadlines.

Data from September 2013, displayed in Table 29, indicate that as telework continues to expand, more employees are participating in situational telework (see Appendix 12 for frequency data by agency and Appendix 13 for frequency data by subagency). Based on agencies with available data, the percentage of teleworking employees engaging in situational telework increased from 23 percent in 2011 to 25 percent in 2012 to 34 percent in 2013.

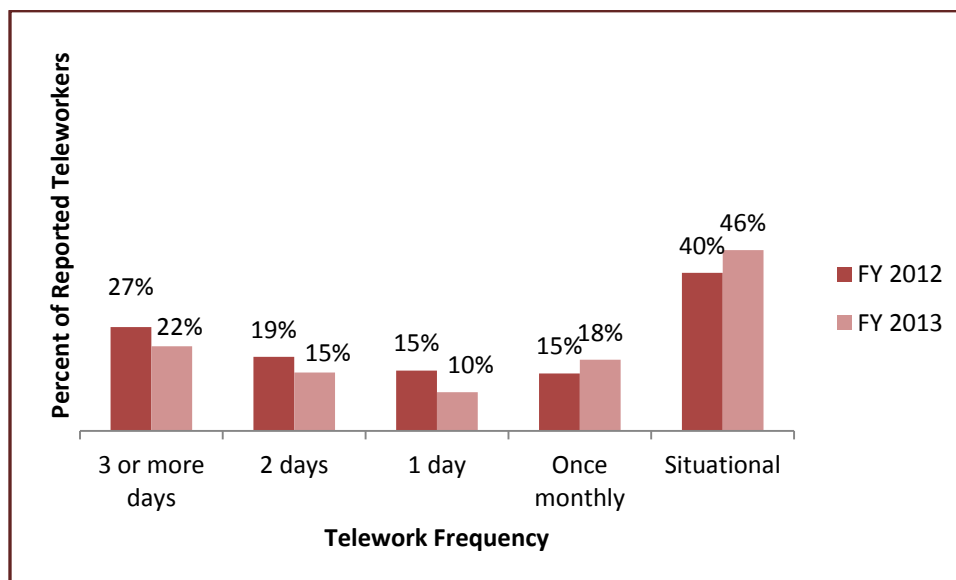
Table 29: Telework Frequency in September 2013

Frequency of Telework	2013		2012		2011	
	Number of Agencies	Percentage of Teleworkers	Number of Agencies	Percentage of Teleworkers	Number of Agencies	Percentage of Teleworkers
3 or more days during a two week period	74	38%	69	34%	84	28%
2 days during a two week period	62	24%	68	24%	85	29%
1 day during a two week period	67	16%	65	15%	81	27%
No more than once a month	45	15%	51	10%	39	5%
Telework on a situational basis	69	34%	61	25%	34	23%

Notes: In each cell, percentage of reported teleworkers is computed out of total teleworkers among agencies with valid data for each frequency category. As a result, percentages in each row may not add up to 100.

Fiscal year telework frequency trends are graphically displayed in Figure 4. The pattern indicates a decrease in more frequent forms of telework (from 27 percent in fiscal year 2012 to 22 percent in fiscal year 2013), offset by increased use of less frequent and more situational telework. The percentage of teleworking employees participating in situational telework increased by six percentage points over the last year, rising from 40 percent in fiscal year 2012 to 46 percent in 2013.

Figure 4: Fiscal Year Telework Frequency, 2012-2013



As with telework participation, there are some differences between September and fiscal year patterns. For example, frequent telework participation (3 or more days per week) increased from 34 percent to 38 percent of reported teleworkers from September 2012 to September 2013. In contrast, the opposite pattern can be observed for the fiscal year comparisons, with frequent telework participation decreasing from 27 percent to 22 percent of reported teleworkers from 2012 to 2013. This once again reflects the fact that fiscal year data are likely to capture variability in practices such as situational telework over the course of the year.

The trend toward employee telework for fewer days and an increase in situational telework suggests that agencies are increasingly leveraging telework to handle ad hoc needs and emergency situations, such as weather-related closures. Agencies may wish to maximize the use of different forms of telework to achieve the broad range of goals listed in the Act, including emergency readiness, energy use, recruitment, retention, performance, productivity, and employee attitudes about telework.

Remote Work

As in previous telework data calls, agencies were asked to include remote work in telework totals. Remote work was defined in the 2013 Data Call as “a work arrangement in which the employee resides and works at a location beyond the local commuting area of the employing organization’s worksite.” Full-time work from a remote location is not telework but is an alternative work arrangement. It may result in a change in duty location to the alternative worksite (e.g., home). Remote work is a tool used by some agencies to, among other things, 1) retain employees who must move for personal reasons and would otherwise leave the agency, 2) recruit individuals with specialized skills who may not want to relocate for personal reasons, or 3) achieve cost reductions with real estate.

Section 3: Results

Participation and Frequency

It should be noted that although agencies were asked to include remote work in telework totals for previous data collections, agencies were not asked to report a separate estimate of the actual number of remote work employees until the 2013 Data Call. As shown in Table 30, agencies with available data on remote work reported that 8 percent of employees were remote workers in September 2013, while 17 percent of employees were remote workers in fiscal year 2013. This apparent discrepancy between September and fiscal year results is again due to the differences in how agencies collect data.

Table 30: Remote Work

	Remote Work
September 2013	
Percent of all employees	8%
Number of agency respondents	51
Fiscal Year 2013	
Percent of all employees	17%
Number of agency respondents	49

Agencies vary in their treatment and tracking of remote employees, as reflected in the agency and subagency telework data in Appendix 12 and Appendix 13. For example, for September 2013 telework participation, 35 agencies reported that remote workers were included in telework participation figures, while 33 agencies reported the same for fiscal year 2013. For both September 2013 and fiscal year 2013, 27 agencies reported that “remote workers” include employees whose official duty station has changed to another location.

Differences in tracking of remote work reflect variations in the way agencies address remote work in agency policies. Table 31 shows that, roughly, about a third of agencies report including remote workers in their telework policies, while another third do not and another third fall into the “Other” or “Not applicable” categories. The most common reason for selecting “Other” or “Not applicable” was simply the absence of remote work at the agency.

Section 3: Results

Participation and Frequency

Table 31: Telework Policies and Remote Workers

In your telework policy in place as of September, do you include remote workers?	Number of Agencies	Percentage of Agencies
Yes	31	35%
Yes, but not employees whose official duty station has changed	3	3%
No	32	36%
Not applicable	21	24%
Other	1	1%
Total	88	

Notes: In each case, percent of reported teleworkers is computed as a percent of total employees among agencies with valid data for each category. This is to ensure valid percentages are computed. As a result, percentages in each row may not add up to 100 percent. In making comparisons, it is important to keep in mind that the agency sample differs for each cell.

Mobile Work

Similar to previous years, agencies were instructed not to include mobile work in telework totals. Mobile work, as defined in the 2013 Data Call, includes “work which is characterized by routine and regular travel to conduct work in customer or other worksites as opposed to a single authorized alternative worksite.”

While not all agencies track mobile work, results for those that do are shown in Table 32. Agencies were asked to provide an estimate of mobile work behavior for all three years under analysis. In a comparison of September data periods, mobile work increased considerably between 2011 and 2012 (12 percent to 21 percent), and then declined somewhat in September 2013 (18 percent). A greater decrease is evident for mobile work among reporting agencies for fiscal year, with 16 percent in fiscal year 2012 down to 8 percent in fiscal year 2013.

Table 32: Mobile Work

	Mobile Work
September 2011	
Percent of all employees	12%
Number of agency respondents	28
September 2012	
Percent of all employees	21%
Number of agency respondents	30
September 2013	
Percent of all employees	18%
Number of agency respondents	38
Fiscal Year 2012	
Percent of all employees	16%

Section 3: Results

Participation and Frequency

	Mobile Work
Number of agency respondents	31
Fiscal Year 2013	
Percent of all employees	8%
Number of agency respondents	35

Unscheduled Telework

Emphasizing the importance of telework as a tool to enable continuity of operations in the event of a major emergency and continuity of work during less serious incidents, such as weather emergencies, OPM has included “unscheduled telework” as one of the options available to employees in responding to inclement weather or other local emergencies. OPM first published guidance concerning the use of unscheduled telework in 2010, as part of *OPM’s Washington, DC, Area Dismissal and Closure Procedure*.⁷ An announcement as to the appropriateness of unscheduled telework is now routinely included with unscheduled leave as part of OPM’s operating status announcements.

Agencies were asked on the 2013 Data Call to provide data on their use of unscheduled telework for fiscal year 2013. As shown below in Table 33, the majority of agencies were not able to track unscheduled telework at the time of the 2013 Data Call, but this capability has become more widespread since 2012. In fiscal year 2013, 27 agencies (31 percent of respondents) were able to track unscheduled telework, as compared to 22 agencies in 2012.

Table 33: Tracking Unscheduled Telework

Are you able to track unscheduled telework?	2013	2012
Yes	27 (31%)	22 (24%)
No	57 (66%)	68 (76%)
Other	3 (3%)	-
Total	87	90

The agencies that were able to track unscheduled telework reported 11,567 employees participated in unscheduled telework during fiscal year 2013. OPM believes that far more employees are likely participating in unscheduled telework based on the situational telework data, but currently few agencies have the capacity to track telework for a specific date.

⁷ See <http://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/dcdismisssal.pdf>

Participation Changes across Years

The Act requires agencies to report “if the total number of employees teleworking is 10 percent higher or lower than the previous year in any agency...” along with “... the reasons for the positive or negative variation” [5 U.S.C. § 6506(b)(2)(C)]. To address this requirement, the 2013 Data Call asked agencies:

Using the September number you reported in 16 above, and the number reported for your agency last year (shown as a reminder), did telework participation in your agency change more than 10% (increase or decrease) **between your September 2012 and September 2013** data collection periods?

- Yes
- No
- Data unavailable for comparison

Respondents who answered “Yes” were also asked a follow-up question:

Please describe the reason for the 10% increase/decrease between 2012 and 2013 telework participation.

Among respondents, 41 agencies reported that their 2013 participation levels were 10 percent higher or lower than in 2012, while 36 agencies reported that they were within 10 percent and 12 agencies did not respond to the question or did not provide data sufficient for comparison.

Several agencies reported increases as a result of heightened awareness among employees about telework and improved managerial support for telework, often due to initiatives in support of these programs (see Appendix 14 for detailed responses). Examples of initiatives agencies used to increase telework included marketing campaigns, training opportunities, briefings, webcasts, and telework policy updates. A number of agencies also reported apparent increases due to improvements in telework tracking systems. Telework also has been integrated into overall agency goals in several instances.

In a few cases, however, agencies also reported significant declines in telework participation. The most common explanations were related to changes in agency size. Levels of telework participation are heavily dependent on the total number of agency employees resulting from things like retirements and reductions in force, or the number of eligible employees (e.g., new hires, office coverage, mission changes, office relocations). As data collection evolves, some changes in participation will continue to be attributed to the development of new data collection systems and the use of differing reporting periods.

OPM identified a number of promising practices from various agencies’ explanations of how they increased telework participation. Three responses are highlighted as samples of the efforts agencies have made to develop effective telework programs under the Act.

Promising Practices in Increasing Telework Participation

Department of Education. “We completed extensive telework promotion this year. There has been an exhaustive leadership focus to expand telework both as an employee benefit and as a cost savings to the

Department. Human Capital and Client Services (HCCS) has worked with union and management officials to ensure that telework is being utilized across organizations. We have taken the following steps to promote telework: Made strategic upgrades to the IT infrastructure to support telework; Provided mobile workers with more 21st century tools; Strengthened the performance management program to capture more objective measures that are suitable for telework; Promoted cultural acceptance of a mobile workforce among management, and Implemented improvements in our Electronic Records Management Systems. This year, HCCS partnered with leadership in each of our subagencies/offices to review their positions to determine the frequency of telework use. We encouraged them to consider using frequent telework, working toward setting future space reduction goals.”

Federal Deposit Insurance Corporation. “In January 2013, the FDIC implemented a telework tracking system that provides data on the number of approved telework agreements. The system also tracks the frequency of telework based on our time and attendance system. The implementation of this system allows the FDIC to track our telework utilization more accurately than past Data Calls. In addition, the FDIC released a series of global emails that promoted the use of telework nationwide. Our Chairman also continues to speak in open employee forums regarding his support for the Program, as well as telework in COOP situations.”

National Aeronautics and Space Administration. “NASA’s “Work from Anywhere” campaign helped to change the attitude toward telework. The culture at NASA continues to shift toward work is what you do and not where you go. This change has enabled NASA to expand the use of telework across the agency.”

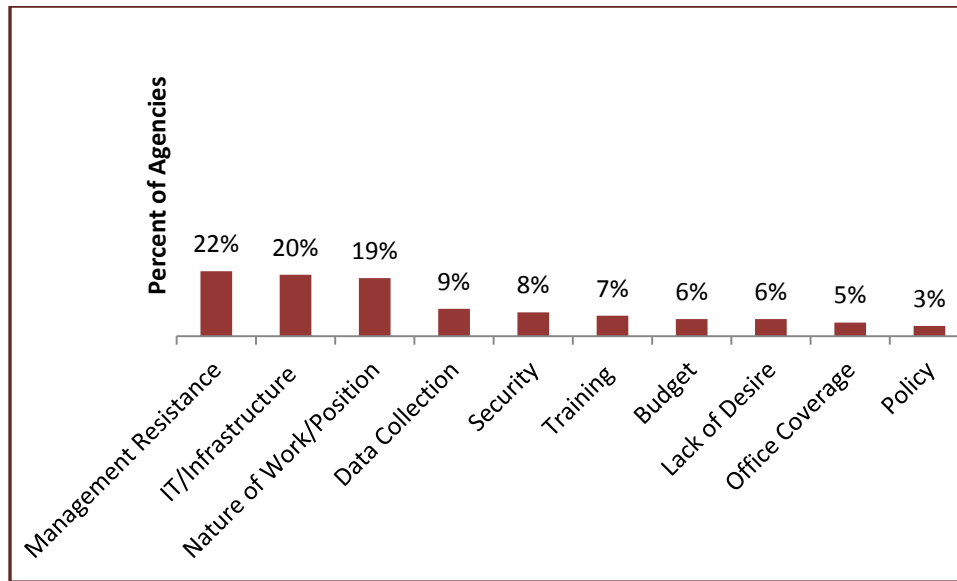
Barriers to Telework and Overcoming Challenges

Despite implementing the Telework Enhancement Act and ongoing efforts to boost participation in many agencies, it appears that significant barriers to expanded telework participation still exist. In the Data Call, agencies were asked to elaborate on perceived barriers as well as any efforts undertaken to surmount these barriers (see Appendix 15 for detailed responses).

As shown in Figure 5, management resistance remains the most frequently reported barrier to telework. The next most reported barriers – information technology and the nature of an employee’s work or position – represent challenges that agencies can evaluate to determine whether and to what extent telework may be appropriate. Improvements in information technology require time and investment, and tight budget climates can make this difficult. The nature of an employee’s work or position could preclude the ability to telework if an employee’s job requires face-to-face contact with clients or raises concerns about security. However, agencies may wish to evaluate whether some parts of an employee’s work responsibilities are amenable to teleworking even if not all of them are and whether it would be beneficial for the agency and employees to have such employees work some telework days into their schedule in order to perform such work away from the normal duty location. Several agencies reported increases in employee eligibility and participation in 2013 due in part to reevaluation of suitability for telework.

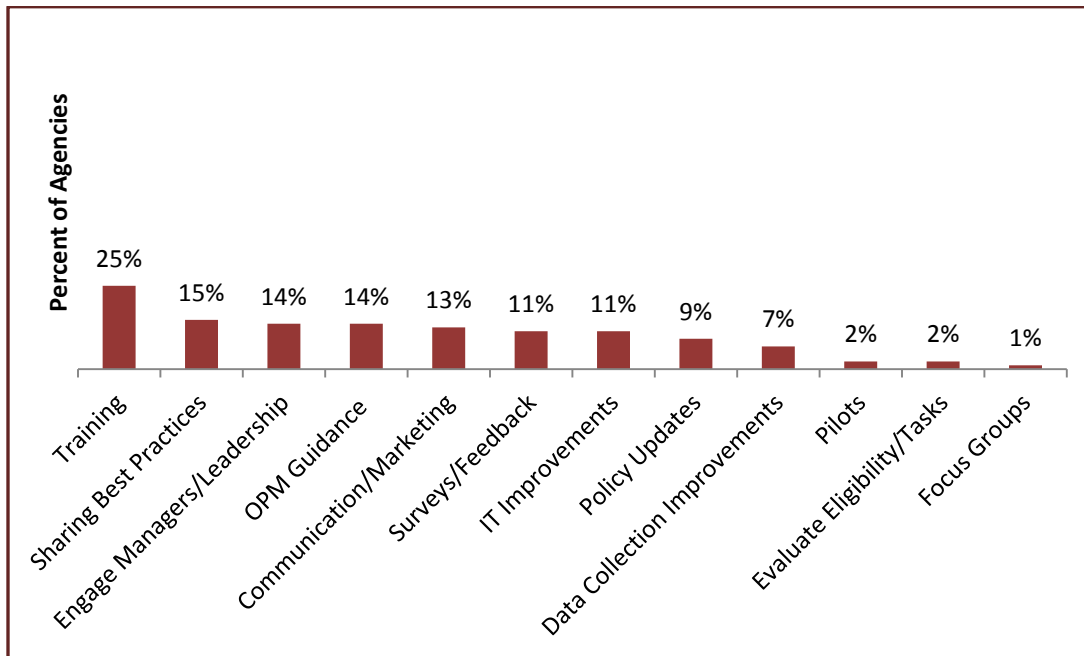
For several agencies, concerns about data collection, security, training, and budget are also barriers to implementing telework. To a large extent, these concerns are related to resources. Investment in data collection technology, appropriate IT to enable data security, and adequate training often require financial resources.

Figure 5: Barriers and Challenges to Telework Participation



Despite ongoing challenges, many agencies have made notable efforts to overcome difficulties and improve their telework programs. The Data Call provided agencies with an opportunity to describe any efforts to overcome their challenges and ways in which they require assistance in this process. The most common solutions are shown in Figure 6. In response to management and cultural resistance, agencies have continued to focus on training and engagement of their management and leadership. They also draw heavily on sharing best practices among agencies and on OPM guidance on telework issues. A number of agencies also use communication and marketing to increase awareness and break down resistance to telework. In addition, collecting data through employee surveys, focus groups, or analysis of the FEVS ensures that agencies can better assess the issues they face and what solutions are needed. Soliciting feedback from employees can also be a valuable tool for signaling organizational support for telework.

Figure 6: Overcoming Barriers to Telework Participation



OPM identified a number of promising practices for overcoming telework barriers and challenges. Three agency practices are highlighted below as examples.

Promising Practices in Overcoming Barriers and Challenges to Telework

General Services Administration. “GSA’s Mobility and Telework Policy meets the requirements of the Telework Enhancement Act of 2010 and goes well beyond those requirements, continuing GSA’s role as a leader in Government implementation of telework and allowing the agency to maximize its benefit from mobility. That policy was implemented early in FY 2012. Since then, we have implemented supplementary policy, which specifically addresses full time telework and satellite (work from a GSA site other than the “regular” worksite of the organization) work arrangements, to ensure consistency and robust analysis in the implementation of such arrangements. GSA senior leaders see work as “what we do, not where we are.” Leadership recognizes telework as a strategic tool for GSA, supporting the agency’s sustainability efforts and Zero Environmental Footprint (ZEF) goal, enhancing individual performance and productivity and the agency’s ability to respond to emergencies and disruptions, and supporting employees as they balance work and personal responsibilities. Recognizing mobility as an overarching term describing the ability of employees to perform work both within and outside the agency worksite, GSA’s Mobility and Telework Policy addresses a range of work modes, including alternative officing, conference attendance, mobile work, satellite work, telework, virtual and distributed work, training, emergency situations, and travel. We have developed and implemented training for all employees as well as training geared specifically to managers; explored a wide range of collaboration and other tools; and developed “dashboards” that make telework participation data easily

available. Our aggressive approach to IT, including ongoing communication regarding available support, self-help, and collaboration tools, support the accomplishment of work electronically. These tools, and agency leadership support of telework on a day-to-day basis, during Telework Week, and as a tool to continue work in disruptive/emergency situations, help the agency to deal with barriers such as unfamiliarity with telework, or hesitation to participate.”

Department of Transportation. “DOT has been moderately successful in implementing telework. We are still faced with some of the most classical barriers to telework, including: IT security and funding issues; management resistance; and organizational cultural challenges. To mitigate some of these issues, DOT continues to provide training for employees and managers, marketing for telework via intranet, all hands meetings, memoranda to employees; continued to include a performance standard in career and non-career SES performance plans in support of telework; and DOT expects to procure emerging IT solutions that provide for better data security.”

Court Services and Offender Supervision Agency. “We have discussed developing real measures to assess the effectiveness/impact of telework, but many of the measures (e.g., facilities, real-estate) are based on long-term contracts and telework is only one variable in these decisions. For example, some managers have discussed moving to a 4-day-a-week telework arrangement for staff (or hoteling). Over time, this could produce significant cost-savings, but it also has unknown impacts to Agency performance. To address these challenges, we have recommended gradually increasing teleworking, piloting 4-day-a-week programs, and developing real measures (such as to the transit subsidy program outcome goal within this report).”

Agency Management Efforts to Promote Telework

The Telework Enhancement Act tasks the Chief Human Capital Officers Council with collecting and reporting information regarding agency management efforts to promote telework [5 U.S.C. § 6506(d)(1)]. To assist with this requirement, OPM collected data through the 2013 Data Call regarding management efforts to promote telework. Agencies had the opportunity to select from a list of efforts as well as to detail the specific nature of those efforts. Summary findings appear in Table 34, while full descriptions of agency efforts can be found in Appendix 16.

Emphasizing telework as part of continuity of operations (COOP) plans is the most commonly cited way agencies promoted their telework programs. Many agencies also made use of agency-wide techniques such as emails and meetings to advocate for telework. Surprisingly, fewer agencies reported aligning telework with agency strategic goals and mission since 2012 and 2011. This trend is concerning since strategic alignment is critical for ensuring that telework yields benefits that promote agency success.

Section 3: Results

Participation and Frequency

Table 34: Agency Management Efforts to Promote Telework

How has your agency's management promoted your telework program?	2013		2012		2011	
	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies	Number of Agencies	Percentage of Agencies
Emphasizes telework as part of COOP (Continuity of Operations Plan) events	65	74%	68	76%	66	76%
Advocates telework in agency-wide meetings (e.g., all-hands meetings)	48	55%	46	51%	45	52%
Agency-wide emails of support	34	39%	43	48%	40	46%
Aligns telework with agency strategic goals and mission	31	35%	41	46%	35	40%
Special telework events (e.g., telework awareness weeks, telework drills)	30	34%	32	36%	26	30%
Other. Please describe:	15	17%	32	36%	25	29%
Signs/posters	13	15%	16	18%	13	15%
Our agency has not taken action to specifically promote telework in the past year	12	14%	9	10%	10	11%
Uses telework goal setting and measurement to hold managers accountable	11	13%	15	17%	12	14%

Note: Agencies were allowed to select multiple responses.

Who Teleworks?

The Federal Employee Viewpoint Survey (FEVS) data⁸ were analyzed to describe the demographic and employment characteristics of teleworkers, as well as to make comparisons of those who telework versus those who do not. As noted in prior reports, OPM analyzed FEVS group characteristics to make some determinations of how well telework currently meets the needs of the Federal population, as well as provide broad comparative information for agency benchmarking purposes.

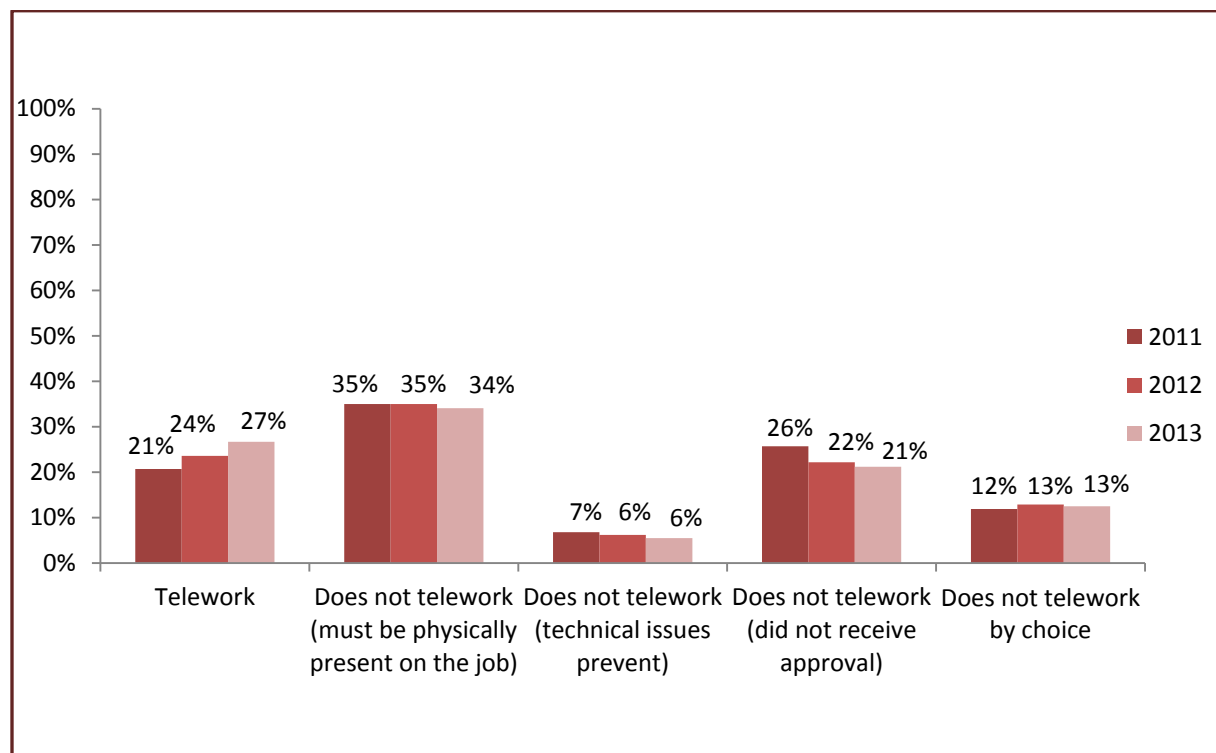
The FEVS participation item provides an independent source of evidence for assessing participation and changes in telework participation over the three consecutive years considered here. The FEVS information provides the employees' candid, anonymous perspective. Item response options also provide an opportunity to explore barriers to participation (e.g., technical issues) and any trends in employee experiences of identified barriers.

As is shown in Figure 7, participation in telework among employees has shown a steady increase between 2011 and 2013 (from 21 percent in 2011 to 27 percent in 2013). Employee self-reports of participation in telework parallels this general upward trend and provides important substantiating evidence in support of agency-reported information.

The FEVS indicates slightly more than a third of respondents reported that required presence on the job prohibited their participation in telework for the period of 2011 to 2013 is the primary barrier to telework in their agency. A small but fairly stable portion of respondents also reported technical issues across years (7percent in 2011 and 6 percent in 2013). The most notable trend is for the response that reads: *I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework*, an option explored with agencies as a potential indicator of management resistance. Responses show a downward trend (26 percent in 2011 to 21 percent in 2013) with fewer employees experiencing resistance to requests to telework.

⁸ <http://www.fedview.opm.gov/>

Figure 7: Telework Participation in the Federal Employee Viewpoint Survey, 2011-2013



What are the Characteristics of Teleworkers?

As in prior years, FEVS data were analyzed to describe the demographic and employment characteristics of teleworkers, including gender, age, supervisory status, and agency tenure. Results are shown in Tables 35-38. In summary, the Federal teleworker is just as likely to be a man as a woman (50 percent). Teleworkers are also typically slightly older (nearly three-quarters of identified teleworkers are 40 and older), are non-supervisors (81 percent across all three years), and have fairly stable employment tenure with the same agency (67 percent reported tenure of six or more years in both 2012 and 2013). Demographic and employment characteristics are remarkably stable over the three assessment years.

Tables 34-37 include comparative information with Governmentwide results for demographic items found on FedScope, the source of employment statistics for all Federal employees collected by OPM (<http://www.fedscope.opm.gov/>). When compared with Federal employees in general, more teleworkers are women than the general Federal population (i.e., 50 percent of teleworkers captured in the 2013 FEVS are female as compared with 43 percent of the actual Governmentwide population). Notably, however, other teleworker characteristics do correspond with the Federal population.

Section 3: Results

Who Teleworks?

Table 35: Year-by-year Comparison of Teleworker Gender

	Male	Female
Telework 2013	50%	50%
Telework 2012	51%	49%
Telework 2011	51%	49%
All Federal Employees (2011-2013)	57%	43%

Table 36: Year-by-year Comparison of Teleworker Age Categories

	29 and under	30-39	40-49	50-59	60 and older
Telework 2013	6%	19%	29%	34%	12%
Telework 2012	6%	19%	29%	34%	12%
Telework 2011	6%	18%	30%	34%	12%
All Federal Employees (2013)	7%	19%	28%	33%	12%
All Federal Employees (2012)	7%	19%	28%	33%	12%
All Federal Employees (2011)	8%	18%	29%	34%	12%

Table 37: Year-by-year Comparison of Teleworker Supervisory Status

	Non-Supervisor	Supervisor	Manager/ Executive
Telework 2013	81%	12%	7%
Telework 2012	81%	12%	7%
Telework 2011	81%	12%	7%
All Federal Employees (2011-2013)	82%	12%	6%

Table 38: Year-by-year Comparison of Teleworker Agency Tenure

	Up to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Telework 2013	19%	15%	20%	21%	26%
Telework 2012	22%	12%	20%	20%	27%
Telework 2011	21%	10%	19%	22%	N/A
All Federal Employees (2013)	21%	15%	21%	21%	22%
All Federal Employees (2012)	23%	13%	21%	19%	23%
All Federal Employees (2011)	25%	11%	20%	20%	N/A

Note: Item was revised to include employees with more than 20 years in an agency for the 2012 FEVS.

Comparing Teleworkers and Non-Teleworkers through the FEVS

This section compares teleworkers with those who do not telework on various demographics (e.g., gender, age). Results provide an opportunity to explore group characteristics associated with opportunities to telework. As described in the methodology section, to allow meaningful comparative analysis, the FEVS participation item was simplified by combining the multiple response options into three categories. The following categories are used to distinguish teleworkers from non-teleworkers in subsequent tables and figures:

- Respondents who telework, including all forms of telework from frequent (e.g., 3 or more days per week working from an alternative worksite) to very infrequent participation (e.g., only participates in unscheduled telework);
- Respondents who do *not* telework because of a barrier, including those who do not receive approval to telework, must be physically present on the job, or have technical issues that prevent them from teleworking; and
- Respondents who choose not to telework.⁹

Figure 8 shows a comparison of the three categories of teleworkers and non-teleworkers by gender. As was described in the last two reports, generally more male than female survey participants reported a barrier to telework. This finding continues to describe 2013, in which 64 percent of men and 58 percent of women reported duties incompatible with telework, non-approval of a request to telework despite job compatibility, or a technology barrier to telework.

However, an important story clearly unfolds when comparisons are examined since the implementation of the Act. Evident from the first cluster of bars in Figure 8, the percentage of men reporting a barrier to telework participation has markedly declined since 2011 (70 percent in 2011 to 64 percent in 2013). The same trend is true for women, with the proportion of women who reported a barrier to telework in decline from 65 percent in 2011 to 58 percent in 2013.

The decrease in the percentage of men and women reporting a barrier to telework participation is counterbalanced by an opposite trend toward an increase in telework participation among both gender groups. Among male respondents to the FEVS, 23 percent reported they teleworked in 2013 as compared with 18 percent in 2011. Among female respondents, the increase has been even greater. Twenty-four percent of female respondents to the survey teleworked in 2011 compared to 31 percent in 2013.

⁹ Respondents who chose not to telework are occasionally omitted from charts and figures to facilitate comparison of teleworkers versus those who report a barrier to telework participation.

Figure 8: Comparison of Teleworkers and Non-teleworkers by Gender for 2011-2013 FEVS

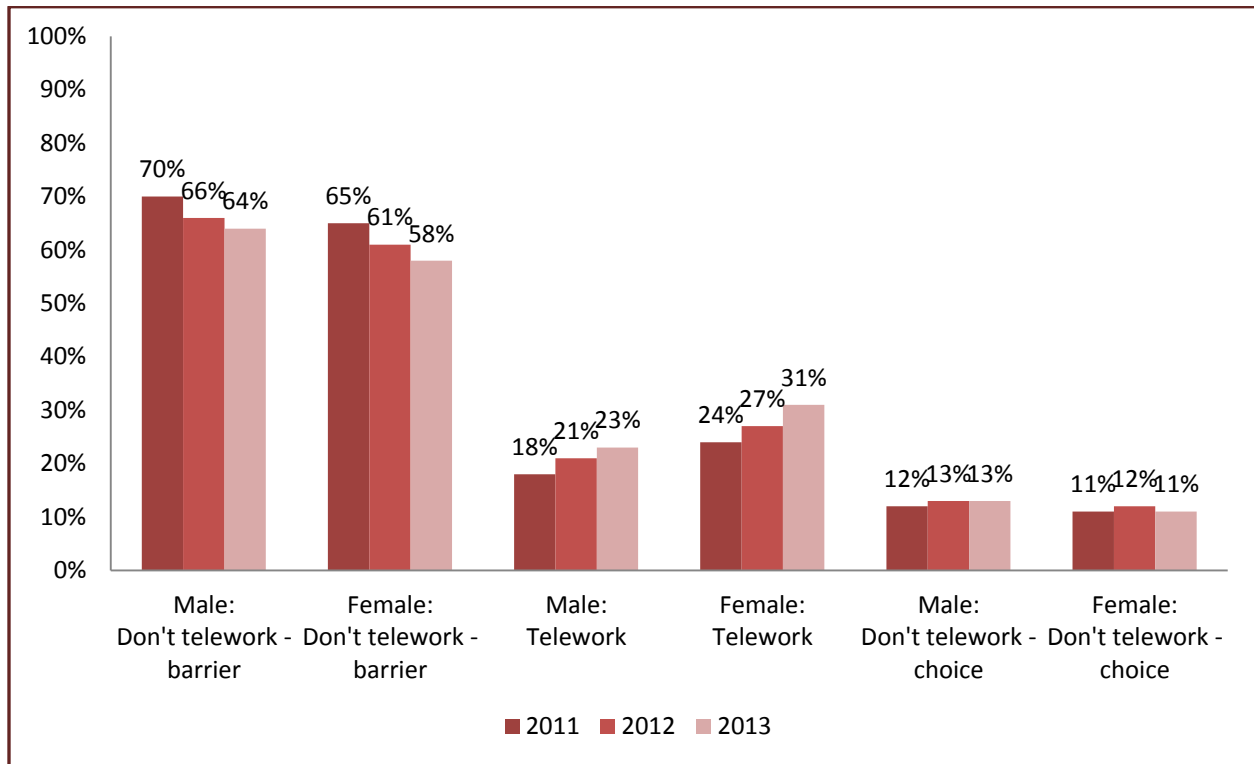


Figure 9 depicts trends in telework and barriers to telework by supervisory level. While barriers to telework continue to be a dominant feature, a steady decline in reported barriers and increase in telework participation is notable across all three groups (non-supervisors, supervisors and managers/executives). Fewer supervisors indicated they do not telework due to barriers (60 percent in 2013 compared to 66 percent in 2011) as did fewer managers/executives (55 percent in 2013 compared with 61 percent in 2011). More supervisors teleworked in 2013 (27 percent) as compared to 2011 (21 percent). The same trend is evident for managers/supervisors, as well (23 percent in 2011 to 29 percent in 2013). These trends are important because agency leaders send employees strong signals regarding what is acceptable behavior. Telework participation at all levels of leadership, where possible, serves to send a clear message of support for telework programs and can work to promote participation among non-supervisory employees, where such participation is appropriate.

Section 3: Results

Who Teleworks?

Figure 9: Comparison of Teleworkers and Non-teleworkers by Supervisory Status for 2011-2013 FEVS

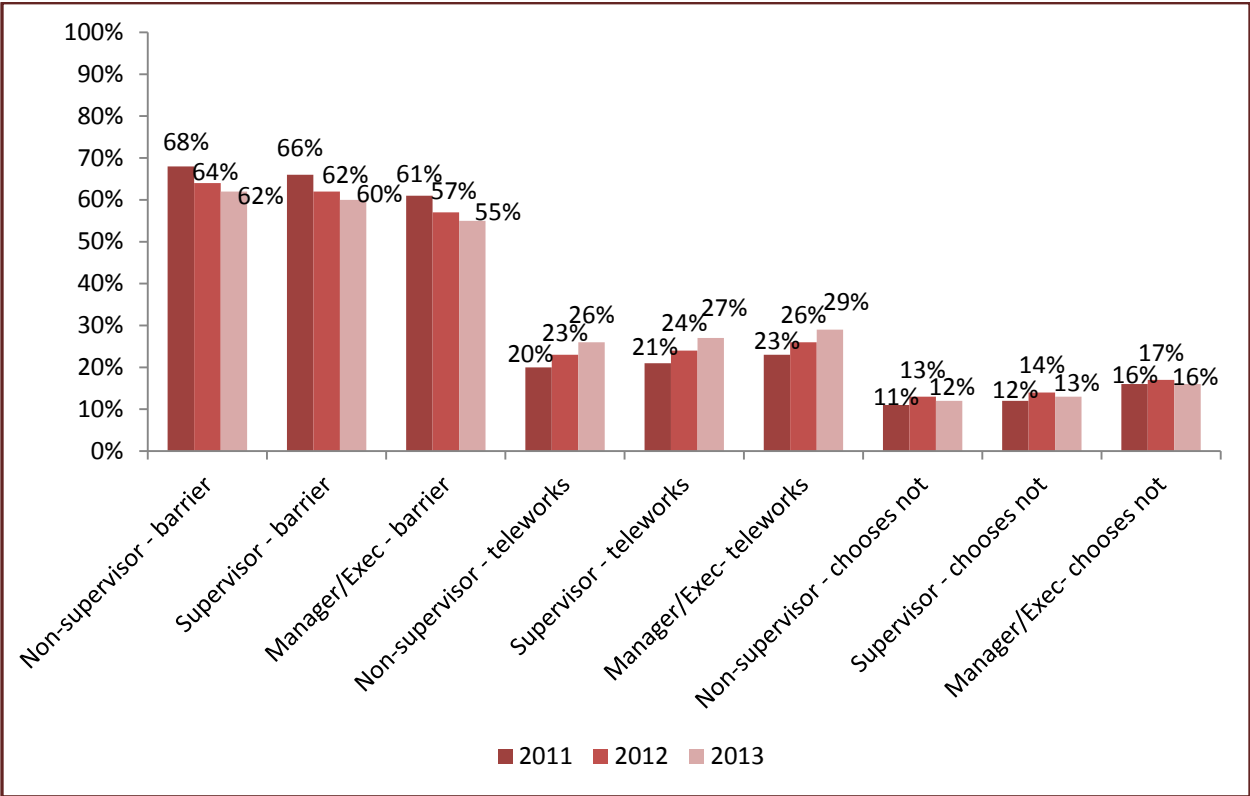


Figure 10 shows age categories for teleworkers and those respondents who reported a barrier to telework on the FEVS. Because there are so many age categories, findings for those who choose not to telework are excluded in order to highlight key results. Telework participation has increased relatively uniformly, and barriers have declined across age groups for all three FEVS administrations.

Figure 10: Comparison of Teleworkers and Non-teleworkers by Age Category for 2011-2013 FEVS

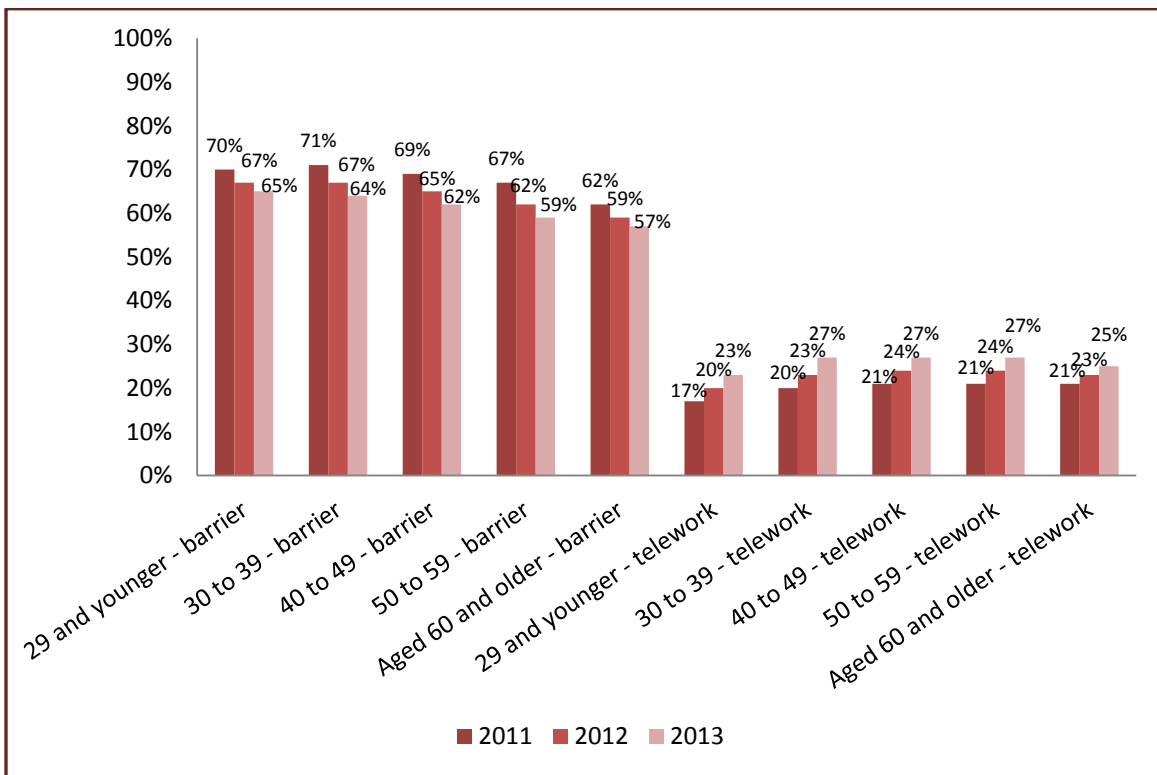
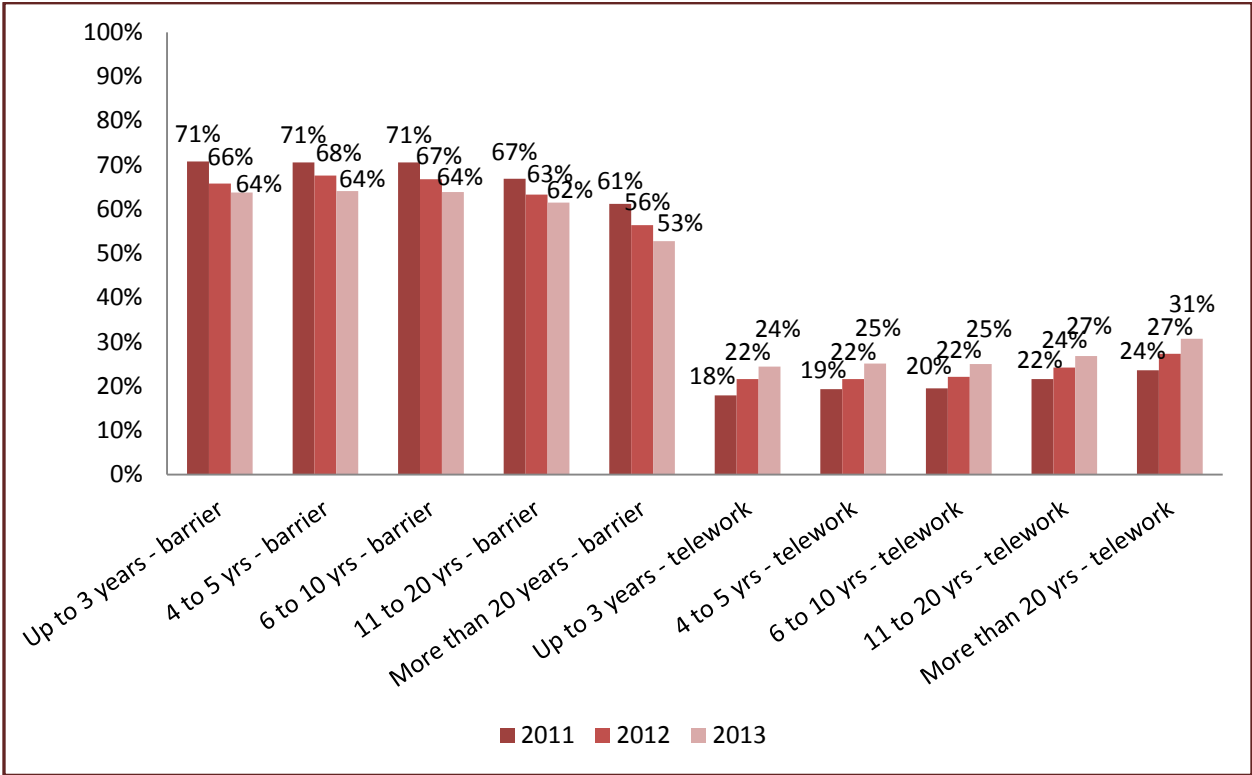


Figure 11 presents information on telework trends related to agency tenure. The results indicate a slight increase in telework participation and fewer barriers among employees with longer agency tenure. The percentage of respondents who indicated a barrier to telework decreased markedly during the three year period between 2011 and 2013 for all tenure groups: employees with up to 10 years in the same agency (71 percent in 2011 to 64 percent in 2013); employees with 11 to 20 years of tenure (67 percent in 2011 to 62 percent in 2013); and employees with over 20 years of tenure (61 percent in 2011 to 53 percent in 2013).

In general terms, there is a link between age and tenure. Consequently, it is not surprising to note that barriers are more frequently reported, and telework occurs at the lowest rates, among those employees with the shortest tenure. Recall that previous findings showed agency tenure was a criterion used by a number of agencies to define employee eligibility to telework.

Figure 11: Comparison of Teleworkers and Non-teleworkers by Tenure for 2011-2013 FEVS



Participation and Outcome Goals: What Happens When Employees Telework?

The Act directs OPM to feature goal-setting in status reports addressing telework in Executive agencies. Agency telework programs have reached the level of maturity that allows them to actually have set and achieved goals. This section presents information on agency goal-setting activities.

As emphasized in the program evaluation logic model, when appropriately implemented, telework programs can be critical organizational change initiatives and have the potential to contribute to a range of benefits at the individual (e.g., improved job satisfaction and engagement, increased individual productivity), agency (e.g., improved employee recruitment and retention, improved emergency preparedness, performance) and community levels (e.g., decreased pollution from commuting-related emissions). Evidence of benefits achieved through telework programs can motivate telework adoption and advancement within agencies. Significant levels of participation, however, are clearly a prerequisite for that sort of goal achievement. Reaching the more substantial agency and community level goals such as cost reduction, improvements in agency performance, and decreases in pollution, would depend to some extent upon more widespread participation in telework for a substantial portion of employee work schedules. Adequate preparation for emergencies means a telework-enabled workforce sufficiently practiced in telework, although not with the same frequency necessary to reduce real estate expenditures.

To facilitate participation adequate to support the multi-leveled promise of telework, the Act tasked OPM with collecting and reporting “...the agency goal for increasing participation to the extent practicable or necessary for the next reporting period...” Consequently, this section begins with results of the analysis of agency *participation* goal-setting activities. The Act also urges telework leadership in each agency, in keeping with agency mission and strategy, to establish program outcome goals for telework, such as improvements in employee attitudes and energy conservation. An overview of the results of the analysis of agency *outcome* goal-setting and assessment efforts is also a feature of this section.

Since the passage of the Act, OPM has worked closely with agencies to assist in their goal-setting endeavors through group training sessions, individual agency consultations, and telework report feedback briefings. This partnership has clearly been successful. Analysis of Data Call and FEVS data provide evidence of the remarkable advancements agencies continue to make in the development and assessment of telework programs.

Agency Goal-Setting: Telework Participation

The Act directs agencies to set telework *participation* goals “to the extent practicable or necessary for each reporting period.” Data were collected by OPM to assess goal-setting for both telework participation at the agency level and for specific participation frequency categories (e.g., three or more days per two-week pay period). Agencies were asked to provide participation goals for the following fiscal years beginning with the very first Data Call administered under the Act in 2011.

Section 3: Results

Participation and Outcome Goals

Trends in Telework Participation Goal-Setting

As Federal telework programs have developed and matured, telework officials have become more adept at establishing participation goals. Agencies have developed better data collection systems and have collected the baseline data necessary to establish goals aligned with agency mission as well as outcome goals. For fiscal year 2014, agencies were given the option of setting an overall participation goal and/or participation frequency goals. This approach seems to have facilitated goal-setting endeavors for several agencies.

The list of agencies shown in Table 39 is comprehensive and includes all Executive agencies that have determined that they are required to report telework data. Agency status is annotated as “not listed” in cases where either the agency did not respond to repeated requests for participation or for which there was no identifiable point of contact. For the evaluation period beginning with the signing of the Act, agencies have demonstrated remarkable progress, with the percentage of agencies that set fiscal year participation goals (indicated by “Yes”) showing a sharp increase from 56 percent for fiscal year 2012 to 86 percent for fiscal year 2014.

Table 39: Agency Participation Goal-Setting Status, Fiscal Years 2012-2014

Agencies Required to Respond	Participation Goal Set for FY 2012?	Participation Goal Set for FY 2013?	Participation Goal Set for FY 2014?
Access Board	(Not listed)	No	Yes
Agency for International Development	Yes	Yes	Yes
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	Yes	Yes	Yes
Appraisal Subcommittee, Federal Financial Institutions Examination Council	No	No	Yes
Central Intelligence Agency	No	No	No
Chemical Safety and Hazard Investigation Board	No	Yes	No
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	Yes	Yes
Commodity Futures Trading Commission	Yes	Yes	Yes
Consumer Financial Protection Bureau	(Not listed)	Yes	Yes
Consumer Product Safety Commission	No	Yes	Yes
Corporation for National and Community Service	No	No	Yes
Court Services and Offender Supervision Agency	Yes	Yes	Yes
Defense Nuclear Facilities Safety Board	Yes	Yes	Yes
Denali Commission	(Not listed)	(Not listed)	Yes
Department of Agriculture	Yes	Yes	Yes
Department of Commerce	Yes	No	Yes

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Agencies Required to Respond	Participation Goal Set for FY 2012?	Participation Goal Set for FY 2013?	Participation Goal Set for FY 2014?
Department of Defense	No	Yes	Yes
Department of Education	No	Yes	Yes
Department of Energy	Yes	Yes	Yes
Department of Health and Human Services	Yes	Yes	Yes
Department of Homeland Security	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes
Department of Justice	Yes	Yes	Yes
Department of Labor	Yes	Yes	Yes
Department of State	Yes	Yes	Yes
Department of Transportation	Yes	No	No
Department of Treasury	Yes	Yes	Yes
Department of Veterans Affairs	No	Yes	Yes
Election Assistance Commission	(Not listed)	No	Yes
Environmental Protection Agency	Yes	Yes	Yes
Equal Employment Opportunity Commission	(Not listed)	Yes	Yes
Export-Import Bank of the United States	(Not listed)	Yes	Yes
Farm Credit Administration	Yes	Yes	Yes
Farm Credit System Insurance Corporation	No	No	No
Federal Communications Commission	Yes	Yes	Yes
Federal Deposit Insurance Corporation	No	Yes	Yes
Federal Election Commission	No	Yes	Yes
Federal Energy Regulatory Commission	No	Yes	Yes
Federal Housing Finance Agency	No	No	No
Federal Labor Relations Authority	No	No	Yes
Federal Maritime Commission	Yes	No	Yes
Federal Mediation and Conciliation Service	No	Yes	Yes
Federal Mine Safety and Health Review Commission	No	No	Yes
Federal Retirement Thrift Investment Board	No	No	Yes
Federal Trade Commission	Yes	Yes	Yes
General Services Administration	No	No	No
Institute of Museum and Library Services	Yes	Yes	Yes
Inter-American Foundation	Yes	(Not listed)	(Not listed)
International Boundary and Water Commission	No	Yes	Yes
International Broadcasting Bureau	Yes	Yes	Yes
Japan-United States Friendship Commission	Yes	(Not listed)	No

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Agencies Required to Respond	Participation Goal Set for FY 2012?	Participation Goal Set for FY 2013?	Participation Goal Set for FY 2014?
Marine Mammal Commission	No	Yes	Yes
Merit Systems Protection Board	Yes	No	Yes
Millennium Challenge Corporation	Yes	Yes	Yes
National Aeronautics and Space Administration	Yes	Yes	Yes
National Archives and Records Administration	Yes	Yes	Yes
National Capital Planning Commission	Yes	Yes	Yes
National Council on Disability	Yes	Yes	Yes
National Credit Union Administration	No	Yes	Yes
National Endowment for the Arts	(Not listed)	Yes	Yes
National Endowment for the Humanities	Yes	Yes	Yes
National Indian Gaming Commission	No	(Not listed)	(Not listed)
National Labor Relations Board	No	No	No
National Mediation Board	No	No	(Not listed)
National Science Foundation	Yes	Yes	Yes
National Transportation Safety Board	Yes	Yes	Yes
Nuclear Regulatory Commission	Yes	Yes	Yes
Nuclear Waste Technical Review Board	No	No	Yes
Occupational Safety and Health Review Commission	No	No	Yes
Office of Government Ethics	No	No	No
Office of Navajo and Hopi Indian Relocation	No	No	Yes
Office of Personnel Management	Yes	Yes	Yes
Office of Special Counsel	No	(Not listed)	(Not listed)
Office of the Director of National Intelligence	(Not listed)	No	No
Overseas Private Investment Corporation	No	Yes	Yes
Patent and Trademark Office	Yes	Yes	Yes
Peace Corps	No	No	No
Pension Benefit Guaranty Corporation	Yes	(Not listed)	Yes
Railroad Retirement Board	No	No	Yes
Securities and Exchange Commission	Yes	Yes	Yes
Selective Service System	Yes	Yes	(Not listed)
Small Business Administration	Yes	Yes	Yes
Social Security Administration	No	No	Yes
Tennessee Valley Authority	Yes	Yes	Yes
Trade and Development Agency	No	Yes	No
U.S. Commission on Civil Rights	No	No	Yes

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Agencies Required to Respond	Participation Goal Set for FY 2012?	Participation Goal Set for FY 2013?	Participation Goal Set for FY 2014?
U.S. International Trade Commission	Yes	Yes	Yes
U.S. Holocaust Museum	Yes	Yes	(Not listed)
Woodrow Wilson Center	No	(Not listed)	(Not listed)
Percent of agencies reporting fiscal year goals (of total respondent agencies)	56% (n=82)	68% (n=83)	86% (n=83)

A number of agencies not required to participate in the Data Call have elected to do so at various times. Participation goal-setting activities of voluntary agency respondents to the 2013 Data Call are shown in Table 40 for informational purposes. Some of these volunteer participants were included in totals reported for agency goal-setting activities in the 2013 status report, but are separated here for clarity of evaluation.

Table 40: Voluntary Agency Participation Goals

Voluntary Agency Participants	Total Participation Goal Set for FY 2012?	Total Participation Goal Set for FY 2013?	Total Participation Goal Set for FY 2014?
Office of Management and Budget (EOP)	No	No	Yes
Office of National Drug Control Policy (EOP)	Yes	Yes	No
Office of Science and Technology Policy (EOP)	Yes	Not listed	No
Office of the United States Trade Representative (EOP)	Yes	Yes	Yes
Postal Regulatory Commission	No	Yes	Yes
Smithsonian Institution	No	No	(Not listed)
U.S. Interagency Council on Homelessness	(Not listed)	(Not listed)	No

Participation Goals: Fiscal Year 2013 Progress Assessment

The Act directs OPM to feature participation goal-setting in status reports addressing telework in Executive agencies. The purpose of this section is to showcase results of agency goal-setting activities.

Results show that most agencies did engage in participation goal-setting for 2013. Specific goals set by agencies are shown in Appendix 17. Agencies had the option of establishing a numeric or other descriptive goal in response to a question in the 2012 Data Call. The question read:

What is your agency's telework goal for **fiscal year 2013**? That is, what is the number and/or the percentage of employees the head of your agency expects to telework during the next fiscal year?

- Goal number of employees teleworking
- Goal percentage of employees teleworking

- Other. Please describe:

Under the Act, OPM is tasked with providing “an assessment of the progress each agency has made in meeting agency participation rate goals during the reporting period....” OPM made a determination of whether or not the 2012 and 2013 participation data submitted by agencies supported their self-assessments of progress by comparing the 2013 goal stated in the 2012 data call to the participation level reported in the 2013 Call. To do so, OPM used agency information to reproduce the calculations required to assess each goal.¹⁰ In a number of cases, especially with non-numeric goals (e.g., statement of fact, aspirations for successful programs beyond participation), progress could not be assessed and self-reports of success were not verifiable. The rate at which results were not verifiable, however, has dramatically decreased since the assessments of agency participation goals in the prior 2013 status report.

Verification has become easier to accomplish for a number of reasons. As mentioned previously, the OPM-agency partnership in goal consultation and training facilitated goal-setting efforts, along with increased agency access to better tools for goal-setting (e.g., improved data from payroll and other automated sources). In addition, to encourage more uniformity and comparability between agencies’ goals, OPM clarified the parameters for goal-setting in its directions to agencies in the Data Call. Directions specified that respondents should give percentages in terms of “eligible” employees. Given the various supports to goal-setting and the progress agencies have made, assessing goal achievement for the current report did not present the same level of challenge described at length in the 2013 status report.¹¹

Results of OPM’s analysis of agency participation goal assessments are shown in Appendix 17 and summarized in Figure 12. Considerable improvements are evident and many more agencies met goals established for fiscal year 2013 (52 percent) versus fiscal year 2012 (18 percent).¹² Importantly, agencies have become much more adept at establishing numeric goals. As mentioned above, far fewer goals established for year 2013 were not able to be verified by OPM (5 percent) as compared with the 30 percent not able to be assessed for fiscal year 2012.

A number of agencies clearly still struggle with the task of establishing participation goals. Shown in Figure 12, 32 percent of participating agencies did not provide a goal for fiscal year 2013 and 36 percent did not provide a goal for fiscal year 2012. Reasons given for failure to set goals parallel findings outlined

¹⁰ OPM used September 2012 participation numbers provided last year, along with this year’s September 2013 and fiscal year 2013 participation, eligibility, and agency population numbers to assess whether agencies had met their numeric goals.

¹¹ For background, see http://www.telework.gov/Reports_and_Studies/Annual_Reports/2013teleworkreport.pdf

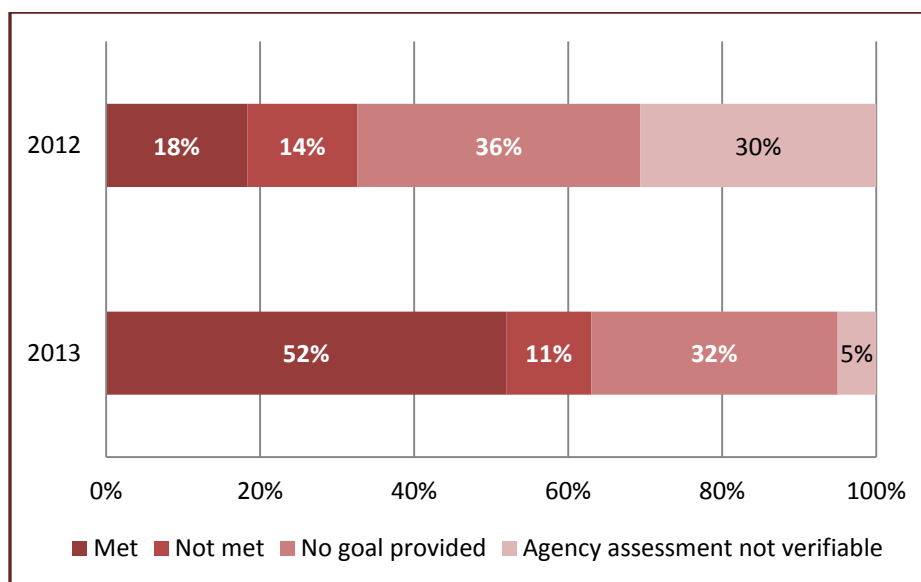
¹² Valid percentages are reported with calculations based only on those agencies that participated in the Data Call, 81 in 2013 and 83 in 2012.

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in the 2013 status report. For the most part, the reasons have little to do with lack of motivation or staff skill, but rather they appear to occur more as a result of contextual constraints (e.g., small agencies are especially challenged by staff turnover when setting participation goals) and resource access (e.g., data collection limitations).

Figure 12: Comparison of Agency Participation Goal-Setting Progress for Fiscal Years 2012 and 2013



Understanding Missed Goals and Efforts to Achieve Future Goals

The Act directs agencies to provide “an explanation of whether or not the agency met the goals for the last reporting period and, if not, what actions are being taken to identify and eliminate barriers to maximizing telework opportunities for the next reporting period” [5 U.S.C. §6506 (b)(2)(E)]. In the 2013 Data Call, agencies unable to meet a participation goal were given an opportunity to describe why the goal was not met and to provide an explanation of actions being taken to meet future goals. Detailed responses from the nine agencies that did not meet participation goals can be found in Appendix 18.

Summarizing agency explanations for unmet participation goals, OPM noted that several were very close to achieving their goals. Reasons for unmet participation goals appear to reflect contextual changes rather than failure in telework program implementation. Two agencies were small and unforeseen contextual changes (e.g., employee buy-outs) meant that the employee populations were reduced to levels with too few employees to support the previous telework goals. Three agencies noted that the goals set during the prior Data Call were very aggressive and, despite remarkable progress, the specific participation goal was not satisfied. Another two noted that a smaller portion of telework-ready employees (e.g., eligible, signed agreements) elected to telework than anticipated. In one agency, employees cancelled telework agreements, while another named data collection limitations as the

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reason participation goals were not achieved. An explanation given in the 2013 telework status report – ongoing barriers to participation – was not mentioned by agency reports captured in the 2013 Data Call.

In the Data Call, agencies also were given an opportunity to describe their efforts to eliminate barriers to telework and improve future goal achievement potential. A summary of descriptions parallel some of the efforts agencies cited for promoting telework overall. Several agencies noted increased efforts to update telework policies, engage in ongoing manager and employee training (e.g., performance management, techniques for managing remote employees, use of technologies, proper coding of telework in time and attendance systems), and generally promote programs through telework town halls and briefings. One agency described efforts to target telework promotion activities through data collection designed to identify pockets of low participation in telework. Several agencies planned activities for Telework Week, while others shared manager testimonials and success stories.

Additionally, techniques mentioned for achieving participation goals included introduction of improved communications technology, training on technology, and generally ensuring that technology barriers are minimized. As an example, the National Science Foundation described a number of promising practices for engaging culture change to support maximum participation in telework:

National Science Foundation. “The Chief of the Employee Relations Branch (ERB) informs new employees [of telework] on day two of employment during New Employee Orientation (NEO). We held a series of comprehensive town halls on the new telework policy-program to brief the workforce on policy and system changes, answer ad hoc questions, and achieve workforce buy-in. We are developing change management plans, workforce communications, and requirements documents for system changes required by the new NSF telework policy. We are also developing an NSF supervisor telework training to include a component on performance management. The NSF TMO is working with Directorates (similar to bureaus) to review local telework procedures to identify where updates may be needed to comply with the new telework policy, which encourages a collaborative approach between supervisors and employees to support increased telework usage and generally a more robust NSF telework program.

As part of our efforts to achieve a cultural transformation of increased telework, we developed and executed a 2014 NSF Telework Awareness Week focused on training and outreach efforts to raise workforce awareness of virtual technology tools available to both onsite employees and teleworkers. The event was launched through an extensive communications campaign, which included posters, news articles, and a series of informational sessions scheduled throughout the week specifically training staff on various virtual technology tools available to employees at the agency. Each training session was accessible to onsite staff and virtually accessible teleworkers. As a result, staff has gained an increased awareness of valuable technology tools – the use of which will no doubt continue to grow as NSF supports expanded use of recurring telework and prepares for the relocation to Alexandria.

In addition, with the 2012 automation of the telework application tracking system, the telework program has experienced improved customer service, program efficiency, and the system facilitates tabulation of data to be used to identify trends and make data-driven decisions.”

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Participation Goals: Fiscal Year 2014

As with prior data collections, agencies responding to the 2013 Data Call were asked to provide goals for agency-wide telework participation for fiscal year 2014. The Act specifically directs agencies to set agency-wide goals for frequency of participation in telework (e.g., 3 or more days per two-week pay period), and many agencies have developed data sources for tracking frequency and assessing frequency goals. As before, OPM specified that agencies should express percentages in terms of “eligible” employees with the intention of standardizing responses and facilitating verification assessments of agency goals for the next reporting cycle. The specific parameters for providing goals in the 2013 Data Call are replicated here:

Enter your agency goals for the following categories for fiscal year 2014. PLEASE REMEMBER: Only provide one response per row (EITHER a number/percentage OR not applicable/no record).

Goals for Fiscal Year 2014	Goal: number of employees teleworking	Goal: Percentage of <u>eligible</u> employees' teleworking (e.g., 14%)	If you cannot provide a numeric goal (as a number or percentage), please enter NA
Total telework participation goal	(data entry)	(data entry)	(data entry)
Frequent routine telework, that is, 3 or more days per two-week pay period	(data entry)	(data entry)	(data entry)
Infrequent routine telework, that is, 2 or fewer days per two-week pay period	(data entry)	(data entry)	(data entry)

As previously noted, 86 percent (n=71) of agencies required to report established a telework participation goal for fiscal year 2014 as compared with the 68 percent (n=57) that established a goal for fiscal year 2013. Altogether, 12 of the agencies required to report to OPM did not set a goal for fiscal year 2014, a significant reduction and improvement over the 26 that did not provide a goal for fiscal year 2013.

Among the 71 Executive agencies that provided a goal for fiscal year 2014, 18 expressed their overall participation goal in terms of a number of employees, 33 expressed it as a percentage of eligible employees, 12 established both a number and a percentage goal, and four provided a descriptive (e.g., implement procedures to support telework) or aspirational (e.g., continue to model workforce mobility) goal. Four agencies elected to establish goals for frequency categories and did not provide overall

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agency participation goals, while most provided a mix of both frequency and overall participation goals. A list of fiscal year 2014 overall and frequency participation goals can be found in Appendix 19.

Agencies That Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish participation goals – either overall or a frequency of participation goal – were given an opportunity to expand their responses with the following direction:

“If you selected NA for any of the categories in question 41, please describe what has prevented you from establishing a numeric goal (as a number or percentage of eligible) and the timeline you have for establishing such a goal.”

Explanations are summarized in Table 41 (for the full responses see Appendix 21). The most commonly cited barriers to goal attainment highlighted inadequate telework data, especially systems not yet capable of capturing frequency of telework occurrences (n=8). As in the last report, a number of agencies described the challenges of setting participation goals for very small agencies, especially those with fewer than 10 employees (n=4). Teleworking populations in small agencies can change rapidly due to unexpected retirements or high attrition rates. In addition, explanations illustrate that the barriers agencies face in implementing telework (e.g., classified work) can create challenges for some agencies in goal-setting (n=3).

Table 41: Summary of Agency Barriers to Numeric Goal-Setting for Participation and/or Frequency of Telework Goals

Summary Explanation of Barrier to Participation Goal-Setting	Number of Agency Respondents
Data collection limitations (e.g., data systems reconfiguration underway, does not track telework by frequency)	8
Nature of the work limits routine telework on a frequent basis and prohibits goal-setting for that category	5
Small agency size prohibits	4
Nature of the work prohibits (e.g., classified work)	3
Elected to establish goals for telework frequency instead of providing an overall participation goal	3
Goal-setting in process	3
Within agency variations in telework participation limit frequency goal-setting at the level of the agency	2
Policy limits on number of telework days prohibits goal-setting for frequent, routine telework	2
Cannot establish goals because the maximum level of participation allowed to meet agency needs has been achieved	2

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Summary Explanation of Barrier to Participation Goal-Setting	Number of Agency Respondents
Goal-setting unnecessary to achieve agency telework vision	1

Note: Agencies often described more than one barrier to goal-setting activities and the total of agency responses shown in the right-hand column exceeds the total of agencies not able to establish an overall and/or frequency participation goal.

Agency Outcomes: Assessing Agency Non-Participation Goals

Assessing participation alone is an important yet insufficient criterion for establishing the success of telework programs. Telework is implemented to achieve specific ends, such as the employee, agency, and community outcomes described previously in the logic model. To achieve the vision of telework, the Act encourages Executive agencies to establish outcome goals for telework and assess progress towards achieving those goals. Ultimately, as mentioned in the introductory material to the report, achievement of successful telework programs is fundamentally an exercise in organizational change. Change management models typically integrate goal-setting as an essential practice for achieving successful change, with change objectives linked to *specific, measurable, achievable, relevant, and time-bound* (SMART) goals. Setting goals provides the motivation necessary to facilitate progress toward successful programs. Setting *measurable* goals is important for gauging the success and effectiveness of change programs like telework.

The Data Call provided agencies with an opportunity to report on any goal-setting and assessment efforts related to telework outcomes during 2013. OPM provides training on an ongoing basis to agencies for goal-setting, measurement, and evaluation using both group trainings and individual consultations. In addition, following recommendations made by the U.S. Government Accountability Office (GAO), OPM developed a document outlining standards for goal-setting and assessment for agencies to use as a guide. This standards document was linked as a resource to the 2013 Data Call. Appended to the Data Call in Appendix 1, the standards document provides guidelines and examples for setting goals, establishing measures and metrics to use in tracking progress, and for describing/utilizing methods to evaluate goal achievement.

The 2013 Data Call specifically queried goal-setting efforts for outcomes spelled out in or suggested by the Act: employee recruitment, employee retention, employee performance, employee attitudes (e.g., job satisfaction), emergency preparedness, reduced energy use, reduced/avoided real estate costs, and reduced commuter miles. Respondents were also provided space to describe any additional goals. For a detailed overview of outcome goals selected by each agency, see Appendix 21.

To begin our overview of agency outcome goal-setting and assessment efforts, Table 42 shows the number of agencies that set goals from 2011 to 2013 for each outcome described in the Act. Results are rank-ordered by the number of agencies that set each goal in 2013, from most (emergency preparedness) to least (reduced energy use). Immediately evident is the decline in the number of goals set for 2013 versus 2012 and 2011. Comments made in the Data Call suggest many agencies have achieved goals set for 2011 and 2012 and did not repeat descriptions of such progress in 2013 reporting.

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Also, in the initial implementation phase after the Act was finalized, agencies set ambitious goals for telework programs. As programs have matured, agency staffs began to take a long-term view, as urged by OPM, and set fewer, more meaningful goals for their agencies. The rigor we advocate for goal assessments does take time to achieve.

Table 42 shows that trends in goal-setting follow a similar pattern for all three years, with goals of reduced/avoided real estate costs, reduced commuter miles, and energy use established by a smaller number of agencies than human resources goals. It is likely that difficulty of data collection and measurement may be a contributing cause. Gaining access to data for energy and environmental goal assessment, for example, is challenging and often requires access to data that may not even be collected currently, or it may require collaboration with other areas of an organization. Also, community-level goals may be perceived as only indirectly linked to agency mission and, consequently, not prioritized. Goals related to traditional human resources metrics, data, and measures are more readily available within the work-life and human resources offices from which telework programs are often run. Goals of employee retention, recruitment, and emergency preparedness, for example, are also much more clearly related to mission attainment and thus easily justified to leadership.

Table 42: Agency Goal-Setting for Each Category Listed in the Act

Goal	2013	2012	2011
Emergency preparedness	41	83	72
Improved attitudes	36	66	58
Employee retention	28	59	52
Employee recruitment	26	62	53
Reduced/avoided real estate costs	17	26	25
Reduced commuter miles	16	48	45
Improved performance	11	43	34
Reduced energy use	9	27	26

The sections to follow summarize information reported by agencies for each goal category outlined in the Act. In the 2013 Data Call, agencies were asked to increase the transparency of their goal-setting and evaluation efforts for outcome goals. For instance, OPM asked agencies to be very specific in goal descriptions, with milestone goals and links to agency mission spelled out clearly wherever appropriate. The information provided details a number of promising practices and these are highlighted as evidence of agency efforts and to provide models for future agency goal-setting endeavors.

Recruitment

In challenging fiscal times, the flexibility provided by telework can act as a non-monetary incentive for attracting prospective employees. Agency comments to the Data Call also indicate that a number of agencies have also recognized the value of additional alternative work arrangements (e.g., remote work)

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for recruiting top talent regardless of geographic location. Several agencies provided sophisticated goal statements for recruitment and these are replicated in Table 43 to serve as model examples.

Table 43: Best Practices Exhibited in Recruitment Goal Statements

Agency	Goal Description
Defense Nuclear Facilities Safety Board	To use telework to increase mission critical recruiting—particularly technical staff—by 10 percent. Scientists and engineers constitute the majority of Board employees and perform the agency's core mission work. Actions will include revising job announcements, recruitment literature, and information on public website to include telework as a benefit of employment. This goal was stated the previous year, but due to lack of recruiting activity in the first half of the fiscal year, reduced HR staff, and the press of other work, it was not made a priority.
Department of Agriculture	Recruitment goals are continuous from 2012. USDA will showcase Telework as an opportunity for employees when attending job fairs and University speaking engagements. Telework eligibility statements will be consistently applied to all vacancy announcements regarding Telework as an option for new recruits.
Department of Education	Last year, we established a goal to post eligibility in position descriptions for job announcements. We also planned to add a question about telework to the new hire/recruitment survey. We will expand the goal this year. The Department plans to use remote work as a recruitment and retention tool. By 2018, we plan to move toward targeting approximately 5 percent of ED's recruitment efforts/vacancies toward remote-based positions.
Election Assistance Commission	Increase the number of qualified candidates by using telework as a recruitment tool. As outlined in our Strategic Plan, we strive for a diverse staff that includes individuals with disabilities, through outreach, competitive compensation, professional development, a pleasant work space, flexible work schedules, telework, and state-of-the-art equipment. This established goal has been at the forefront of previous recruitment activities and with offering routine telework to potential employees, the goal will further enhance future recruitment efforts. We plan to heavily promote telework and flexible working schedules in future job postings. We will evaluate the results by surveying new hires and asking what attracted them to the EAC position.

Agencies were also asked to specify how they planned to or did demonstrate goal achievement. Shown in Table 44, FEVS items, job announcements, and time and attendance data are the most common metrics used to assess the relationship between telework and employee recruitment. In several instances, goal-setting endeavors were new and agencies had not yet identified metrics.

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Table 44: Measure/Metric Used to Assess Recruitment Goals for Telework

Measures/metrics for assessing recruitment	Number of agencies
FEVS (e.g., telework satisfaction and telework participation items)	8
Vacancy announcements	6
Time and attendance/payroll records	6
New employee survey	3
Number of telework agreements	2
Number of applications (from highly qualified applicants) to positions announced as telework-eligible	3
Employee performance records	2
Candidate survey	1
Records of telework participation among eligible new hires	1
Number of employees equipped to telework	1
Other	1
No metrics	8

Asked whether they had met recruitment goals, 13 agencies reported recruitment goal satisfaction. Best examples of the evidence provided to support agency achievements are summarized here:

- **Department of Agriculture** – USDA brings on numerous student interns, volunteers, and hosts career development details. Numerous inquiries are received monthly for job opportunities available at USDA.
- **Federal Energy Regulatory Commission** – FEVS positive responses on telework increased 6 percent.
- **Federal Housing Finance Agency** – 90 percent of new employees sign up for telework upon entry.
- **Millennium Challenge Corporation** – Increased telework approvals and participation during fiscal year 2013.
- **National Capital Planning Commission** – 100 percent of our new hires in fiscal year 2013 have approved telework agreements in place and participate in telework (40 percent have been on routine telework) and it is a common inquiry by new hires.
- **National Science Foundation** – Telework is consistently referenced as a workplace flexibility option for employees in NSF’s job vacancy announcements and continues to be included in posts via NSF’s social media outlets.
- **Nuclear Waste Technical Review Board** – Telework is offered to all new employees and is standard language in all vacancy announcements.

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As shown in Table 45, agencies reported a number of reasons for unmet recruitment goals. The most frequently recurring descriptions included goals too new to assess (n=4), changes in the recruiting and hiring context (n=4), and insufficient data (n=2).

Table 45: Reasons Agencies Did Not Achieve Recruitment Goals for Telework

What prevented achievement of agency recruitment goals?	Number of agencies
Goal too new to assess at time of data call	4
Contextual change – no recruiting/hiring	4
Data insufficient to assess goal attainment	2
Reduction in HR staff	1
Delay in adding telework questions to onboarding surveys	1
Eligibility classifications review for new positions underway	1
No specific goals for achieving recruitment established	1
Unclear response	4

Note: Agencies could cite more than one reason for unmet goals.

Retention

Just as telework can be a way of attracting top talent, it can also serve to keep talent and institutional knowledge within an organization. Turnover is costly to agencies and many set telework goals to retain employees and realize cost savings. Best practice goal statements describing agency plans to achieve employee retention are displayed in Table 46.

Table 46: Best Practices Exhibited in Retention Goal Statements

Agency	Goal Description
Consumer Product Safety Commission	Retain 85 percent of new employees for at least 3 years. (new goal)
Department of Agriculture	Telework is offered Agency-wide to employees and is viewed as an added incentive to remain at USDA in lieu of seeking employment elsewhere.

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Agency	Goal Description
Department of Treasury	<p>Treasury will increase education for managers to help them understand the positive link between telework and retention. Managers will be encouraged to offer telework opportunities where warranted, and to the greatest extent feasible, to support mission needs and employee work-life balance.</p> <p>As a team, we will look into ensuring that there are questions concerning telework as part of exit surveys and gather quarterly data.</p>
Election Assistance Commission	<p>Reduce costs due to employee turnover. It has always been EAC's goal to attract and maintain an empowered, high-performing workforce. By offering routine telework, the agency may retain employees who would otherwise leave for personal reasons. EAC has learned that investing in technology needed to implement a telework program for all staff may outweigh the potential loss of institutional knowledge and creativity.</p> <p>We offered routine telework to all employees in October 2013, and encouraged employees to telework 2 days a week. At the end of 2014, we will review employee responses to the agency's Annual Employee Survey (AES) and analyze EAC's attrition rate to see the impact, if any, of the 2-day telework schedule on employee retention.</p>
National Aeronautics and Space Administration	<p>NASA continues to benefit from the success of the Work From Anywhere program (WFA), which leverages existing workplace flexibilities to maximize productivity, innovation, and, ultimately, mission success. Our goal is to continue to ensure that employees are trained, equipped, and enabled to Work From Anywhere. This unique program demonstrates benefits for both employees and also the Agency and society. NASA evaluates the success of WFA through results of the EVS, anecdotal feedback from employees and managers, and the success of telework drills.</p>
National Capital Planning Commission	<p>This is a previously established goal for employee retention which is part of our telework program policy's purpose (as is recruitment): Telework is an option made available to our employees to be used to the maximum extent possible without diminishing performance or the agency's overall mission and workflow. Employees and managers are informed that telework is voluntary and is a flexible work schedule arrangement to maintain work-life balance. This goal is directly linked to our agency Strategic Plan Goal #5 to "embrace the best practices for the continual development of its human resources, work processes, and technology." Our goal is to have an employee retention rate of 90 percent.</p>
National Science Foundation	<p>In 2011, NSF set a goal to create a more robust telework program as a tool to retain talented employees, especially in light of the agency's planned relocation to</p>

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Agency	Goal Description
	a new building in Alexandria, VA, scheduled for 2016. Goals to this end included the development of an automated telework agreement system, implementing a time and attendance system that provides for tracking of actual telework, negotiating and implementing an updated telework policy, and providing training on the new policy to increase the use of telework flexibilities across the agency.

Shown in Table 47, FEVS items, employment records, telework participation data, and time and attendance data are the most common metrics used to assess the relationship between telework and employee retention. Promising practices used by a few agencies include employee separation data, use of exit surveys, and retirement eligibility records.

Table 47: Measure/Metric Used to Assess Retention Goals for Telework

Measures/metrics for assessing retention	Number of agencies
FEVS item scores	9
Employee population data/employment records	7
Telework participation records/agreements	5
Time and attendance/payroll records	5
Exit surveys	2
Employee separation data	2
Retirement eligibility records	1
Intra-agency employee records	1
None given/none in place	9

Nineteen agencies reported successful achievement of retention goals. Evidence of success is quoted here through select samples of efforts described by both large and very small agencies:

- **National Science Foundation** – 17.7 percent of our total workforce population engages in telework on a frequent routine basis. We are continuing work to increase the percentage of routine frequent teleworkers thus improving employee retention.
- **Nuclear Waste Technical Review Board** – Telework is offered to all new employees and is standard language in all vacancy announcements.

Reasons for unmet goals were also provided by agencies. The most frequent reason given was that the goal was too new to assess at the time of the Data Call administration (Table 48).

Table 48: Reasons Agencies Did Not Achieve Retention Goals for Telework

What prevented retention goal from being met?	Number of agencies
Goal too new to assess at time of data call	5

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What prevented retention goal from being met?	Number of agencies
Contextual change – unforeseen increase in turnover with retirements, expiration of temporary appointments, etc.	1
Data insufficient to assess goal attainment	1
Manager resistance	1
Systems not yet in place	1
Unclear response	3

Note: Agencies could cite more than one reason for unmet goals.

Performance

The comparatively small number of agencies that set performance goals in 2013 (n=11) attests to the difficulty of demonstrating changes in performance directly attributable to telework. Measuring performance is often complicated by the multiple possible explanations for changes (e.g., few resources, multiple time demands, changing objectives), especially in the knowledge work typically pursued by Federal employees. Work output measured by quantity (efficiency measures) is simpler to assess than work output characterized by levels of quality (effectiveness) as is often typical of the sort of work conducted by Federal employees.

Goal statements are shown in Table 49. Note that several describe good performance as an eligibility criterion for continued telework. The assumptions behind such goals appear to be that employees become incentivized to improve performance in order to telework or to maintain high performance to gain access to or keep a telework arrangement. From this perspective, performance increases occur because of opportunities to concentrate on work without the distractions of a common office as well as through time saved when employees are freed from commuting.

Table 49: Best Practices Exhibited in Performance Goal Statements

Agency	Goal Description
Alaska Natural Gas Transportation Projects	Employees must demonstrate accountability and responsibility in their work in order to remain eligible to participate in the telework program. Achievement is measured by the number of employees who remain eligible to participate.
Election Assistance Commission	Improve employee performance by the end of the 2014 calendar year. This aligns with our guiding principle of professionalism, excellence and adherence to the highest level of performance standards. We will achieve this goal by encouraging all EAC employees to telework 2 days a week. This will offer them an opportunity to work on jobs that involve thinking and writing; data analysis; writing decisions or reports; telephone-intensive tasks; computer-oriented tasks (data entry, intranet design; and personnel/payroll

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Agency	Goal Description
	<p>transactions).</p> <p>EAC's CIO worked to ensure that each employee had the required equipment (laptop, mobile telephone, VPN access, and air card) to move information and communication capabilities from the office to the home by October 2013.</p> <p>With fewer interruptions, the quality of work, stakeholder satisfaction, meeting deadlines, and work quantity should improve.</p> <p>At senior staff meetings, managers will continue to be encouraged to work with their employees to communicate work expectations during telework to foster productivity. Teleworkers have been instructed to be just as responsive as before to the needs of EAC stakeholders and to each other. Every manager has been asked to give feedback so employees know if they are doing a good job and meeting their manager's expectations.</p> <p>We will evaluate through the annual performance appraisal process and the Annual Employee Survey (AES). Will monitor use of sick leave to see if it declines since employees are less likely to call in sick for invalid reasons, less likely to need time off for doctor's appointments, and less likely to need time off because of a sick child. Also, will collect telework data when there is inclement weather.</p>
National Capital Planning Commission	<p>This is a previously established goal for improved employee performance: Telework is a management tool to help in improving work performance and productivity. This goal is directly linked to our agency Strategic Plan Goal #5 to "embrace the best practices for the continual development of its human resources, work processes, and technology." Our goal is to maintain a high standard for employee performance due to our major mission objectives and small staff size, so that at least 95 percent of our permanent workforce is performing at or above a "fully successful" level.</p>

Given the challenges to identifying and standardizing performance measures with knowledge work, agencies have been slow to identify measures/metrics for assessing performance goals. The only measure mentioned in agency reports was employee time and attendance. Three agencies declared that they had not yet identified measures/metrics.

Eleven agencies reportedly achieved performance goals, with promising evidence of success outlined in the bulleted list below. Note that assessments assume the operationalization of performance, including met deadlines, quantity of work, performance ratings, and self-reported productivity.

- **Alaska Natural Gas Transportation Projects** – Projects are completed in a timely manner, if not before deadlines.
- **Election Assistance Commission** – The workload has increased and the number of staff has decreased.

- **Environmental Protection Agency** – There are no employees teleworking with a rating below level 3.
- **Millennium Challenge Corporation** – EVS scores and comments reflect increased employee productivity due to employee telework and compressed work schedules.
- **National Capital Planning Commission** – At the end of the performance year, 100 percent of our permanent workforce achieved at least “fully successful” levels of performance, with the majority of performance results above “fully successful.”

Reported barriers to achieving goals for improved performance included 1) goals too new to assess (3 agencies), and 2) infrequent telework (1 agency).

Improved Employee Attitudes

Telework can have a positive effect on employee attitudes, including job satisfaction. Setting goals centered on employee attitude improvement has particular relevance at a time when diminishing resources continue to place pressure on Federal employees, with increased demands for similar or increased quantities of work with fewer resources and staff. Given the current conditions and well-researched relationship between telework and attitudes like job satisfaction, it is not surprising to find that improvements in employee attitudes was the second most frequently selected goal for telework programs in the 2013 Data Call (n=36). As shown in Table 50, goals for increased job satisfaction as measured through the FEVS are a fairly common feature of agency goal statements and planned activities to demonstrate improvements in employee attitudes.

Table 50: Best Practices Exhibited in Improved Employee Attitudes Goal Statements

Agency	Goal Description
Court Services and Offender Supervision Agency	We will use a time-series approach for assessing and demonstrating the impact of our program on job satisfaction. We will use FEVS data on telework participation and job satisfaction over the next 5 years. Each year we will examine our scores related to telework and compare them to prior years to determine trends/progress. If possible given the survey instrument, we will examine how teleworkers and non-teleworkers compare in terms of job satisfaction and observe whether this difference grows over time as our telework program expands. We will also examine the overall job satisfaction scores for the Federal Government during this same time period to see if there are any remarkable trends that could influence the results we see for our agency’s teleworkers.
Defense Nuclear Facilities Safety Board	Goal: Use the Board's telework program to increase employee job satisfaction as defined in the Federal Employee Viewpoint Survey HCAAF Job Satisfaction Index. Specifically, increase the agency's overall job satisfaction rate of 54 percent (reported in the 2013 FEVS) to the Governmentwide satisfaction rate of 64 percent. Relation to agency mission: Employee satisfaction is key to recruiting and retaining employees in mission critical occupations, especially the scientists and engineers

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Agency	Goal Description
	<p>who perform the Board's core mission work. As stated, this is a new goal. With fewer interruptions, the quality of work, stakeholder satisfaction, meeting deadlines, and work quantity should improve.</p> <p>At senior staff meetings, managers will continue to be encouraged to work with their employees to communicate work expectations during telework to foster productivity. Teleworkers have been instructed to be just as responsive as before to the needs of EAC stakeholders and to each other. Every manager has been asked to give feedback so employees know if they are doing a good job and meeting their manager's expectations.</p>
Department of Education	<p>Item 79 of the EVS survey reads: "How satisfied are you with the Telework program in your agency?" ED increased our positive responses from 78 percent to 81 percent positive. That represents an increase and continues on a positive trend. We are also slightly above the Governmentwide average of 79 percent positive results. We would like the trend to continue, reaching 85 percent positive by the next survey.</p>
Federal Deposit Insurance Corporation	<p>The FDIC plans to improve employee attitudes (e.g., job satisfaction) where it pertains to telework by 5 percent by fiscal year 2017. The FDIC's mission strives to protect and instill public confidence in the public banking system. It is important for our employees to feel appreciated and valued in their jobs as they examine banks and make decisions that ultimately affect the economy. We offer benefits packages that include telework and alternate work schedules to attract and retain highly skilled employees, as well as to remain competitive in the private sector market. This is a new goal that we are setting for the agency. While employee attitudes towards telework have been steady for the past few years, we want to increase job satisfaction and encourage more telework where it is appropriate.</p>
National Archives and Records Administration	<p>Increase employee attitudes by 20 percent by fiscal year 2017. This aligns with our mission of creating access to records for the American public. A more satisfied employee will be able to produce the work product more effectively. We will achieve this goal by encouraging employees to telework more often and informing the employees of the work/life balance benefits of teleworking. We will use a time-series assessment by evaluating the Federal Employee Viewpoint Survey job satisfaction results.</p>
Patent and Trademark Office	<p>The USPTO mission is to foster innovation, competitiveness and economic growth, domestically and abroad by delivering high quality and timely examination of patent and trademark applications, guiding domestic and international intellectual property policy, and delivering intellectual property information and education worldwide, with a highly-skilled, diverse workforce.</p> <p>Goal: Ensure that USPTO Telework Programs help support Agency mission and realize USPTO strategic goals while enhancing employee satisfaction as measured by the USPTO annual Telework Enhancement Act Pilot Program (TEAPP) Survey.</p>

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Agency	Goal Description
	December 2013 TEAPP Survey: 93 percent of TEAPP participants reported overall job satisfaction and ability to balance work and family life were either slightly or significantly better since participating in TEAPP. 94 percent of survey respondents feel that TEAPP has a positive impact on employee satisfaction.

The FEVS provides a comprehensive instrument for assessing employee attitudes and offers a readily available source of data for agencies. FEVS reports also provide Governmentwide results for agencies to benchmark progress. As shown above, goal descriptions tend to feature job satisfaction improvement goals, and FEVS items are the most frequently cited measures/metrics for assessing agency goal progress toward improved employee attitude goals. Displayed in Table 51, measures from the FEVS were described with the greatest frequency (n=25) in plans to assess set goals.

Table 51: Plans to Measure and Use Telework towards Improving Employee Attitudes

Plans to measure and use telework towards improving employee attitudes	Number of agencies
FEVS	25
Agency telework participation records/telework agreements in place	6
Internal custom surveys	4
Retention records	1
No measures established yet	7

Twenty agencies reportedly met their employee attitude improvement goals. Samples of evidence provided are shown here, again with an emphasis on FEVS survey results. While some consider overall employee attitudes, others considered satisfaction scores with telework programs as an indicator of employee attitudes toward telework instead of more general workplace attitudes.

- **Agency for International Development** – Our FEVS rankings for telework have improved every year.
- **Alaska Natural Gas Transportation Projects** – Reduced employee absences.
- **Department of Agriculture** – Job satisfaction as it relates to Telework is one of the areas that continue to show improvements on the FEVS and the Telework Data Call. It is among the highest ranked areas for all of Federal Government.
- **Department of Education** – Improvements in EVS Survey results.
- **Environmental Protection Agency** – EPA employees provide positive feedback on EVS results.
- **Federal Housing Finance Agency** – Employee Viewpoint Survey responses for those work areas which are eligible to telework are scored higher.
- **Millennium Challenge Corporation** – EVS scores and comments reflect increased satisfaction with agency telework and compressed work schedules and requests to increase portfolio options.
- **National Science Foundation** – Over the past four years, the NSF telework program has continued to earn positive scores in FEVS results indicating consistently improving employee attitudes and satisfaction with the telework program.

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- **National Transportation Safety Board** – Employees are happy with the telework program. Over the past year, the agency has had no performance/conduct issues with any teleworker. All teleworkers are successfully performing their duties.
- **Overseas Private Investment Corporation** – The most recent FEVS indicates increased or sustained job satisfaction around Work-Life balance.
- **Patent and Trademark Office** – 94 percent of survey respondents feel that TEAPP has a positive impact on employee satisfaction.
- **Trade and Development Agency** – Based on OPM’s comparative results of the 2013 Governmentwide Federal Employee Viewpoint Survey, the USTDA has been recognized as the "Top Small/Independent Agency Performer Across HCAAF Indices.

Table 52 shows that some agencies are not able to demonstrate employee attitude improvements, with the primarily reason being that the goal was too new to assess (n= 10) at the time of the 2013 Data Call.

Table 52: Reasons Agencies Did Not Achieve Employee Attitude Improvement Goal

What prevented employee attitude improvement goals from being met?	Number of agencies
Goal too new to assess at time of data call	10
Insufficient data or data not yet available	2
Manager resistance	1
Insufficient marketing of telework opportunities	1
Unclear response	5

Note: Agencies could cite more than one reason for unmet goals.

Emergency Preparedness

Agencies were given the option to focus on any aspect of emergency preparedness in goal-setting and measurement. As displayed in Table 53, Agencies most commonly reported integrating telework into Continuity of Operations Plans (COOP), which is unsurprising given the focus on COOP in the Act (30 agencies).

Table 53: Best Practices Exhibited in Emergency Preparedness Goal Statements

Agency	Goal Description
Appraisal Subcommittee, Federal Financial Institutions Examination Council	This is a previously established goal. We have developed a COOP plan that will allow the agency to run at a somewhat normal capacity if there were to be any kind of emergency in downtown DC, that would prevent staff from coming into the office. Staff who work outside the DC, area, have been trained on how to access the servers if they needed to be rebooted or shut down in case of an emergency. We also work with an IT Contractor who is outside the beltway who would be able to access our servers so that staff would be able to continue working as normal in an emergency situation.

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Agency	Goal Description
Defense Nuclear Facilities Safety Board	<p>Goal: So the Board can continue to meet its mission requirements in emergency situations, ensure all (100 percent) Board employees understand what they are required to do in emergency situations and ensure they have the tools/equipment necessary to conduct their work at an alternate worksite. To this end: (1) Require Board employees [who wish to fulfill emergency duties in a telework status] to complete emergency telework training and sign an emergency telework agreement. (2) Incorporate telework into the agency's Continuity of Operations Plan (COOP). (3) Provide continuing guidance to Board employees about OPM and agency rules for delayed arrival, early departure, and/or Government closure. (4) Ensure each employee has the equipment they need and access to Board systems so that they can work at home in any emergency situation, including inclement weather.</p>
Department of Treasury	<p>NEW GOAL-The partnership between Telework and Emergency Preparedness will be represented in policy and data.</p> <p>Ensure that bureau COOP plans support the relationship between telework and emergency preparedness and vice versa. Including meeting requirements as outlined in FCD 1&2 for telework and emergency preparedness.</p> <p>All bureaus will work to implement emergency telework where telework ready employees continue to work during severe weather or other emergency that closes the Office. Contingent on collective bargaining agreements and management approval.</p> <p>Bureaus will evaluate options to capture weather-related, unscheduled telework in the Washington, DC, Metro area using time and attendance systems, and record data quarterly.</p> <p>Ensure that all emergency essential employees [who wish to exercise those duties through telework] have a telework agreement by end of fiscal year 2014</p>
Farm Credit Administration	<p>All employees have laptops and are prepared and any plans for measuring this achievement. All employees are able to connect remotely to work from alternate worksites. Agreements are placed for virtually all staff to allow them to telework during an emergency event that would close one of our offices. FCA's management and all of its Examiners also have smartphones that allow them to stay connected during an emergency.</p>
General Services Administration	<p>GSA recognizes telework as a critical part of emergency preparedness and uses unscheduled telework as an important tool in maintaining agency productivity in the face of unforeseen circumstances that, as outlined in our policy, fall short of COOP activation. Our goal is to increase employee participation in unscheduled telework as appropriate by continuing to reflect OPM annual guidance and clarify</p>

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Agency	Goal Description
	<p>expectations through agency guidance.</p> <p>We anticipate seeing an increase in the percentage of employees who use unscheduled telework in response to specific announcements of Government closures.</p>
National Archives and Records Administration	To have 90 percent of COOP members participate in the exercises and real life events. This aligns with our mission of creating access to records for the American public by providing the employees the ability to continue work during emergencies.
National Capital Planning Commission	This is a previously established goal from emergency preparedness: The telework program is a major benefit in improving emergency preparedness. This goal is directly linked to our agency Strategic Plan Goal #5 to "embrace the best practices for the continual development of its human resources, work processes, and technology." The goal is to improve emergency preparedness by making sure that all telework-ready employees have the ability and access to work remotely in case of an emergency office closure; and to communicate to employees the agency's expectations of them during emergency closures.

OPM's Dismissal and Closure policy is often activated in Washington, DC, during inclement weather. A number of agencies noted the importance of such activations as a natural test of their emergency preparedness capacities, with measures/metrics to assess emergency preparedness often tailored to assess emergency capacity during building closures under conditions of inclement weather as shown in Table 54.

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Table 54: Measure/Metric Used to Assess Emergency Preparedness Goals

Measures/metrics for assessing emergency preparedness	Number of agencies
Agency records of telework participation (often during unscheduled building closures/inclement weather)	10
Cleared COOP guidance	4
Time and attendance records	2
Results of emergency test drills	2
Number of telework-ready employees who teleworked, number of telework ready employees who took leave, and dollars paid out for administrative leave (all employees) during closures	1
Number of remote log-ins during agency closures	1
VPN utilization during building closures/inclement weather	1
Telework readiness (e.g., signed agreement) among emergency staff	1
Completed and available technical infrastructure	1
FEVS	1
None given/none in place	9

Responding to the Data Call, 27 agencies reported achievement of emergency preparedness goals. Evidence of met goals is quoted in the bulleted list below. Again, note the importance of OPM's Dismissal and Closure policy as opportunities for testing and evaluating agency capacities to maintain continuity and agency performance in an emergency.

- **Committee for Purchase from People Who Are Blind or Severely Disabled** – During periods of inclement weather, the office had maximum telework attendance.
- **Corporation for National and Community Service** – We have included telework in our revised COOP Policy.
- **Department of Agriculture** – USDA is consistently highlighted in business reports, radio coverage and other publications for their ability to continue operations during office closures due to storms, earthquakes and other events.
- **Department of Housing and Urban Development** – Met our target goal and increased by 5 percent.
- **Environmental Protection Agency** – The agency's systems have been upgraded and tested. Employees understand the use of these tools.
- **Export-Import Bank of the United States** – More employees are teleworking when the office is closed.
- **Federal Mine Safety and Health Review Commission** – The Commission was able to continue its mission during 2013 inclement weather conditions.
- **International Boundary and Water Commission** – Used scenarios to draw up position/employee list, such as emergency flood.

- **Millennium Challenge Corporation** – Fiscal year 2013 IT reports reflect remote usage during inclement weather events to continue mission-critical business operations.
- **National Capital Planning Commission** – Telework-ready employees have ability to access work remotely during telework participation. Also, as a result of the latest update to our program policy, telework-ready employees know they are required to telework during emergency closings (or use leave).
- **National Endowment for the Humanities** – Successful COOP exercises have been performed.
- **Nuclear Waste Technical Review Board** – Successful 100 percent access to internal IT systems for all employees during COOP exercises or when all employees telework during situations such as inclement weather or unscheduled building closures.
- **Office of the United States Trade Representative (EOP)** – COOP implementation would involve telework.
- **Patent and Trademark Office** – VPN utilization tracked and analyzed during past emergency closings.
- **Trade and Development Agency** – The 2014 COOP Plan and Telework Agreement includes enhanced wording on telework during emergency situations.

The reasons for failing to demonstrate emergency preparedness are shown in Table 55. A familiar pattern at this point, a goal too new to assess was the most frequently recurring reason (n=7). The fact that this explanation repeats should be encouraging as it is evidence of ongoing efforts to continuously develop telework programs by setting and testing new goals.

Table 55: Reasons Agencies Did Not Achieve Emergency Preparedness Goal

What prevented emergency preparedness goals from being met?	Number of agencies
Goal too new to assess at time of data call	7
Required policy revisions underway	3
No emergency situation during the period of evaluation	2
Technical tools not yet implemented	1
Insufficient data	1
Evaluation planning underway	1

Note: Agencies could cite more than one reason for unmet goals.

Energy

The smallest number of agencies elected to establish goals targeting reduced energy use (n=9), likely because energy savings may be one of the most complicated telework outcomes to assess and establish. Measurement is challenged as a function of the myriad related behaviors and factors that are difficult to quantify and relate to each other. For example, establishing net energy savings requires knowledge of both energy consumed at the office (e.g., utility use, electronics) and any energy use increase at home (e.g., using the air conditioner or home appliances more often).

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Agency descriptions of energy cost goals were a bit less concrete than for other goals, in testimony to the difficulty in establishing quantifiable measures and accessing data. The three examples highlighted in Table 56 each achieved the requested level of specificity. Note that examples tend to operationalize energy reduction as reduced travel to and from a central workplace through increased use of telework.

Table 56: Best Practices Exhibited in Reduced Energy Use Goal Statements

Agency	Goal Description
Department of Health and Human Services	<p>HHS committed to an estimated \$59.6M of alternative financing contracts. To date, \$2M has been awarded, and we expect to award the remaining \$57M by December 2013. Of these contracts, \$13.6M comes through Utility Energy Service Contracts and \$46M through a Department of Energy (DOE) Super Energy Savings Performance Contract (ESPC) vehicle.</p> <p>To lower greenhouse gas emissions by reducing employee commuting and travel, HHS is implementing Operating Division (OPDIV) specific initiatives that will increase participation in telework. CDC implemented the Telework Management System (TMS) in fiscal year 2011 to centralize the tracking of employee participation, including the number of days participating per two week period and employee commute mileage. CDC currently boasts as 42 percent employee participation rate in telework. Similar to the success seen at CDC in 2011, in 2012, the National Institutes of Health (NIH) developed and implemented an online automated system for approving telework agreements, providing training to all employees who are telework-eligible as well as to their supervisors. HHS is on track to meet the energy use intensity reduction of 30 percent by fiscal year 2015. As of fiscal year 2012, HHS has reduced energy use intensity by 22.4 percent when compared to fiscal year 2003.</p>
Election Assistance Commission	<p>The goal to reduce energy consumption and emissions will be reached by allowing employees to reduce their commutes to work.</p> <p>We have achieved this goal by encouraging employees to use public transportation and allowing them to telework 2 days a week.</p> <p>* * *</p> <p>We will utilize the agency's intranet to remind employees about this effort, showcase the benefits for the EAC and the environment, retain telework participants and encourage more employees to use public transportation.</p>
General Services Administration	<p>Telework is part of GSA's sustainability plan as the agency moves toward its environmental goals. The agency recognizes telework as a contributing factor in reducing CO2 emissions; per our calculations, 8,850 metric tons of CO2 emissions were avoided based on telework participation in fiscal year 2013. Our goal is to</p>

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Agency	Goal Description
	continue to reduce emissions based on telework participation. We anticipate seeing the level of CO2 emissions decrease as telework participation continues.

GSA's Carbon Footprint Tool¹³ can capture the data required to assess energy reductions related to commuting behaviors emphasized in several agency goals. GSA's survey was developed in part to assist agencies with annual greenhouse gas reporting requirements, under Executive Order 13514 signed by President Obama on October 5, 2009. The survey includes questions about commuting behavior, and agencies can request items measuring telework behavior. In agency briefings and in the prior 2013 telework status report, OPM has urged agency telework staff to collaborate with GSA's Carbon Footprint team and agency sustainability officers to access the survey and appropriate sources of data as support of energy goal assessment.

Given OPM efforts to raise awareness of the Carbon Footprint Tool among agencies, it is encouraging to see a number of agencies do cite measures/metrics to assess agency sustainability through the Carbon Footprint Tool as shown in Table 57.

Table 57: Measure/Metric Used to Assess Energy Use Goals

Measures/metrics for assessing energy use	Number of agencies
Sustainability measures	3
Employee public transportation use records	1
Greenhouse gas inventory	1
Office of Operations data	1
Shared office records	1
Telework participation records	1

Among agencies that set goals for reduced energy use, six met those goals and three did not. Statements relating evidence of met goals come from two agencies:

- **Department of Agriculture** – Energy usage is continually reduced each year during national participation in Telework Week.
- **Election Assistance Commission** – 85 percent of employees use public transportation to commute to work and over 90 percent of staff participate in routine telework.

¹³ See <https://www.carbonfootprint.gsa.gov/>

Barriers to energy use reduction goals were described by all three agencies that did not meet their goals. They include, budget limitations (n=1), goals too new to assess (n=1), and manager resistance (n=1).

Avoided Building Costs

Of energy and environment-related goals, the greatest number of agencies (n=17) established goals to reduce/avoid real estate costs. Agencies seem to have had the most success in establishing and measuring real estate goals. Highlighted in Table 58, both large and small agencies have engaged in goal-setting to reduce real estate footprints often in planned collaboration with GSA. Agencies also continue to rely upon hoteling programs to reduce space usage.

Table 58: Best Practices Exhibited in Reduced/Avoided Real Estate Goal Statements

Agency	Goal Description
Department of Treasury	<p>Increase documented real estate savings enabled by telework by 10 percent in fiscal year 2014 over 2013 levels.</p> <p>Several bureaus are implementing space consolidation initiatives supported by telework. Treasury telework leads will continue to build partnerships with real estate program offices to capture savings due to telework being an option.</p>
Equal Employment Opportunity Commission	<p>The Agency, for several years, has proposed the goal of increased telework as a means of reducing office space and corresponding rent by 20 percent Agency-wide. Given the budgetary constraints the Agency faced, a proposed solution to budget issues was to reduce rent costs throughout the country.</p>
Institute of Museum and Library Services	<p>One of the Agency's goals is for IMLS to achieve excellence in public management and perform as a model organization through strategic alignment of resources and prioritization of programmatic activities, maximizing value for the American public.</p> <p>The agency will almost certainly be moving in early 2015, or at the very least reducing our footprint from 30,000 to 15,000 square feet (as instructed by GSA). This will reduce our real estate costs. Because of the limited space, the Agency is looking to have a large percentage of the staff telework at least two days a week, and in some case up to four days a week.</p> <p>We are working to have the IT infrastructure in place to support this, and still meet the mission of the Agency and serve the American people.</p>
Patent and Trademark Office	<p>As of Q4 fiscal year 2013, it is estimated that the agency avoided securing \$28.9 million in additional office space as a direct result of all of the USPTO's hoteling programs [where teleworkers relinquish permanent office spaces and use a space set aside for teleworkers when they come into the office].</p>

As goal statements emphasize, many agencies have relied upon building closures as a way to reduce real estate costs. Measures/metrics reflect this focus and rent, number of leases/Federal buildings, office

square footage feature as measures (Table 59). Future goals and measures would benefit from a focus on the outcomes of office closures, especially through measures of employee attitudes and performance.

Table 59: Measure/Metric Used to Assess Reduced/Avoided Real Estate Costs Goals

Measures/metrics for assessing reduced/avoided real estate costs	Number of agencies
Building/office rent amount	4
Number of home-based employees/full-time teleworkers	3
Office square footage	2
Number of leases	1
Number of Federal buildings	1
Utility costs	1
Number of shared office spaces	1

Among the six agencies that did meet their reduced/avoided real estate goals, several show clear evidence of space reduction. Again, several agencies described partnerships with GSA to meet real estate goals. Some agencies are shifting to a model where many employees are performing work remotely and not reporting regularly to an agency-sponsored duty location. In that sense, USPTO's program is the most instructive because it responds to the goal identified in the Data Call most completely by describing actual cost savings, although part of their program is not actually a telework program, as it is generally understood, but rather remote work.

- **Agency for International Development** – We are growing our space footprint slower than we are adding people.
- **Department of Agriculture** – USDA has already seen a reduction in real estate and better space utilization.

Commute Miles

Agency efforts to establish goals concerning commute miles reflect the long-standing view of telework as an effective strategy to mitigate the daily drain on productivity that a commute can impose. As with energy goals, demonstrations of reduced commute miles can be made in cooperation with sustainability offices. As shown in Table 60, several agencies cited commuter surveys, sustainability planning, GSA's Carbon Footprint, and commute days avoided calculations for Scope 3 emissions analysis. Such goals point to an increased collaboration between agency telework and sustainability offices to achieve common goals of increasing telework and reducing commute miles and consequent greenhouse gas emissions.

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Table 60: Best Practices Exhibited in Reduced Commuter Miles Goal Statements

Agency	Goal Description
Department of Health and Human Services	HHS is on track to meet the Scope 3 Green House Gas (GHG) emissions reduction of 3.3 percent for fiscal year 2020. As of fiscal year 2012, HHS has reduced Scope 3 GHG emissions by 9.5 percent when compared to the fiscal year 2008 baseline. Municipal solid waste disposal and employee business ground travel have seen the largest percent reductions in these emissions. Commuter travel is the prime component of HHS Scope 3 emissions, and on a total GHG basis, it has seen the largest decrease.
Department of Transportation	DOT has a long range goal to reduce Scope 3 greenhouse gas emissions, a type of emission primarily a result of employees' commuting behavior on work days. As such, DOT is currently attempting to measure the average number of "Commute Days Avoided" per employee as a result of employee participation in telework and compressed work schedules, and has targets for emission reductions.
National Capital Planning Commission	This is a previously established goal for reducing commuter miles: Telework is a benefit to reducing traffic congestion and improving air quality. This goal is linked to the Strategic Plan Goal #5 since it considers work-life balance. The goal is to maintain low employee commuter miles by automobile of less than 500 per day. (Numeric goal is new)
National Science Foundation	NSF's goal is to increase the percentage of employees engaging in frequent routine telework (i.e., employee's regularly teleworking 3 or more days per two-week pay period) by 5 percent in fiscal year 2014. This increase will contribute to our efforts to achieve a cultural transformation towards the expanded use of telework as a work-life balance flexibility, which will result in more routine use of regular telework, therefore, contributing to reduced commuter miles.

Table 61 illustrates again that agencies are clearly accessing measures of commuter behavior from the sustainability evaluations mentioned previously (e.g., travel mode, number of commuters).

Table 61: Measure/Metric Used to Assess Reduced Commuter Miles Goals

Measures/metrics for assessing reduced commuter miles	Number of agencies
Transit subsidy expenditures	5
Telework program participation records	3
Number of commuters	2
Travel mode measures (including public transportation usage)	2
Number of commute days/hours avoided	2
Accounting inventory of ground business travel	1
Commute distance	1

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Measures/metrics for assessing reduced commuter miles	Number of agencies
Annual commuter survey	1
None set	4

Of the 11 agencies that reported achievements in reducing commuter miles, only two provided evidence of such success. They are:

- **Committee for Purchase from People Who Are Blind or Severely Disabled** – Reduction in transportation subsidy spending.
- **National Capital Planning Commission** – The result of the last annual commuter survey for our agency was a total of 323 commuter miles/day by automobile.

Barriers to successful achievement of reduced commuter miles were provided by four agencies. Reasons agencies were not able to confirm goal achievements include: (1) goal too new to assess, (2) manager resistance, (3) process barriers (e.g., initiation of task force with stakeholders sufficiently knowledgeable to provide input/oversight), and (4) the cyclical nature of telework in an agency in which situational telework predominates over routine telework usage.

Did Telework Cause Outcomes? A Summary of Designs Utilized in Agency Evaluations

The core question for evaluations of telework outcomes is: *Did telework cause the outcome to occur?* Determining causation is fundamental to the entire evaluation effort, yet is difficult to assess. Even expert evaluators are challenged to show that telework caused an increase in, for example, employee performance. There are simply too many alternative explanations regarding why employee performance might have increased or decreased (e.g., changes in the performance context such as a new supervisor or modifications to the appraisal system). Ruling out other explanations requires sophisticated designs and expertise in evaluation well outside of the job description of most Federal telework program staffs.

To address this challenge, OPM presents a number of briefings each year to provide telework coordinators and Telework Managing Officers with training in basic research and evaluations skills. Discussions cover the challenges involved in demonstrating some level of relationship between telework and the goals established for telework programs. The standards document developed by OPM and shared with agencies during the 2013 Data Call provides an overview and summarized tips of the evaluation training (see Appendix 1). In this document, agencies are presented with information about how to design an evaluation to ensure greater likelihood of identifying a relationship between telework and desired outcomes.

In the 2013 Data Call, agencies were asked to describe their methodology and research designs for assessing goals. Results show an encouraging level of advancing sophistication in agency evaluations. Shown in Table 62, when asked to indicate the method used to evaluate achievement of their goals, agencies largely indicate use of methods appropriate to the goal. The 2013 telework status report noted an overall lack of efforts to compare teleworkers to non-teleworkers or to achieve longitudinal data.

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Both shortcomings are increasingly addressed as evident in agency responses. Note that a number of agencies combined research designs in a manner appropriate for establishing more credible evidence for causation (e.g., comparative groups and measures over time).

Table 62: Method Used or Planned to Use For Evaluation of Outcome Goal Achievements

Outcome	Number of Agencies			
	Comparison of metrics/measures across time	Comparison of teleworkers to non-teleworkers	Determination of whether certain actions or milestones have been met	Other
Recruitment	16	11	8	7
Employee retention	14	13	7	9
Improved employee performance	9	4	2	4
Improved employee attitudes	28	12	7	10
Emergency preparedness	21	9	18	12
Reduced energy use	5	1	2	3
Reduced/avoided real estate costs	9	2	10	2
Reduced commuter miles	11	2	3	5

Realizing Cost Savings

The previous section highlighted the progress agencies have made in measuring and achieving telework goals. An important measure of the success of telework programs in the current fiscal climate is cost savings, and some of the outcome goals incorporate aspects of such savings. In the 2013 Data Call, OPM also asked agencies specifically to indicate and summarize any achieved cost savings from telework (see Appendix 22 for detailed responses on agency cost savings). The results show that agencies continue to recognize cost savings, as reported in 2011 and 2012.

In 2013, seven agencies saved on office space, three agencies saved on utilities, six agencies reported human capital savings, two agencies saved on training, and nine agencies saved by reducing employee absences (Table 63). The declining frequency with which cost savings were reported in 2013 versus 2012 and 2011 is doubtless due to the smaller frequency of goals set in each of the listed categories overall. Note that the number of agencies reporting that planning is still underway to measure cost savings has decreased in 2013 (18 agencies versus 30+ respectively in 2012 and 2011), which is again suggestive of progress in agency evaluation efforts.

As with return on investment calculations for programs in general, costs savings are difficult to establish and link directly to telework programs. Agencies often do not track such investments, which is evident in the high number of agencies that chose a response option new to the 2013 Data Call: *we are unable to*

Section 3: Results

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track cost savings (n=54). While agencies have made impressive advancements in goal-setting and assessment since the last report, establishing cost savings through telework remains a work in progress.

Table 63: Number of Agencies Reporting Cost Savings by Specified Outcome

Since the last data call, has your agency achieved cost savings from telework?	2013	2012	2011
Rent, office space	7	13	6
Utilities	3	10	4
Human capital (e.g., recruitment, retention)	6	15	10
Training	2	5	0
Reduced employee absences	9	19	15
Planning is underway for assessing our cost savings	18	31	30
We have not achieved any cost savings	8	-	-
We are unable to track cost savings	54	-	-
Other	9	22	23
Reduced Transportation Subsidy	N/A	4	4

Notes: Agencies were allowed to select multiple responses. Response options for not achieving cost savings and unable to track cost savings did not appear on every version of the Data Call.

How Does Telework Shape the Experience of Outcomes Among All Federal Employees?

Evident from discussion in the previous section, the Federal Employee Viewpoint Survey (FEVS) provides a critical tool for evaluating the success of telework programs in achieving desirable outcomes. The FEVS includes measures of telework as well as items for exploring employee attitudes (e.g., job satisfaction) and behavioral intentions (e.g., employee turnover). Because the survey is administered Governmentwide, resulting data provide an unparalleled opportunity to analyze and assess the telework experience across the entire Federal Government as well as within agencies.

This section reviews FEVS data from three years, 2011-2013, to evaluate trends in telework and the relationship between Federal telework and aspects of Federal Government employment captured in the FEVS. Results provide broad evaluative insight into the Act's influence on the advancement and trajectory of Federal telework. Findings also provide benchmark comparisons for agency telework staffs to use as they work to advance their own programs.

Once again, the simplified version of the FEVS telework participation item was used for analysis. Results and figures show:

- Employees who telework
- Employees who do *not* telework because of a barrier (e.g., not allowed, limited by technology)
- Employees who do *not* telework by choice

This last category, non-teleworkers by choice, generally exhibit attitudes very similar to identified teleworker characteristics as shown and discussed in prior telework status reports.¹⁴ In general, analysis of FEVS data across years shows that teleworkers and those who choose not to telework have much in common. Given the commonalities between teleworkers and those who choose not to telework, results displayed are limited to comparisons of teleworkers and those who face a barrier to telework. This approach limits distractions and allows focused attention on the important and instructive differences between teleworkers and those employees who cannot telework, differences that have the potential to influence agency effectiveness. Reported barriers to telework generally relate to lower scores on all measures, with comparatively lower job satisfaction, less positive views of their organization, and lower perceptions of supervisor support.¹⁵

Employee Perspectives: Telework and Job Satisfaction, Retention, and Attraction

Employee job satisfaction is an employee attitude with important consequences for agency effectiveness. Aggregated job satisfaction scores provide insights into employee perceptions of the overall quality of working conditions in an organization. Moreover, studies have established a relationship between job satisfaction and cost-related outcomes such as employee retention.¹⁶

Academic research indicates that telework program participants are more likely to exhibit job satisfaction than non-teleworking coworkers,¹⁷ and results from the analysis of FEVS data parallel such findings. Figure 13 shows percent favorable scores for job satisfaction for both teleworkers and those FEVS respondents who reported a barrier to telework. The drop in job satisfaction among Federal employees documented in the FEVS over recent years is apparent in the results displayed here. However, the gap between teleworkers and employees who face a barrier to telework remains fairly large and is a prevalent feature for all three years included in the report. In 2013, for example, 68 percent of employees who teleworked, compared with 62 percent of employees who faced a barrier to

¹⁴ As discussed in our previous reports, results often demonstrate similarly favorable percentages between those who telework and those who choose not to telework. Foundational research demonstrates that when work is characterized by employee autonomy, positive workplace attitudes, including job satisfaction, typically occur too. Very early researchers noted that telework operates to increase the level of employee autonomy with beneficial employee outcomes likely to occur. This line of research underscores the importance to the psychological well-being of eligible employees that they are given the *choice* of whether to participate in telework.

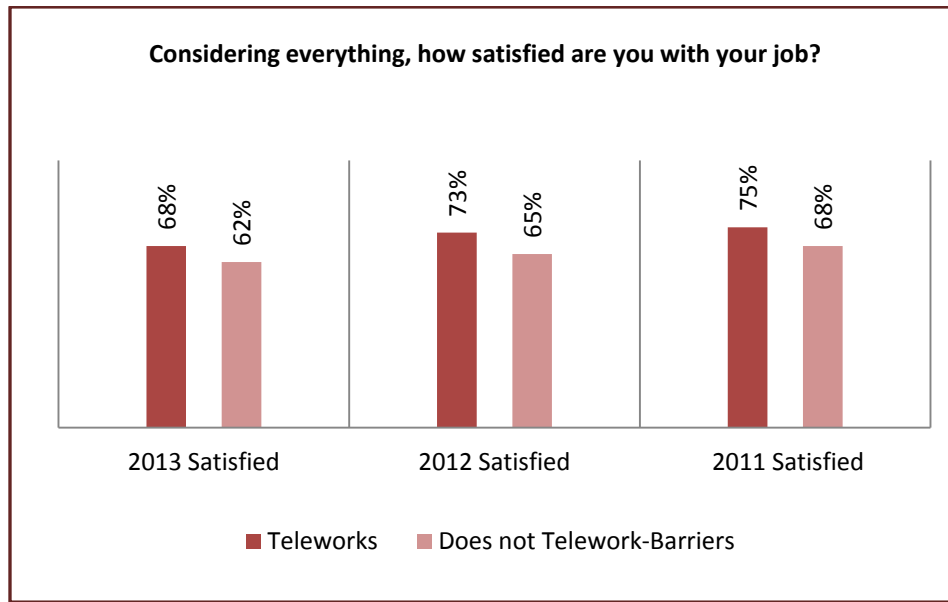
¹⁵ Results reported in this section should not be taken to indicate that telework causes the outcomes described. There are other characteristics of a situation or an employee (e.g., selection criteria for participation, motivation level) that might account for noted differences between teleworkers and non-teleworkers.

¹⁶ See e.g., Rust, R.T., Stewart, G.L., Miller, H., Pielack, D. (1996) "The satisfaction and retention of frontline employees: A customer satisfaction measurement approach", *International Journal of Service Industry Management*, 7: 5, 62-80

¹⁷ Gajendran, R., & Harrison, D. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 1524-1541.

telework, reported satisfaction with their jobs. This 6 percentage point gap in job satisfaction scores between the percentage of teleworkers and employees not able to telework is practically and statistically significant, though the gap is smaller than in previous years.

Figure 13: Telework and Job Satisfaction



The FEVS includes an item that asks: *Are you considering leaving your organization within the next year, and if so, why?* Response options allow for self-report of an employee’s intention to leave and/or to remain in the employment of an agency. This item is used to assess Governmentwide retention goals for Federal telework.

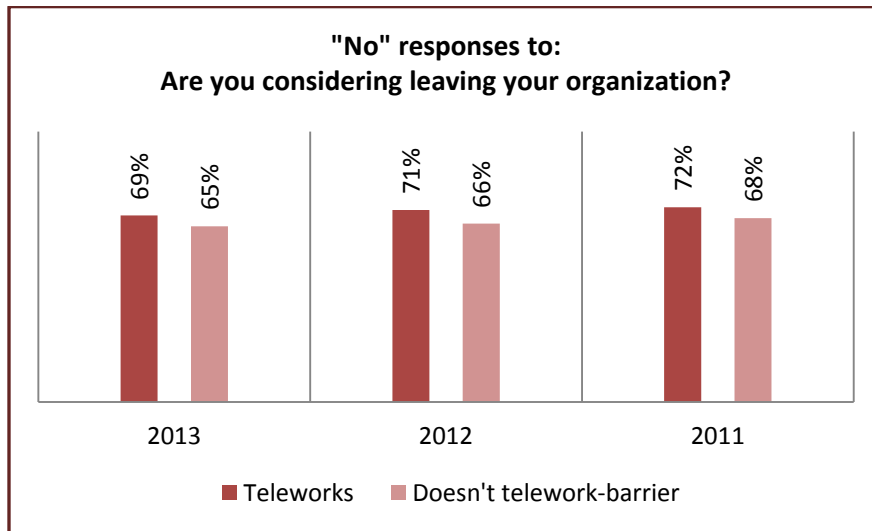
Telework supports organizational effectiveness in part through the retention of talent. Implementation of telework programs provides an opportunity to positively shape and influence the building of overall organizational competence and, ultimately, organizational performance.¹⁸ From a purely bottom-line perspective, replacing an employee can be an expensive undertaking, with cost estimates for turnover ranging from 90 to 200 percent of an employee’s annual salary.¹⁹

¹⁸ Illegems, V. & Verbeke, A. (2004). Telework: What does it mean for management? *Long Range Planning*, 37, pp. 319-334.

¹⁹ Society for Human Resource Management (2010). Retrieved online: <http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=1&cad=rja&uact=8&ved=0CCMQFjAA&url=http%3A%2F%2Fwww.shrm.org%2Fabout%2Ffoundation%2Fresearch%2Fdocuments%2Fretaining%2520talent-%2520final.pdf&ei=ixAwVePdIITfsATlqIHwBQ&usg=AFQjCNFfoWJxGceALGhP5o3x085Wcs5qIQ>

Three-year trends for survey participants who responded “no” to the FEVS retention item are shown in Figure 14. Results indicate that most respondents were not considering leaving their organizations, although fewer overall have indicated an intention to remain in 2013 when compared with 2012 and 2011. Nonetheless, the gap in percentages of teleworkers versus non-teleworkers who responded “no” is notable for each of the three years studied, though it appears to be narrowing. In 2013, 69 percent of teleworkers versus 65 percent of employees who reported a barrier to telework responded “no” when asked if they intended to leave their current organization.

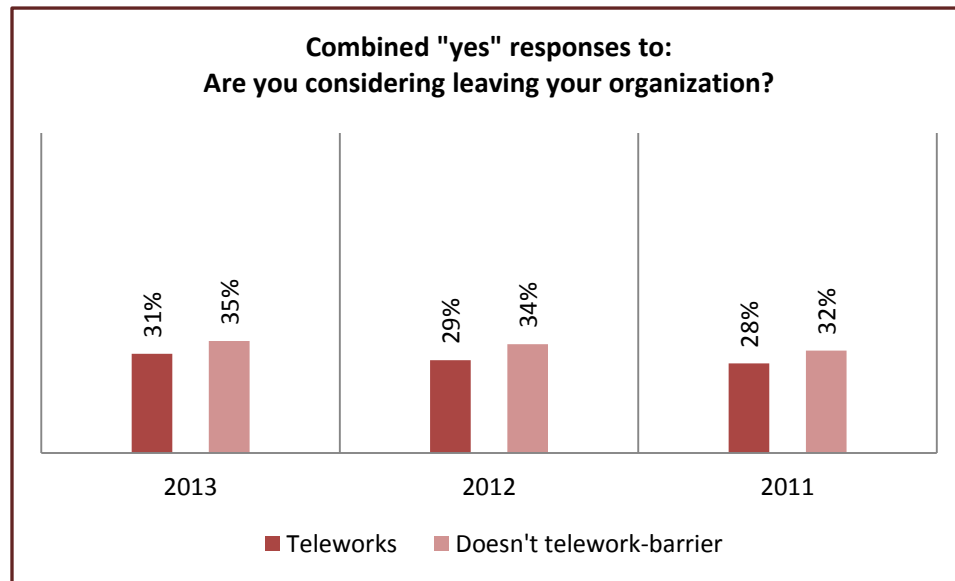
Figure 14: Telework and Employee Retention



Stated intentions to leave may also predict actual turnover when conditions support new opportunities. Responses to the FEVS item assessing respondent intentions to leave their employing organization provide an opportunity to explore the relationship between telework and potential turnover. As shown in Figure 15, a greater percentage of respondents who could not telework expressed an intention to leave than did teleworkers (e.g., 35 percent versus 31 percent in 2013). This finding parallels results from a meta-analysis of academic studies showing that telework predicts employee retention, with teleworkers more likely to express intent to remain with an employer.²⁰

²⁰ Gajendran, R., & Harrison, D. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 1524-1541.

Figure 15: Telework and Employee Turnover Intentions



Making telework available also supports organizational performance by serving to attract talent. The FEVS does not assess employee attraction directly, but it does include an item that asks respondents to describe whether they would recommend their organization as a good place to work. Because potential applicants often make their decisions to apply to an agency based on word-of-mouth endorsement by a colleague, friend or family member, there is some logical overlap between the item and applicant attraction.

Overall, as shown in Figure 16, agreement with the statement “*I recommend my organization as a good place to work*” is consistently higher among teleworkers (67 percent in 2013) than employees who cannot telework (60 percent in 2013). The notable decline in all percent agreement scores over the assessment years is simply an artifact of changes in the Federal employment context which has led to declining attitudes and perceptions in general, unrelated to telework. The positive results for telework are stable and consistent across years, again suggesting a relationship between telework and the inclination to recommend one’s agency as a good place to work.

Figure 16: Telework and Recommends Organization



Employee Perspectives: Performance Management in the Telework Environment

Successful telework requires supervisors to be skilled in performance management. Moreover, research shows a link between job satisfaction and specific characteristics of jobs (skill variety, task identity, task significance, autonomy, and feedback)²¹ some of which parallel core performance management principles outlined by the U.S. Office of Personnel Management.²² For the purposes of assessment here, two criteria outlined by OPM for excellence in performance management correspond with FEVS items as shown here:

- Plan work in advance so that expectations and goals can be set (FEVS item – role clarity – clear job expectations: *I know what is expected of me on the job.*)
- Monitor progress and performance continually (FEVS item – performance accountability: *I am held accountable for achieving results.*)

Analysis of the FEVS items reproduced in the list provides an opportunity to consider how teleworkers and non-teleworkers assess important aspects of the work context. The environment created through application of these performance management principles, in turn, influences job satisfaction. Recall that

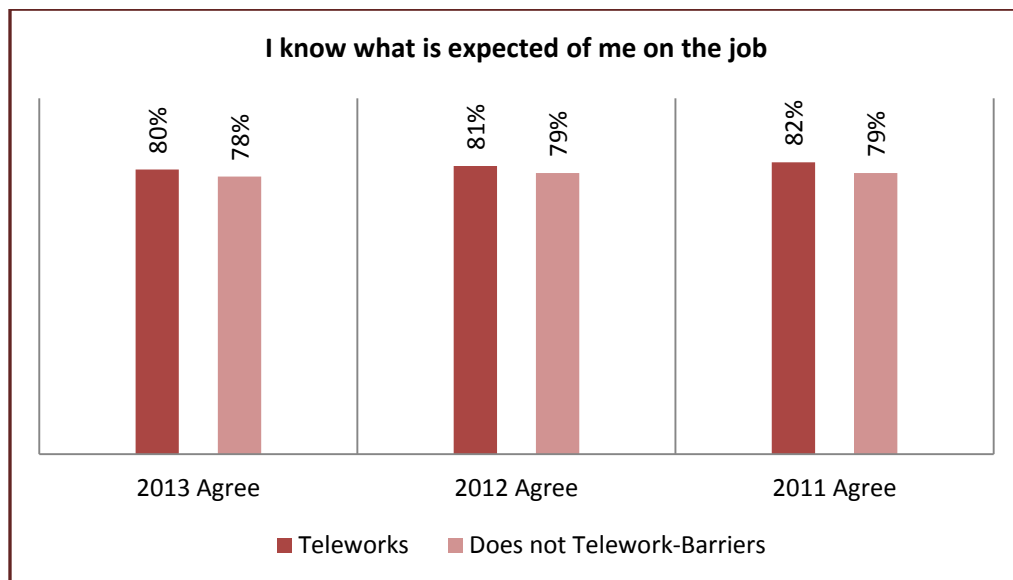
²¹ Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.

²² See: <http://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/>

job satisfaction is of particular interest to employers because of its relationship to employee retention, an important aspect of any return-on-investment calculation for telework.

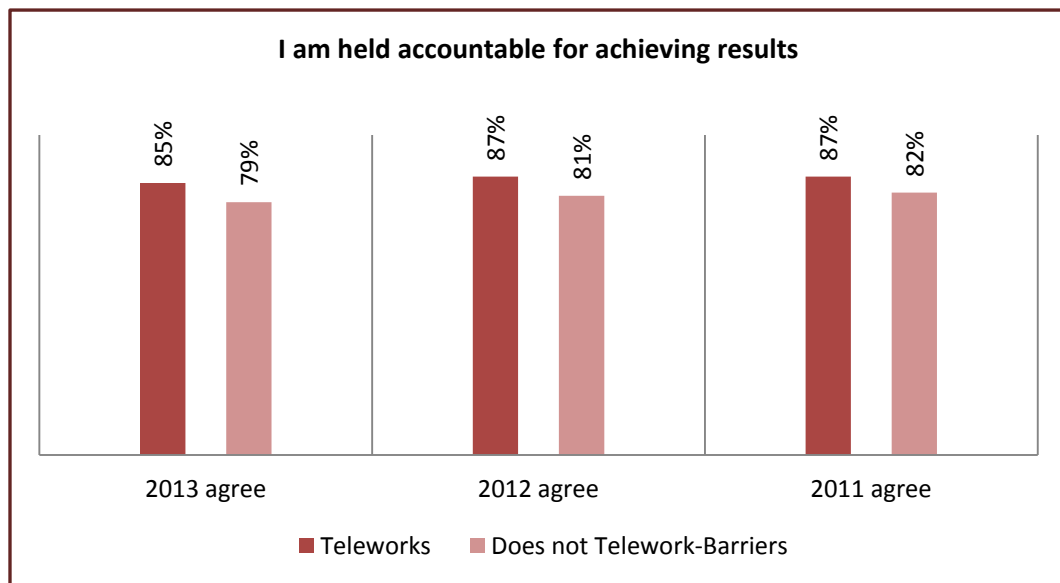
As Figure 17 illustrates, a consistently higher percentage of teleworkers reported that they know *what is expected of them* on the job than do respondents who face a barrier to telework. The actual difference between teleworkers and non-teleworkers displayed is relatively small across years, indicating that most employee respondents to the FEVS reported a clear understanding of job expectations. For example, in 2013 the difference is 2 percentage points, with 80 percent of teleworkers expressing agreement with the item versus 78 percent of non-teleworkers displayed.

Figure 17: Telework and Clear Job Expectations



As in the previous figure, respondents in both categories of telework and non-telework displayed in Figure 18 tended to agree that they were *held accountable for achieving results* in all three years. The overall trend toward accountability is encouraging since it is a prominent aspect of successful performance management. However, more teleworkers (85 percent in 2013) than non-teleworkers (79 percent in 2013) agree they are held accountable for achieving results in all three years shown. The cultural change toward performance values and norms emphasizing results rather than time-spent-in-office is clearly well underway.

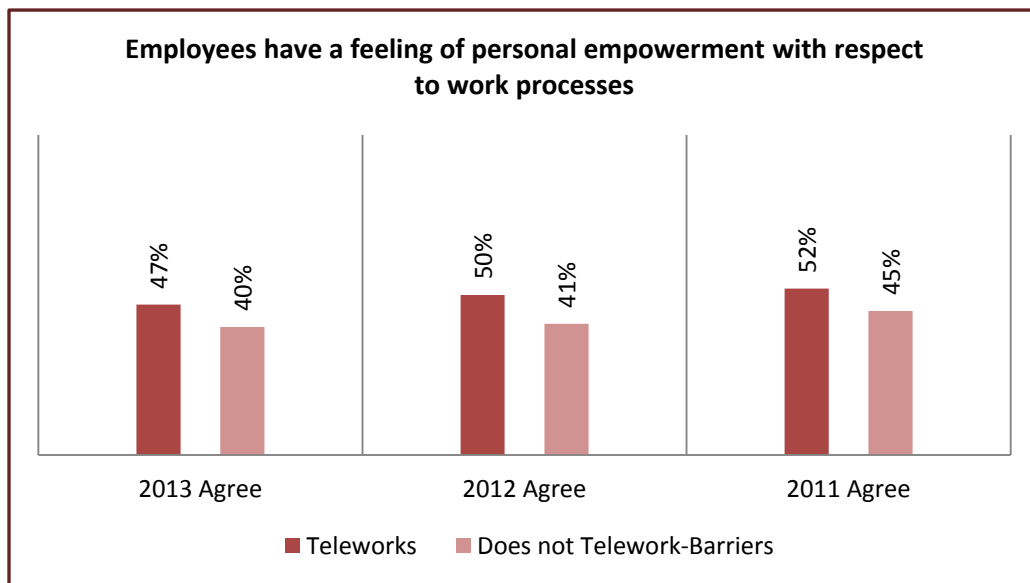
Figure 18: Telework and Employee Accountability for Achieving Results



Task identity is a job characteristic that influences the meaningfulness of work for employees. It functions as a performance motivator and is also related to a sense of satisfaction with the job.²³ The FEVS includes an item measuring an employee's perceived empowerment over the job, and this item has some conceptual overlap with task identity. Figure 19 shows consistent results across all three years, with more teleworkers reporting a feeling of personal empowerment over their work than non-teleworkers who face a barrier. Notably, the percentages of respondents in agreement with the item are low across years and for both categories. In 2013, percentages dip below 50 percent for both teleworkers and non-teleworkers, suggesting that perceptions of empowerment are far from universally shared among Federal employees.

²³ Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.

Figure 19: Telework and Empowerment over Work Processes

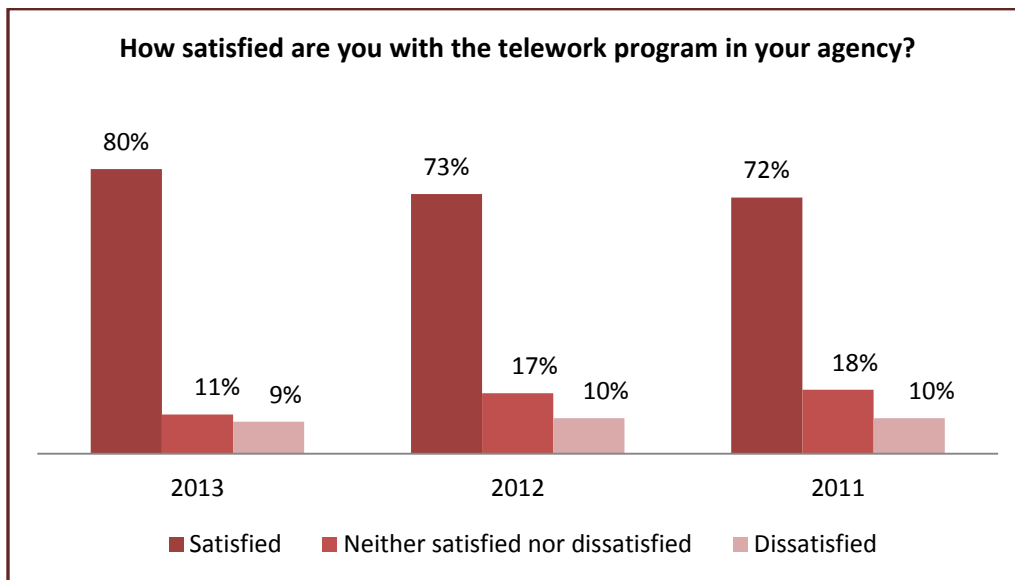


Employee Perspectives: Assessing Federal Telework Program Success

This section discusses the success of Federal telework programs from the perspective of employees. While agencies have provided estimates of current participation, there are no clear indicators of how likely employees are to continue to participate in the future. Anecdotally, situations exist where employees have elected to discontinue a telework agreement, with reasons typically relating to dissatisfaction with some aspect of the program. The FEVS does include an item that allows employees an opportunity to rate their agency’s telework program. Results provide some insights useful to forecasting future participation in telework.

For logical reasons, the question was asked only of teleworkers. As shown in Figure 20, teleworker satisfaction with agency programs has remained consistent and relatively high for all three years, with a substantial increase to 80 percent of teleworkers reporting satisfaction with their agency telework program in 2013.

Figure 20: Telework Satisfaction with Agency Telework Program

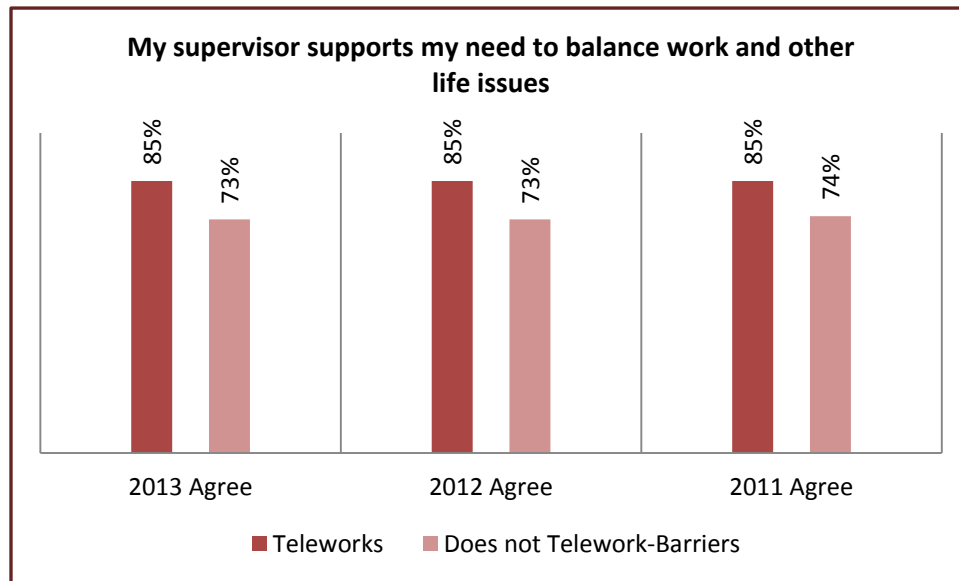


Advancement of Federal telework, to the extent consistent with sustained individual and agency performance, is fundamental to the Act. Consequently, OPM identifies and considers aspects of the workplace that might encourage or support continued employee participation in telework in this section. As previously discussed, supervisor participation modeling of telework can send a message of support for telework to subordinates and is likely to encourage participation. Additionally, previous studies have linked employee perceptions of supervisor work-family support with participation in work-life programs such as telework.²⁴

Figure 21 illustrates that, when compared with respondents who do not telework because of a barrier, more teleworkers perceive supervisors as supportive of their efforts to balance work with other life issues (85 percent versus 73 percent in 2013). This pattern holds true for across all three years.

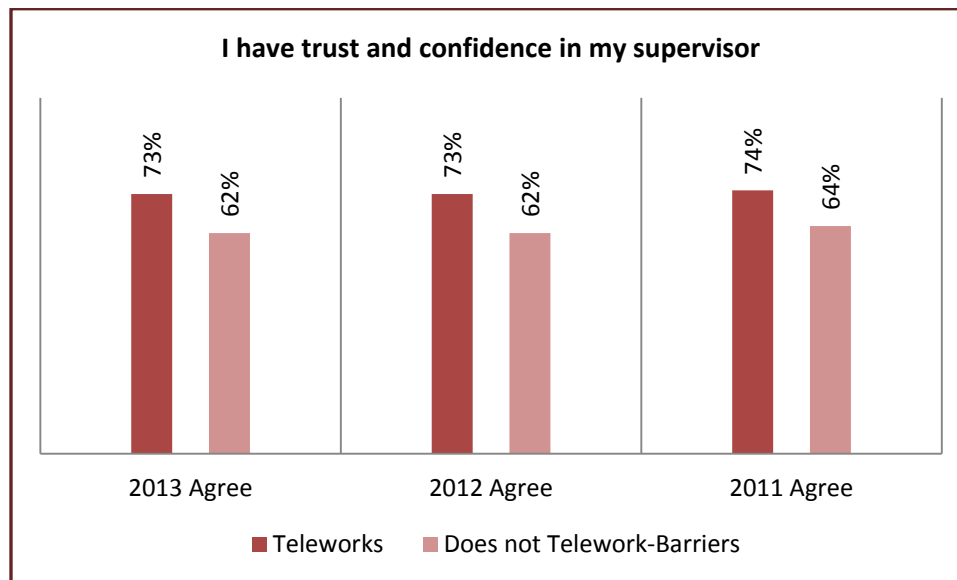
²⁴ Bailey, D.E. and Kurland, N.B. (2002). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23, 383-400.

Figure 21: Perception of Supervisor Support by Telework Participation



As emphasized in OPM’s telework training for employees and managers, trust between supervisors and teleworking employees is an important element of any successful telework program. Trust is something that must be earned and sustained over time, but it is also a competency that should be developed and nurtured. When presented with the statement, “*I have trust and confidence in my supervisor,*” a comparatively greater percentage of teleworkers agreed with the statement than respondents who faced a barrier to telework (73 percent versus 62 percent in 2013). Once again, this finding is evident for all three years (Figure 22).

Figure 22: Expressed Trust and Confidence in Supervisor by Telework Participation



Employee Perspectives: Telework and Unintended Consequences

As described in the logic model and in previous reports, employees may hesitate to telework and some managers fail to support participation in telework because of concerns regarding possible negative consequences. Researchers have reported the potential for social and career isolation as a possible negative unintended consequence of telework²⁵ and the potential for reduced performance when employees feel isolated.²⁶ Meeting colleagues in passing is regarded as a key opportunity for unplanned or serendipitous knowledge exchange; to the extent that such unplanned opportunities are reduced, telework could have the unintended consequence of reducing overall knowledge sharing in workplaces.²⁷

Results of the analysis of FEVS data are encouraging, and there is little evidence to indicate that Federal teleworkers in general have experienced the ill effects of negative consequences. Results shown in Figures 23-25 show that teleworkers are actually much more likely than those who face a barrier to telework to agree that they are given opportunities for career development, including opportunities for

²⁵ Bailey, D.E. and Kurland, N.B. (2002). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23, 383-400.

²⁶ Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology*, 93(6), 1412.

²⁷ Horan, T., & Wells, K. (2005). Enacting virtual forms of work and community: multiwave research findings across individual, organizational, and local community settings. In D. Garson (Ed.), *Handbook on Public Information Systems* (pp. 521-544). New York, NY: Marcel Dekker.

skills improvement, and to use their talents in the workplace. In addition, teleworkers by and large perceive opportunities for knowledge-sharing among employees in their work units.

Figure 23: Opportunities for skills improvement by Telework Participation

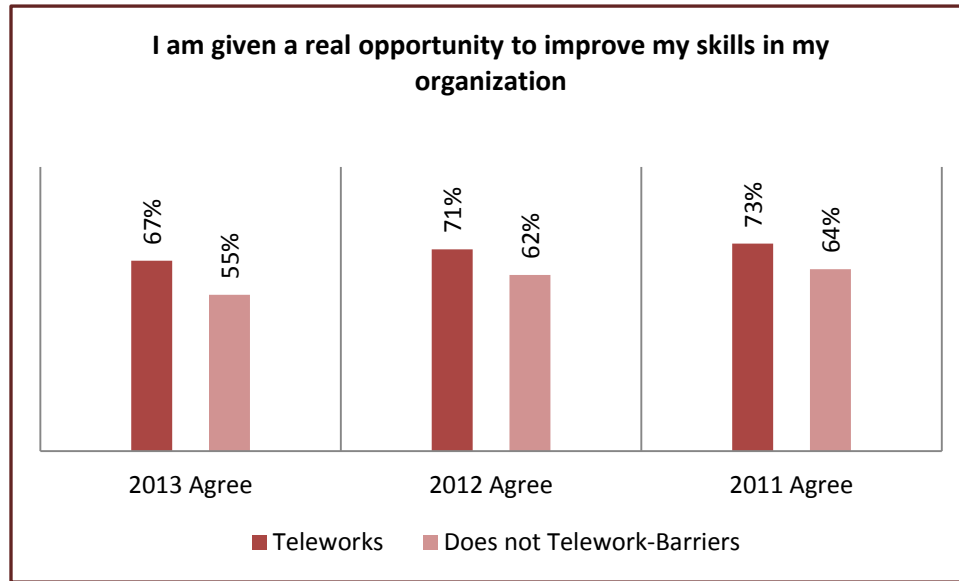


Figure 24: Strategic Use of Talents by Telework Participation

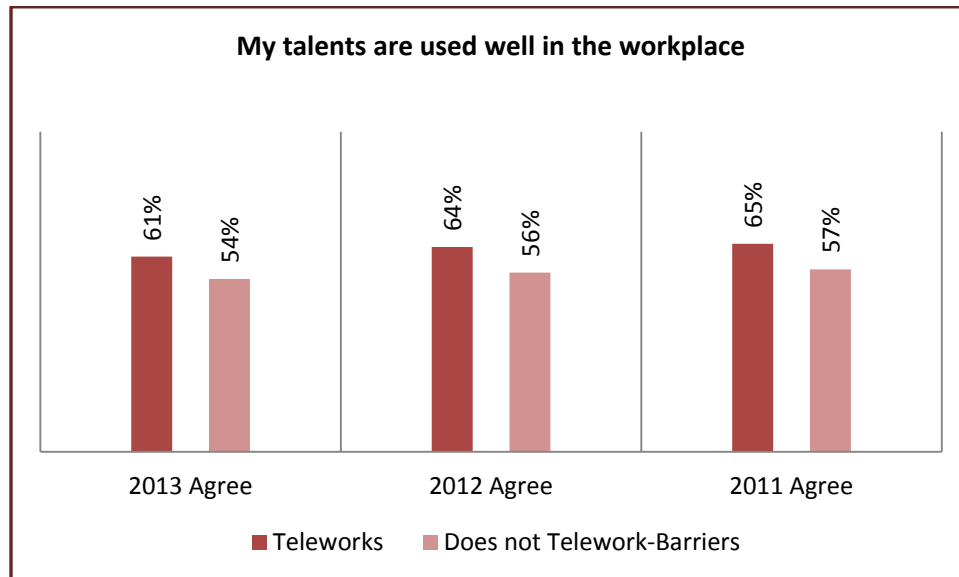
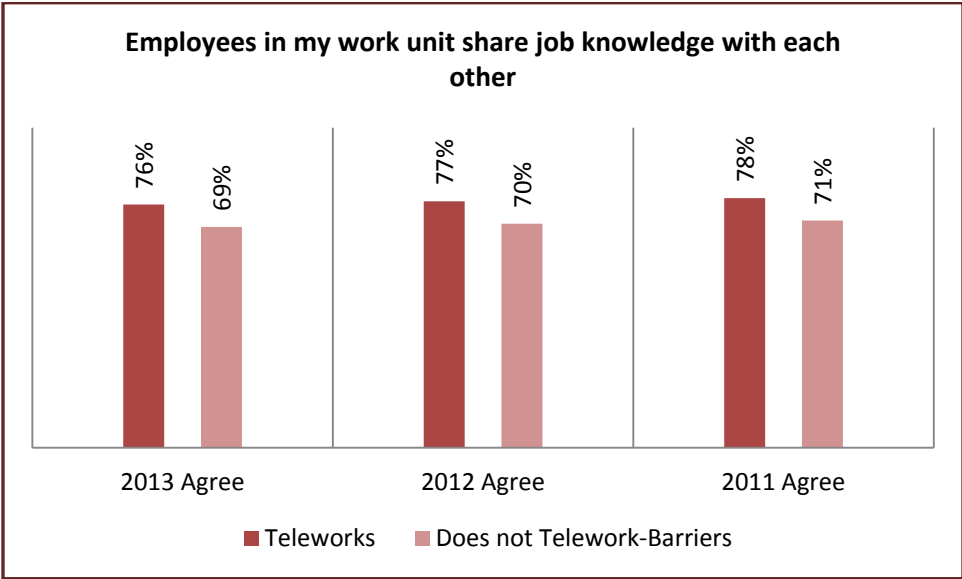


Figure 25: Perceptions of Knowledge Sharing by Telework Participation



Conclusion

In 2010, Congress passed the Telework Enhancement Act to serve as the framework for developing and implementing comprehensive Federal telework programs in each Executive branch agency. As tasked by Congress, OPM continues to assess agency progress under the Act. This report compiles three years of data to provide a summative overview of agency efforts to achieve the telework vision codified in the Act.

Overall, findings show a decidedly upward trend, with clear benefits for both employees and agencies. With very few exceptions, agencies have implemented programs in accordance with the requirements established in the Act. Analysis of employee participation in telework has shown a steady increase, and managers of telework programs have clearly worked to advance telework, where appropriate, through ever more sophisticated approaches to program development and enthusiastic efforts to promote telework programs.

Telework is pursued in the Federal government to achieve specific ends, including decrease in traffic congestion, recruitment and retention of top talent, continuity of operations, improvements in employee attitudes, performance in support of organizational effectiveness, and cost savings. The vision of telework also anticipates that agencies will be good neighbors in the communities they serve and take steps to ensure that programs have a positive impact on energy resources and the quality of life (e.g., reduced pollution). Telework may function to both improve energy efficiencies and reduce commuting and associated polluting emissions, though it is difficult to reliably measure such effects.

As the 2014 Telework Status Report shows, a growing number of agencies have demonstrated capabilities to set, assess, and advance agency outcome goals for telework. As a result of such efforts, there is mounting and encouraging evidence to suggest that the vision that drove the Act is increasingly becoming reality. Telework allows for flexible employment opportunities that help support, rather than limit, individual needs for fulfilling work that does not demand sacrifice of family and other life joys.²⁸ While supporting work-life balance for employees, reported results clearly indicates that implementation of Federal telework has been achieved as a key strategic management tool.

In sum, this report shows that strategic application of telework in accord with the Act has resulted in steady improvements among Federal agencies to successfully retain employees, increase Federal agency capacity to achieve mission and operational goals, and maximize organizational continuity and productivity, especially during emergencies and weather-related agency closures.

Of the many compelling findings outlined in the report, a few are summarized here to highlight trends OPM will continue to assess and feature in future research.

²⁸ Of course, employees may not be engaging in dependent care while teleworking. The benefit of telework is to free up time to attend to dependent care needs that might otherwise be wasted in travel.

- Agencies have diligently worked to achieve telework program requirements as outlined in the Act. Importantly, agencies have increasingly focused on achieving integration of telework into emergency preparedness policies and practices. Results show that agencies have both integrated telework into existing emergency preparedness policies and addressed continuity issues in telework policies as well. Teleworkers received training in what to do in case of an emergency and agencies continue to test their telework capacity in the event of an emergency. Agency efforts to engage telework for continuity of operations will continue to be featured in future Data Calls and reports.
- Participation in telework continues to increase. Over the course of fiscal year 2013, 39 percent of eligible employees teleworked, accounting for 17 percent of the Federal employee population. Increased participation is especially notable for situational telework, reflecting the expanded use of telework as a strategic tool for continuity of operations during agency closures. Notably, over the course of fiscal year 2013, nearly half (46 percent) of teleworkers engaged in situational telework. Future data collection will continue to explore the important role of employee participation in situational telework as a means to ensure continuity of the important work pursued by Federal agencies.
- Telework hinges on excellence in performance management. As highlighted in findings from the FEVS, teleworkers typically express a greater understanding of what is expected of them on the job and are held accountable for results, perception that overlap with key performance management principles. Findings indicating a greater degree of job expectation awareness and accountability among teleworkers compared with non-teleworkers are very encouraging and suggest that supervisors have achieved skills in managing teleworkers. Future reports will feature exploration of performance management processes in the telework environment.
- Finally, results indicate that agencies continue to use telework as a tool to achieve outcomes important to effective agency operations (e.g., employee attraction and retention, employee performance, cost savings). Agencies have set, and many have met, goals for the three reporting years outlined in this report. Moreover, agencies have continued to actively engage in goal-setting and a number of agencies set new goals in 2013. New goals have included some goals that are harder to achieve, but important for community well-being (e.g., energy conservation, decreased emissions). Goal-setting and assessment will continue to be featured in future Federal telework studies.

Next Steps for OPM

OPM's goal is to continue its ongoing support of agencies as they work to achieve effective telework programs. As required in the Act, in general, OPM will advance its consultative, guidance, and reporting roles. A broad overview of OPM's next steps, include:

- The capacity to identify and incorporate lessons learned is key for effective program development and improvement efforts. OPM will continue its agency training agenda in evaluation and action planning and ensure that agencies have the capacity-building tools to support telework change initiatives. As with any change program, success of Federal telework programs depends upon constant nurturing and vigilance.

- Decisions about how to use telework strategically and develop programs for maximum utility depends upon good evaluations, which in turn require good data. To ensure data of the highest quality, as well as to reduce the manual reporting burden for agencies, OPM will continue to work with the Federal Shared Service Centers and agencies to automate the collection of telework data via the Enterprise Human Resources Integration (EHRI) HR and Payroll data feeds. Employee telework eligibility and usage is being collected, summarized, and reported to OPM via the monthly EHRI HR-Status data feed and bi-weekly EHRI payroll data feed. OPM will assess current data streams for validity and reliability. Once verified, the continued goal is to analyze HR and payroll data sources to explore links between telework and important agency outcomes, especially factors related to productivity and cost (e.g., leave use).
- Effective telework depends upon excellence in performance management. In recognition of that priority, OPM is working to update guidance to include performance management principles on our website, www.telework.gov, and in the employee and manager training available on that website. As part of our interest in expanding telework training options, the Governmentwide telework office is partnering with OPM's performance management team to develop guidance and seminars for managers focused on the topic of managing teleworkers, with particular emphasis on managing employees who telework for a substantial portion of their work time. Our efforts will draw upon OPM's performance management principles emphasizing the importance of job planning and communicating expectations about the performance expected of employees; continually monitoring progress and measurable results; developing employees so they will succeed and grow; objectively evaluating employee's performance (including work outputs completed in the office or from an alternative work site); and rewarding good performance.²⁹

²⁹ See <http://www.opm.gov/policy-data-oversight/performance-management/overview-history/#url=Overview>

Appendices

Appendix 1: 2013 Data Call Instrument

2013 Telework Data Call

Welcome to the U.S. Office of Personnel Management's (OPM's) 2013 Call for Telework Data (the Data Call). Agency participation in this annual Call is a requirement under the Telework Enhancement Act of 2010, Public Law 111-292 (the Act). This form allows systematic data collection. Results will be collated and reported to Congress. Questions have been revised from the previous Call for Telework Data to agree with data elements outlined in the Act.

The site to enter data will be open as of **Wednesday, April 2, 2014**. All responses must be received by COB **Wednesday, May 14, 2014**.

REPORTING INSTRUCTIONS (Please Read Carefully)

The questions in the Data Call ask for information about your program. Please answer every question as completely as possible and respond by referring to current practices for your telework program.

Report data according to the specified timeframe

When you answer the questions, please report as of **2013** unless otherwise specified. Dates given throughout the data call will specify "as of [date]" (e.g. September 30) with the understanding that data collection should occur for a timeframe as near as possible to the stated time. This will ensure that all final data represent the same timeframe to the extent possible given the varying data collection methods employed by agencies.

Remember to try to follow the dates suggested for data collection as closely as possible. However, we recognize that not every agency uses the same approach to data collection, and the timeframe for data availability may be unique to your own agency. Just remain consistent about reporting and, when asked, please describe the timeframe you employed as clearly and completely as possible.

Respond consistently and according to majority practice

When responding to Call items, we ask you to respond based on the customary practice for the majority of the agency as outlined in your overall agency policy, not based on the exceptions to the rule or unique practices of a few. For example, when asked to indicate your agency goals for telework, answer according to the practice of the majority of the organization for which you are responding.

Reporting at the subagency level

The Telework Enhancement Act is very specific in directing certain agencies to report telework participation data for each bureau, division, or other major administrative unit of the agency. Agencies must respond to Call questions using this level of detail if they are included in the list shown in section 5312 (see Appendix A). When responding for a specific administrative unit (e.g., agency, bureau, component, division) please be consistent and answer according to what is customary and documented practice for that level of the organization.

Subagency respondents should only provide responses for their subagencies.

Read directions and definitions carefully

We encourage agencies to avoid skipping items when responding to the Data Call. It is important for us to have the best, most complete information possible. The answers you provide to this Call will help OPM develop telework guidance and resources for the Federal Government and will be shared with Congress.

That said, there will be some questions that do not apply to your agency. For example, answering “yes” versus “no” to a question may take you to differing follow up questions. As a result, some questions may be deliberately skipped and may appear as blank on your final review page. Also, you are likely to find that your page number skips. This is because the data call will skip you past pages that are not relevant to you.

Unless indicated otherwise, please select only one response to each item. Some items do allow more than one response and will include special instructions such as “Mark all that apply.” Other items also allow for open-ended responses such as description of specific agency practice.

Read the definitions and data terms carefully before responding to the survey.

Report numbers accurately

When a required question calls for numbers, you must enter a number or select “Not applicable/no record.” Only enter “0” when you mean “zero.” Zero does not equate to “not applicable.”

Please complete and submit the Data Call by the deadline

The site to enter data will be open by **COB of Wednesday, April 2, 2014**. All responses must be received by **COB May 14, 2014**. Failure to submit your data by this date will mean that your agency will not be included in the annual telework report to Congress. Keep in mind that the Telework Enhancement Act requires that each Executive agency submit telework data to OPM for inclusion in the 2014 report and subsequent annual reports to Congress. Currently, responding to this Data Call is your only opportunity to ensure that your agency has met the reporting requirements in the Act.

If you have concerns or questions about this Call for data, please contact us at TeleworkQuestion@opm.gov.

DEFINITIONS AND DATA TERMS

The Telework Enhancement Act provides the official Governmentwide definitions for telework. The version below considers practice and operationalizes the Act definition. **Please respond to the Data Call using this definition:**

Telework is a work arrangement that allows an employee to perform work, during any part of regular, paid hours, at an approved alternative worksite (e.g., home, telework center). This definition of telework includes what is generally referred to as remote work but does *not* include any part of work done while on official travel or mobile work. See the following clarifications on remote and mobile work.

Include in reported counts of telework:

- **REMOTE:** A work arrangement in which the employee resides and works at a location beyond the local commuting area of the employing organization's worksite. The arrangement generally includes full-time telework and may result in a change in duty location to the alternative worksite (e.g., home). For reporting purposes, these employees should be included as teleworkers.

Do not include in reported counts of telework:

- **MOBILE:** Work which is characterized by routine and regular travel to conduct work in customer or other worksites as opposed to a single authorized alternative worksite. Examples include site audits, site inspections, investigations, property management, and work performed while commuting, traveling between worksites, or on Temporary Duty (TDY). For reporting purposes, these employees should not be included as teleworkers.

Day

For the purposes of this data collection, the term **day** (not to be confused with determining eligibility) refers to any part of a day. So a *telework day* for an employee can be considered an instance in which the employee teleworks a full work day OR any part of a work day from an alternative location.

Instance

An "instance" means when an employee teleworks a full work day OR any part of a work day within their regular scheduled tour of duty from an alternative location.

Denial

Questions referencing "denials" refer to denials of requests to participate in telework. They do not refer to denials of requests for changes in telework schedules or agreements.

Employee

For the purposes of this data collection, the term employee refers to a *federal civilian* employee. Please exclude military personnel and contractors. If possible, include full-time, part-time, and intermittent employees in totals.

Eligibility to Participate in Telework

The Telework Enhancement Act refers to telework "eligibility" and "participation." For purposes of this survey we have combined eligibility and participation into a single factor: ***eligibility to participate*** in telework. When responding to Call questions use the following definition:

An employee is **eligible to participate** in telework if all of the following parameters are true:

- The employee has not been officially disciplined for being absent without permission for more than 5 days in any calendar year.
- The employee has not been officially disciplined for violations of subpart G of the Standards of Ethical Conduct for Employees of the Executive Branch for viewing, downloading, or exchanging pornography, including child pornography, on a Federal Government computer or while performing official Federal Government duties.
- Teleworking does not diminish the employee's performance or agency operations.
- For an employee participating in the telework program, participation and performance complies with the requirements and expectations of his/her telework agreement.
- The employee's official duties do not require on a FULL daily basis (ALL DAY, every work day):
 - direct handling of secure materials determined to be inappropriate for telework by the agency head; or
 - on-site activity that cannot be handled remotely or at an alternate worksite.
- The employee and/or the employee's position are not disqualified based on additional criteria established by the organization.

Types of Telework

For purposes of this data collection, there are two types of telework. Questions in the Data Call refer to both forms:

1. **Routine:** telework that occurs as part of a previously approved, ongoing, and regular schedule, and
2. **Situational:** telework that is approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing and regular telework schedule.

Examples of situational telework include telework as a result of inclement weather, doctor appointment, or special work assignments. Situational telework is sometimes also referred to as episodic, intermittent, unscheduled or ad-hoc telework.

Unscheduled Telework

Unscheduled telework allows Federal employees that are telework-ready to participate in telework during emergency situations. Unscheduled telework is available when OPM makes an announcement to the public and media on the status of operations for the Washington, DC area. These statuses include:

- Open with option for unscheduled leave or unscheduled telework
- Open—XX hour(s) delayed arrival – with option for unscheduled leave or unscheduled telework
- Open – Delayed Arrival – Employees must report to their office no later than XX:XX – with option for unscheduled leave or unscheduled telework
- Federal offices are closed – Emergency and telework-ready employees must follow their agency policies

General Questions

1. Are you replying to this data call on behalf of an:

- Agency
- Subagency

1a. Please enter your agency's name:

Agency _____

1b. Please enter your subagency's name:

Subagency _____

2. Please provide the following information about your Agency/Subagency Telework Representative who prepared the report:

Last Name: _____

First Name: _____

Phone: _____

Email address: _____

3. Please provide the following information about your Agency Telework Managing Officer:

Last Name: _____

First Name: _____

Phone: _____

Email address: _____

4. The Telework Managing Officer as of this data call is:

- Acting
- Permanent
- We do not currently have a Telework Managing Officer.

Telework Eligibility

5. What was the total number of **employees^{D1}** in your agency/subagency as of **September 30, 2013** (or the closest date for which you have data)? Answer for the largest administrative unit for your organization, that is, your agency/department.

- Please provide a number: _____
- Not applicable/no record

The following questions refer to your agency/subagency's policies pertaining to eligibility to participate in telework. Please answer to the best of your ability. We understand that some agencies/subagencies make eligibility determinations for individual employees whereas others may make determinations in different ways (e.g., job analyses).

6. What was the total number of employees determined **eligible to participate^{D2}** in telework under the Act's requirements and any additional agency/sub-agency policy as of **September 30, 2013** (or the closest date for which you have data)?

- Please provide a number: _____
- Not applicable/no record

[Ask if R answers NA to 6]

6.1. If you are unable to provide a number please describe why:

7. Has your agency updated its eligibility criteria since the last Data Call (**October 2012**)? ***[Ask only of agencies, not subagencies]***

- Yes. Please describe:

- No

8. How frequently does your agency update the eligibility status of individual employees? ***[Ask only of agencies, not subagencies]***

- On a regular basis (e.g. annually)
- On a case by case basis
- We do not update the eligibility status of employees
- Other. Please describe:

9. The last bulleted parameter given in the definition of **eligibility to participate^{D2}** assumes agencies may have criteria in addition to those listed in the Act for disqualifying employees from **telework^{D3}**. Does your agency/subagency use additional criteria for disqualifying an employee from telework?

- Yes

- No. Our agency/subagency does not use additional criteria (e.g., you use only the criteria for eligibility and participation outlined in the Telework Enhancement Act)

[Ask if R answers Yes to Q9]

9.1. What are the additional criteria your agency/subagency uses for disqualifying an employee from telework? (Mark all that apply)

- Performance rating of record is not at the required level for the most recent Federal Government rating of record (or its equivalent)
 - Period of employment has not satisfied telework qualification requirements (e.g., new employee working within an established probationary period)
 - Category of employee is not allowed to participate in telework (e.g., manager)
 - Conduct resulted in disciplinary action not specified in the Act within current telework agreement period
 - Other. Please specify:
-

The Telework Enhancement Act requires that all employees should have been notified of their eligibility to telework by **June 7, 2011**. This means that every employee in your agency should have been notified of their eligibility – *both eligible and ineligible employees*. ***[Ask only of agencies, not subagencies]***

10. Have all agency employees been notified of their eligibility to participate in telework?

- Yes
 - No
 - We are in the process of notifying employees of their telework eligibility
 - Other. Please describe:
-

[Ask Q10.1 if R answered Yes to Q10]

10.1. How were they notified? Mark all that apply.

- All eligible employees were notified via a general, mass or agency-wide email
- Each employee was notified of his or her eligibility via personal communication (e.g., email, conversation with supervisor)
- Other. Please describe: _____

11. Do you currently notify **newly hired** employees of their eligibility to telework? ***[Ask only of agencies, not subagencies]***

- Yes
- No
- Not applicable/no record

[Ask Q11.1 if R answered Yes to Q11]

11.1. How are new employees notified of their eligibility to telework? Please describe:

12. How many agency/subagency employees **in total** have a telework agreement with their managers?

- Please provide a number: _____
- Not applicable/no record

[Ask Q12.1 R answers n/a to Q12]

12.1. Please describe why you are unable to provide the number of agency/subagency employees who have telework agreements:

13. When does your agency *renew* telework agreements (Mark all that apply)? *[Ask only of agencies, not subagencies]*

- Telework agreements are updated according to the fixed schedule (e.g., annually with the employee performance review period)
- Telework agreements are updated when there is a change in supervisor
- Telework agreements are updated when a position change occurs for the employee (e.g., a new position in the same agency, employee goes on detail)
- Our agency does not routinely renew telework agreements
- Other. Please describe: _____

14. Does your agency track the number of employees whose telework agreements are officially denied? *[Ask only of agencies, not subagencies]*

- Yes
- No
- We have the ability to track, but have not yet denied any requests to telework

[Ask Q14.1 through Q15 if R answers Yes to Q14]

14.1. Number of denials in **Fiscal Year 2013**

- Please provide a number: _____
- Not applicable/no record

14.2. Cumulative number of denials, that is, from **June 2011** (effective date of Telework Enhancement Act requirements) through **Fiscal Year 2013**

- Please provide a number: _____
- Not applicable/no record

For the following question, we ask you to report a number for each category you select. Use only one category for each denial; the sum of numbers in the categories below should equal the reported total of denials.

15. If your agency *does* maintain records of telework denials, in **Fiscal Year 2013** how many were based on: [**Ask only of agencies, not subagencies**]

- Type of Work (e.g., handles secure materials/documents, performs on-site activities exclusively)

 - Performance _____
 - Conduct _____
 - Office staffing levels _____
 - Other. Please describe:

-

Telework Participation and Frequency

The following questions pertain to the frequency of telework in your agency. Recognizing that agencies have differing capabilities to report data and in order to make comparisons to last year's Data Call, we ask that you provide data for a pay period during the month of **September 2013** as well as for the entire **Fiscal Year 2013**. If you are unable to provide data for either a timeframe or specific question, please select "Not applicable/no record."

September 2013

16. Consider the month of **September 2013**. Prior data calls have specified pay period, but, because this may be 4 weeks for some agencies, we ask you to consider a *typical* two week period in September. If possible, please use the same timeframe that you used for the 2012 Data Call.

How many employees teleworked during your selected **September 2013** time period?

- Please provide a number: _____

As a reminder: You reported _____ [number] of teleworkers last year **[Prepopulated in Call]**

16.1. Using the September number you reported in 16 above, and the number reported for your agency last year (shown as a reminder), did telework participation in your agency change more than 10% (increase or decrease) **between your September 2012 and September 2013** data collection periods? **[Ask only of agencies, not subagencies]**

- Yes
- No
- Data unavailable for comparison

Please refer to this [example](#), if you are unsure of how to produce the calculations.

-If your agency reported 324 teleworkers in 2012, 10% is 32.4, which rounds off to 32.

-If your records show 356 or more teleworkers in 2013, that's 10% more (324 + 32), so the response would be "yes."

-If, on the other hand, your agency had 292 or fewer teleworkers in 2013, that's 10% fewer (324 - 32), so the response would still be "yes."

[Ask Q16.1a if R answers Yes to Q16.1. Skip to Q17 if R answers No or Data Unavailable to Q16.1]

16.1a. Please describe the reason for the 10% increase/decrease between 2012 and 2013 telework participation. _____

17. Again considering the same two week **September** data collection period specified above, how many employees teleworked on a **routine**^{D4} basis? **PLEASE REMEMBER: Only provide one response per row (EITHER a number OR not applicable/no record).**

	Provide a number	Not applicable/ no record
3 or more days during a two week period	_____	<input type="checkbox"/>
2 days during a two week period	_____	<input type="checkbox"/>
1 day during a two week period	_____	<input type="checkbox"/>
No more than once per month	_____	<input type="checkbox"/>

18. How many employees have teleworked on a **situational**^{D5} basis during the same two week **September** data collection period used above?

- Number of situational teleworkers: _____
- Our agency does not maintain any records of situational telework.
- Other. Please describe: _____

19. How many employees have conducted **mobile work**^{D6} during the same two week **September** data collection period specified above?

Note: Mobile workers should *not* have been included in your count of teleworkers, routine or situational.

- Number of mobile workers: _____
- Our agency does not maintain any records of mobile work.
- Other. Please describe: _____

20. How many employees have conducted **remote work**^{D10} during the same two week **September** data collection period specified above?

- Number of remote workers: _____
- Our agency does not maintain any records of remote work.
- Our records do not permit us to report on remote work separately from other forms of telework.
- Other. Please describe: _____

[Ask if R responds with a number for Q20]

21. Are these **remote workers**^{D10} included in your overall telework totals for the same two week **September** data collection period used above?

- Yes
- No
- Other. Please describe: _____

22. Do these **remote workers**^{D10} include employees whose official duty station has changed to an alternative worksite?

- Yes
- No
- Other. Please describe: _____

23. Please describe which *pay periods/time period* you used to calculate your answers in Questions **16 – 22** (these are the questions about September 2013 telework participation frequency, and remote work):

Fiscal Year 2013

24. Now consider the entire **Fiscal Year 2013**. How many employees teleworked during this time period?

- Please provide a number: _____
- Our data collection system does not permit us to collect annual data.

[Ask Q25-Q31.1 if R responds with a number for Q24; otherwise skip to Q32]

25. How many employees teleworked on a **routine**^{D4} basis during **Fiscal Year 2013**? **PLEASE REMEMBER: Only provide one response per row (EITHER a number OR not applicable/no record).**

	Provide a number	Not applicable/ no record
3 or more days during a two week period	_____	<input type="checkbox"/>
2 days during a two week period	_____	<input type="checkbox"/>
1 day during a two week period	_____	<input type="checkbox"/>
No more than once per month	_____	<input type="checkbox"/>

26. How many employees have teleworked on a **situational^{D5}** basis during **Fiscal Year 2013**?

- Please provide a number: _____
- Our agency does not maintain any records of situational telework.
- Our data collection system does not permit us to collect annual data.
- Other. Please describe: _____

27. How many employees have conducted **mobile work^{D6}** during **Fiscal Year 2013**?

Note: mobile workers should *not* have been included in your count of teleworkers, routine or situational.

- Please provide a number: _____
- Our agency does not maintain any records of mobile work.
- Our data collection system does not permit us to collect annual data
- Other. Please describe: _____

28. How many employees have conducted **remote work^{D10}** during **Fiscal Year 2013**?

- Number of remote workers: _____
- Our data collection system does not permit us to collect any *annual* telework data.
- Our agency does not maintain any records of remote work.
- Our data collection system does not permit us to report on remote work separately from other forms of telework.
- Other. Please describe: _____

[Ask if R responds with a number for Q28]

29. Are these **remote workers^{D10}** included in your overall telework totals for **Fiscal Year 2013**?

- Yes
- No
- Other. Please describe: _____

30. Do these **remote workers^{D10}** include employees whose official duty station has changed to an alternative worksite?

- Yes
- No
- Other. Please describe: _____

31. Are you able to track **unscheduled telework^{D7}** at this time?

- Yes
- No
- Other. Please describe: _____

[Ask if R answers Yes to Q31]

31.1. Please provide the total number of instances^{D8} of the participation in **unscheduled telework**^{D7} during **Fiscal Year 2013**.

- Please provide a number _____
- Not applicable/no record

Data Collection Methods

The following two questions refer to the methods used to calculate the participation and frequency numbers reported in this section:

32. When calculating the *number of days* teleworked, is it the usual practice in your agency or subagency to include:

- Employees who only work full work days from an alternative location
- Employees who work *any part* of the work day from an alternative location (this includes a full work day)
- Other. Please describe: _____

33. How did you determine the number of teleworkers reported in questions above (i.e. all September and Fiscal Year telework participation and frequency questions)? (Mark all that apply)

- Tracked telework through a time and attendance system
 - Used a customized telework electronic tracking system
 - Other. Please describe: _____
-

[Stop here for subagencies, continue to next section for agencies]

Policy and Program Implementation

34. What is the status of the agency telework policy **currently in place as of September 30, 2013**? If you have policies for each component, division and so on, please respond to this question thinking only of the broadest agency policy.

- We have a policy in place and it has been revised and approved to include requirements in the Act (e.g., written telework agreements).
 - We have a policy in place but it does not include the Act requirements and we are currently working to update it to incorporate elements of the Act not already included.
 - We do not have a telework policy in place, but a policy is being developed.
 - Other. Please describe:
-

35. In your telework policy in place as of **September 30, 2013**, do you include **remote workers**^{D10}?

- Yes
- Yes, but we do not include employees whose official duty station has changed to an alternative worksite.
- No
- Not applicable
- Other. Please describe: _____

36. How many employees, including managers, have received some form of training in telework (e.g., your agency training, OPM web-based training) since the implementation of the Telework Enhancement Act on **December 9, 2010**?

- Please provide a number _____
 - Our data collection method does not allow us to separately identify those who were trained since December 2010 from the total number of employees trained in telework.
 - We do not maintain records of telework training.
 - Other. Please describe:
-

[Ask Q37 if R responds with a number for Q36]

37. Please describe how your agency verifies completion of manager and employee training for telework:

For the next two questions, put in **0%** for those training options you did not use. Otherwise, the program will not let you advance.

38. As of this data call, what percent of your agency provides training to *managers* by any of the following (the total of all responses should equal 100%): **[Limit responses to a range of 0-100]**

_____ % Customized, *in-person* telework training developed in house and provided by the agency

_____ % Customized *web-based* telework training developed in house and provided by the agency

_____ % Web-based training posted on OPM’s telework website (www.telework.gov)

_____ % Agency contracts with a vendor to develop and/or provide telework training (Web-based or in-person training)

_____ % Training through OPM’s Eastern Management Development Center/Western Management Development Center

_____ % Training through the USDA graduate school (a four-hour course currently titled: "Telework: A Manager's Perspective.")

_____ % Training provided through other sources.

38.1. If you use other sources of training...

- Please identify the type of training: _____
- Not applicable/no record

39. As of this data call, what percent of your agency provides training to *employees* by any of the following (the total of all responses should equal 100%): **[Limit responses to a range of 0-100]**

_____ % Customized *in-person* telework training developed in house and provided by the agency

_____ % Customized *web-based* telework training developed in house and provided by the agency

_____ % Agency contracts with a vendor to develop and/or provide telework training (e.g., web-based or in-person training)

_____ % Web-based training posted on OPM’s telework website (www.telework.gov)

_____ % Training provided through other sources.

39.1. If you use other sources of training...

- Please identify the type of training: _____

- Not applicable/no record

40. Did your agency require employees to complete training if they began teleworking prior to the Act (**December 9, 2010**)? For example, the head of your agency may have exempted these employees from training requirements in accordance with the Act.

- Yes
- No
- Our records do not enable us to answer this question

Telework Goals

Fiscal Year 2014 Participation Goals

The Telework Enhancement Act requires each agency to establish an “agency goal for increasing telework participation to the extent practicable or necessary for the next reporting period.” The Act also requires every Executive agency to set participation goals by telework frequency. For example, you are asked to set a goal for either the number or percentage of employees you expect to telework for 3 or more days per two-week period.

Note:

- Your goals for 2014 can be the same as your current levels of participation in frequency categories.
- If you do not want to increase your overall participation rate, but want to increase frequent telework, you may need to decrease your goal for infrequent telework to compensate.
- Keep your outcome goals in mind when you set your frequency or participation goals. For example, if one of your goals is to reduce your real estate requirements, you may want to set a higher goal for the more frequent telework categories, which will keep employees out of the office more days. If you want to improve emergency preparedness, however, you probably want a greater number of employees who are prepared to telework, even if they don't actually telework very often.
- Please let us know if it's impossible to give either a number or percentage by checking the box in the last column.

41. Enter your agency goals for the following categories for Fiscal Year 2014. **PLEASE REMEMBER: Only provide one response per row (EITHER a number/percentage OR not applicable/no record).**

Goals for Fiscal Year 2014	Goal for number of employees teleworking	Goal for percentage of eligible employees teleworking (e.g., 14%)	If you cannot provide a numeric goal (as a number or percentage), please enter “NA” in this space:
Total participation goal			
Frequent routine ^{D4} telework, that is, 3 or more days per two-week pay period.			
Infrequent routine ^{D4} telework, that is, 2 or fewer days per two-week pay period.			

[Ask if R enters an NA in any spaces of 3rd column above]

41.1. If you selected “NA” for any of the categories in question 41, please describe what has prevented you from establishing a numeric goal (as a number or percentage of eligible) and the timeline you have for establishing such a goal: _____

41.2. If you selected “NA” for any of the categories in question 41 and would like to provide a non-numeric goal (i.e. description of a goal), please use this space: _____

Meeting Fiscal Year 2013’s Participation Goal

The Telework Enhancement Act of 2010 requires agencies to report on their progress towards meeting participation goals. If you did not provide a numeric goal for the previous 2012 Call (a percentage or number of employees), you will not see the follow-up question about whether you met the goal.

Note: If you believe there is a discrepancy between the goal in our records (shown next) and what you submitted in the last Call, please contact the OPM staff at TeleworkQuestion@opm.gov.

The following is your agency’s reported participation goal from the last Data Call (**2012**):

Type of Goal Provided: **[Prepopulated]**

Submitted Goal: **[Prepopulated]**

[If the type of goal reads “No goal provided in 2012” or “No number/percentage goal provided,” then ask Q43]

42. Did you meet this goal?

- Yes
- No, because

[Ask Q42.1 and Q42.2 if R answers No and ask Q42.2 only if R answers Yes to Q42]

42.1. Describe any actions being taken in your agency to identify and eliminate barriers to maximizing telework participation for the next reporting period. _____

42.2. Were **remote workers^{D10}** included in **your Fiscal Year 2013** telework goals?

- Yes
- No
- Other. Please describe: _____

Setting and Assessing Telework Outcome Goals

The following questions ask about agency goals to achieve various outcomes through telework. For each goal you report for your agency, you will be asked a set of follow-up questions asking you to describe the goal and your efforts or plans to measure its achievement. In addition to new goals, remember to consider and report on progress you made in any goals you set in previous report(s).

NOTE: It is not required, nor expected, that your agency will set a goal for every topic listed. It is advisable, in fact, that you select only a few goals that make sense for your agency. This will allow you to focus resources and time on developing meaningful goals and achieving them.

Choose a goal that is relevant to your organization’s mission, feasible, controllable, and that adds value to your agency. For more detailed assistance answering these questions, please see OPM’s Standards [shown in Appendix B].

43. Does your agency have previously established or new plans to use telework to further any of the following goals:

43.1. Employee recruitment?

- Yes
- No

[Ask if R answers Yes to Q43.1]

[NOTE about this document: respondents will be asked the following questions for each outcome goal selected in this section. They will be shown here only once for purposes of illustration. Items were added to address a GAO recommendation.]

43.1.1. Describe this **goal**. Be specific and make sure to describe how the goal links to your agency mission, if appropriate. Also, note if it is a goal established previously or a new goal. Keep in mind that large goals may be established as smaller milestone goals. To ensure that you have appropriately described your goal, please refer to the examples in OPM’s Standards [linked]. _____

43.1.2. Describe the **timeframe** (e.g., start and end dates) and any milestones you established for achieving this goal. _____

43.1.3. Describe the **measure/metric** you have or plan to use to track achievement. Be specific and refer to the Standards [linked] for definitions and examples of measures/metrics. _____

43.1.4. Describe the **method** that you have or plan to use to evaluate achievement of this goal. Again consult the Standards [linked]. *Mark all that apply.*

- Comparing metrics/measurements across time
- Comparing teleworkers to non-teleworkers
- Determining whether certain actions/milestones have been met
- Other. Please describe: _____

43.1.5. Have you met this goal?

- Yes. Please provide evidence to support your achievement(s).

- No

[Ask if R answers No to Q43.1.5]

43.1.5a. If No, explain what prevented you from meeting this goal and if there were any changes to the timeline as a result.

43.1.6. Think of your efforts for achieving this goal. What has gone well? What, if anything, would you do differently? _____

43.2. Employee retention?

- Yes
- No

43.3. Improved employee performance?

- Yes
- No

43.4. Improved employee attitudes (e.g., job satisfaction)

- Yes
- No

43.5. Emergency preparedness?

- Yes
- No

43.6. Reduced energy use?

- Yes
- No

43.7. Reduced/avoided real estate costs?

- Yes
- No

43.8. Reduced commuter miles?

- Yes
- No

43.9. Others? Describe any *additional* goals that your agency either does or plans to use telework to address. Be sure to be specific and provide the information you provided in response to other goal questions (e.g., specific description, timeframe, measures/metrics, method and whether or not you met the goal). If you do not have other previously established or new goals, leave blank or write N/A.

Achieving Cost Savings through Telework

44. Since the last data call, has your agency achieved *cost savings* from implementing or maintaining telework in any of the following? (Mark all that apply)

- Rent, office space
 - Utilities
 - Human capital (e.g., recruitment, retention)
 - Training
 - Reduced employee absences
 - Planning is underway for assessing our cost savings
 - We have not achieved any cost savings
 - We are unable to track cost savings
 - Other: (Please identify)
-

44.1. Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money for each of the responses you checked (e.g., \$12,000 saved on your transit subsidy budget). If you have not achieved any cost savings or are unable to track cost savings, please enter "NA".

44.2. Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs). If you have not achieved any cost savings or are unable to track cost savings, please enter "NA".

Agency Management Efforts to Promote Telework

The Telework Enhancement Act tasks the Chief Human Capital Officer (CHCO) of each agency with collecting information on management efforts to promote telework. For that reason, we have included the following questions. To meet the intent of the law, we recommend that you collaborate with your CHCO and/or TMO. Results will be collated and delivered to the CHCO council for their annual report.

45. Consider **Fiscal Year 2013**. Please address how your agency’s management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.

45.1. In what ways has your agency’s management (e.g., agency leadership, TMO, CHCO) promoted your telework program in **Fiscal Year 2013**? (Mark all that apply)

- Aligns telework with agency strategic goals and mission
- Advocates telework in agency-wide meetings (e.g., all-hands meetings)
- Uses telework goal setting and measurement to hold managers accountable
- Emphasizes telework as part of COOP (Continuity of Operations Plan) events
- Special telework events (e.g., telework awareness weeks, telework drills)
- Agency-wide emails of support
- Signs/posters
- Other. Please describe:

-
- Our agency has not taken action to specifically promote telework in the past year

Telework and the Agency's Emergency Plans

The following questions refer to your agency's emergency plans. In particular they ask how your agency incorporates telework into its emergency plans. To ensure the most accurate answers possible, you may want to consult with your emergency preparedness staff when responding to the items.

Emergency plans are intended to continue operations during emergency situations, adverse weather conditions, natural disasters or other incidents causing disruptions of Government operations. Examples of emergency plans include Continuity of Operations Plans and Pandemic Influenza Plans.

46. At the time of this data call, how does your agency incorporate telework into its emergency plans?

46.1. The agency Continuity of Operations Plan specifically addresses telework.

- Yes
- No
- Agency does not have a Continuity of Operations Plan.
- Not applicable/no record

46.2. The agency Pandemic Influenza Plan specifically addresses telework.

- Yes
- No
- Agency does not have a Pandemic Influenza Plan.
- Not applicable/no record

46.3. Our agency assesses mission essential functions to identify which functions the organization can conduct via telework.

- Yes
- No
- Not applicable/no record

46.4. The office responsible for developing our agency's continuity plan coordinates with our telework office to develop the plan.

- Yes
- No
- Not applicable/no record

46.5. Our agency's telework policy includes information regarding *telework during emergencies* (e.g., who is authorized to telework, how they are to be notified of their eligibility to telework during continuity).

- Yes
- No
- Other. Please describe:

- Not applicable/no record

46.6. Teleworkers in our agency are given specific training about what is expected of them in an emergency.

- Yes
- No
- Other. Please describe:

-
- Not applicable/no record

[Ask if answers Yes to Q46.6]

46.6.1. Please describe how teleworkers are trained to know what is expected of them in an emergency:

47. Does your agency conduct telework exercises to encourage employees to gain experience with teleworking in an emergency?

- Yes, for all employees
- Yes, for those employees required to telework during emergencies only
- No
- Not applicable/no record
- Other. Please describe:

[Ask if R answers “Yes, for all employees” or “Yes, for those employees required to telework during emergencies only” in Q47]

47.1. Are these exercises intended primarily as part of emergency planning?

- Yes
- No

47.2. What was the date of your last telework exercise?

- _____(MM/YYYY)
- We are unable to provide a date

48. Please describe any other ways your agency incorporates telework in its emergency plans:

Technology

Questions included in this section require technical knowledge of technology testing in your agency. We recommend that you consult with the office of your Chief Information Technology Officer to make sure you report the most accurate information possible.

49. Which of the following best describes how the *majority* of teleworkers in your agency gain access to work-related **equipment** to telework?

- Agency provides/purchases ALL work-related equipment used by teleworkers.
 - Teleworker purchases all telework-related equipment.
 - Costs are shared by the agency and teleworker.
 - Other. (Please explain)
-

50. Which of the following best describes how the *majority* of teleworkers in your agency gain access to work-related **services** (e.g., internet) to telework?

- Agency provides/pays for ALL work-related services used by teleworkers in their home.
 - Teleworker pays for all telework-related residential services.
 - Costs are shared by the agency and teleworker.
 - Other. (Please explain)
-

51. How frequently does your agency test its Information Technology (IT) capacity to support telework?

- The agency has *never tested* its IT capacity to support telework.
 - The agency conducts tests according to a *regular schedule* (e.g., monthly, quarterly).
 - We test, but there is *no fixed schedule* for testing.
 - We do not test our IT capacity specifically to test our ability to support telework.
 - Not able to find this information.
 - Other. Please describe:
-

[Ask the following 3 questions if R replies anything but “The agency has never tested its IT capacity to support telework,” “We do not test our IT capacity specifically to test our ability to support telework,” or “Not able to find this information”]

If your agency does test its IT capacity to support telework, please answer the following questions.

51.1. What were the general results of your latest test? Please describe:

51.2. What was the total number of unique logins during the peak hour of telework usage?

51.3. When was your IT capacity to support telework most recently tested?

- Date: _____(MM/YYYY)
- Not able to find requested information
- Other. Please describe: _____

52. Which of the following best describes your agency's policy governing telework and information security?

- Our agency has a separate, written *telework* information security policy
 - Our agency is currently developing a separate, written telework information security policy
 - Telework is covered under our agency's overall information security policy
 - Other. Please describe:
-

53. In terms of the information security matters addressed, is your agency's telework policy consistent with the guidance provided by the National Institute of Standards and Technology at <http://csrc.nist.gov/telework?>

- Yes
 - No
 - Not sure
 - Other. Please describe
-

54. How does your agency secure Personally Identifiable Information (PII) while employees are teleworking? (Mark all that apply)

- All PII information is encrypted
- All PII files are password protected
- Privileged Rules of Behavior are signed for those handling PII
- Only those with a compelling need are allowed to download PII
- Two Factor Authentication is used for remote access
- Only Government-Furnished Equipment is allowed for teleworking
- No PII, sensitive or classified information is allowed to be removed physically from the agency facility.
- No PII, sensitive or classified information is allowed to be transmitted electronically from the agency facility.
- Other (Please explain) _____

Barriers to Telework

55. Describe how you have identified potential barriers and any plans your agency has for overcoming them:

56. Describe any ongoing challenges your agency faces in achieving full implementation of telework:

57. How can OPM or our partner in telework, GSA, assist your agency?

Updates to Telework Participation

This final section has been added to allow us to provide the most current data possible in our telework status report to Congress. The 2013 Data Call was delayed this year in part because of the Governmentwide shutdown that occurred during the time of our normal October data collection. While data from September 2013 provide the necessary information for identifying trends in telework participation rates, they do not capture the potential influence that recent events (e.g., weather) may have had on telework participation. The following questions are meant to bridge the data gap and allow us to provide a more current picture of Federal telework to Congress in our upcoming report.

Consider the month of **February 2014**. Use the same process you used to provide September data, and consider a *typical* two week period in February or as close a time frame as possible. If possible, please use a period corresponding to the **first pay period in February** (pay period 2, January 26 - February 8, 2014). It would be better if you do not use the two week pay period that includes President's Day, but we do recognize that you will need to use the data you have available.

58. How many employees teleworked during this two week period in **February 2014**?

- Please provide a number: _____
- Not applicable/no record

[Ask Q58.1-Q60 if R provides a number for Q58]

58.1. Was there a change (increase or decrease) in agency telework participation **between your September 2013 and February 2014** data collection periods?

- Yes
- No
- Data unavailable for comparison

[Ask if R answers Yes to Q58.1]

58.2. If yes, please describe the reasons for this increase/decrease.

59. Considering the same two week data collection period specified above, how many employees teleworked on a **situational**^{D5} basis during the selected **February** time period?

- Number of situational teleworkers: _____
- Our agency does not maintain any records of situational telework.
- Other. Please describe: _____

60. How many employees have conducted **remote work**^{D10} during your selected **February** data collection period?

- Number of remote workers: _____
 - Our agency does not maintain any records of remote work.
 - Our records do not permit us to report on remote work separately from other forms of telework.
 - Other. Please describe: _____
-

[Ask if R responds with a number for Q60]

60.1. Are these **remote workers**^{D10} included in your overall telework totals for **February**?

- Yes
- No
- Other. Please describe: _____

60.2 Do these **remote workers**^{D10} include employees whose official duty station has changed to an alternative worksite?

- Yes
- No
- Other. Please describe: _____

61. Please describe which *pay periods/time period in February* you used to calculate your answers for this telework participation update section.

Appendix 1A: List of Agencies to Report at the Subagency Level

In outlining contents for the annual telework report to Congress, the Telework Enhancement Act specifies:

(2) CONTENTS.—Each report submitted under this subsection shall include—

(A) the degree of participation by employees of each executive agency in teleworking during the period covered by the report (and for each executive agency whose head is referred to under section 5312, the degree of participation in each bureau, division, or other major administrative unit of that agency).

Those agencies required to report at the sublevels directed in the law, and included under section 5312, are listed below:

5312. Positions at level I

Secretary of State.

Secretary of the Treasury.

Secretary of Defense.

Attorney General.

Secretary of the Interior.

Secretary of Agriculture.

Secretary of Commerce.

Secretary of Labor.

Secretary of Health and Human Services.

Secretary of Housing and Urban Development.

Secretary of Transportation.

United States Trade Representative.

Secretary of Energy.

Secretary of Education.

Secretary of Veterans Affairs.

Secretary of Homeland Security.

Director of the Office of Management and Budget.

Commissioner of Social Security, Social Security Administration.

Director of National Drug Control Policy.

Chairman, Board of Governors of the Federal Reserve System.

Director of National Intelligence

Appendix 1B: Standards for Setting and Evaluating Telework Program Goals

It is important that you follow best practices for setting and assessing your agency telework goals. Keep in mind that setting goals will help you to make the business case for telework and, more importantly, facilitate development of an effective program that meets the needs of your agency and its employees. Demonstrating the value of your telework program starts with setting goals that align the program with agency mission, culture and needs, as well as showing that your goals have led to desirable outcomes. We strongly urge you to adopt an action planning approach for setting and developing plans for achieving your goals (see the last section for an action plan template).

The tips and practices outlined in this document have been organized to help you set appropriate goals, understand how to build evidence to show your goals have been met and, finally, help you answer questions on the data call.

Tips for Establishing a Goal

1. Choose a goal that is relevant to your organization's mission, feasible, controllable, and that clearly benefits your agency.
2. Articulate this goal clearly. State exactly what you plan to achieve and how you plan to achieve it.
3. Present a clear timeline for achieving your goal. Consider articulating your timeline as a series of small milestones and associated deliverables.
4. Identify the budget, resources, and approvals you will need for accomplishing each milestone.
5. Locate appropriate data for measuring progress. Describe the data, metric/measurement, and method of analysis to be used.

Characteristics of an Appropriate Goal: Goals should be SMART

Specific: Set highly detailed and concrete objectives for your telework program. Determine:

- What exactly is your goal?
- What exactly do you intend to accomplish through this goal?
- How are you going to meet your goal? Lay out which actions need to be taken by which people and when.

Measurable: On what evidence will you determine that your goal has been met? Put a figure or value, such as a dollar amount or percentage, to the objective.

Attainable: Make sure to set goals that are within your reach. It is best to focus on a few, attainable goals especially if you are just starting to set goals for your telework program. Establishing successes by attaining a few "low-hanging fruit" objectives can be motivating, and reporting these successes to leadership can also help you to gain necessary support. Initial successes will also help you to identify and support longer-term, more ambitious goals.

Realistic: Consider available resources and set goals that can reasonably be achieved. Remember to assess the resources you will need to evaluate your goals, including access to data.

Time-specific and Timely: Set a deadline to keep things on track. Goals also need to meet the needs of decision-makers and reporting requirements, so keep any leadership priorities, deadlines, and reporting dates in mind as goal drivers.

In sum, choose goals that are relevant to your organization’s mission and add value to your organization, feasible within your resource constraints, and within your control to change.

Example of a Goal and Goal Explanation:

Reduce our transit subsidy spending by 5% by Fiscal Year 2015. [Clearly articulated, specific, and includes a timeline and is measurable] This aligns with our mission of serving the American public in that we will be able to control costs, spending as few tax dollars as possible. [Aligned with mission]

We will achieve this goal by encouraging more frequent telework by more employees. [Clear extension of goal, introduces process by which goal will be achieved]

We plan to hold briefings during mandatory, all-manager meetings to encourage them to suggest and grant employee requests to telework on a more frequent basis. [Clearly articulates actionable steps and what you plan to do exactly]

We will also post signs around our main building and send emails to let employees know about this effort, showcase the benefits for the agency and the environment, and encourage them to request more frequent telework. [Clearly includes assessment of resources and showcases a low-cost approach and a short-term goal that can be accomplished and measured prior to the next data call and is clearly realistic, attainable, and within your control – low-hanging fruit]

Choosing a Timeframe

Consider your telework program’s stage of development. Outcome goals are typically not realized until programs are fully implemented. Consider both short- and long-term goals. Some goals are achievable in a year, whereas others may take several years to achieve. Long-term goals may be best expressed as a series of short-term goals.

Example

We plan to reduce our office space needs by 10% by Fiscal Year 2017. [Clearly articulates goal, is specific, gives a timeframe] This aligns with our mission of efficiently serving the American public by effectively using resources and strategies to limit business costs. [Aligned with mission]

During Year 1 we plan to establish a 6-month pilot of a hoteling program by February 1, 2014, among our HR department employees. [Sets a milestone goal clearly, specifically, and with a timeframe]

We will experiment with a shared office design in their office suite and move employees to a 3-4 day a week telework schedule. [Clearly articulates what you plan to do: specific]

We will evaluate the result using a survey of employees and managers in Year 2, with results distributed by March 1, 2015. [Describes metric (survey) and how it will be used]

If the pilot is successful, we will move towards an agency-wide effort in Year 3, with roll-out of an agency-wide hoteling program in by the end of Fiscal Year 2016, and we will evaluate again in Year 4 to demonstrate our goal satisfaction of a 10% reduction in office space. [Sets another milestone goal, clearly states how you will achieve it, and explains evaluation, with source of data (amount of office space)]

Choosing a Method for Assessing Your Goal

We assess telework goals to be able to demonstrate that telework caused something good to happen. The key question: How can we prove that telework was the driving force behind the benefits we see? Depending on your constraints, you may or may not be able to show that telework *caused* the benefits you found, but you can find evidence that supports a connection between telework and your goal. If your costs for the transit benefit went down at the same time telework participation up, for instance, that's a connection.

The following describe some sample approaches you can take to assessing your program goals. The described methods are not exhaustive, and you should consider what is feasible or appropriate for your particular circumstances.

- **Compare Before-and-After:** compare measures of benefits before you implemented telework and after. Some agencies have collected HR data for years and you may have data showing absence rates or employee satisfaction, for example, before and after you met the requirements for the Telework Enhancement Act.
- **Compare With-and-Without:** compare teleworkers and similar employees who do not telework on measures of your goal. For example, if you want to show that telework does influence employee retention in your agency, compare quit rates among employees who telework versus those who do not.
- **Time-Series Assessment:** examine the changes produced by the policy, tracked over a long time period. For example, if you have data on employee performance over several years, you could conduct a with-and-without comparison over time rather than only at a single point in time. Examine your data (e.g., average monthly absence, job satisfaction scores on the FEVS) and

examine it for any changes over time. Think about the context too and try to rule out alternate explanations that may also have influenced your goal achievement (e.g., if your scores on job satisfaction decreased among employees over time, it may be that they are reflecting a downward trend for all agencies).

Example

We will use a time-series approach for assessing and demonstrating the impact of our program on job satisfaction. We will use FEVS data on telework participation and job satisfaction over the next 5 years. Each year we will examine how teleworkers and non-teleworkers compare in terms of job satisfaction and observe whether this difference grows over time as our telework program expands. We will also examine the overall scores on job satisfaction for the Federal government during this same time period to see if there are any remarkable trends that could influence the results we see for our agency's teleworkers. Our examination of publically available FEVS data show that Governmentwide job satisfaction scores have decreased over the past three years (see <http://www.fedview.opm.gov>).

Selecting a Metric/Measure

As appropriate, you must describe the measure or metric that you plan to use in your evaluation.

Metrics or measures capture some characteristic of your telework program (such as size, capacity, quality, quantity, duration, or frequency) and associated outcomes (such as employee attitudes, absences, performance, retention, or costs) in a standard way so you can make comparisons or statements about your goals.

Examples

- Amount of spending on transit subsidies or utility bills.
- Number of participants in the telework program.
- Percentage of employees expressing satisfaction with their job.
- Square footage of space required for offices.
- Rate of employee retention.

Finding Sources of Data

- Custom sources: surveys (employee satisfaction, supervisor, new hire, exit), focus groups, interviews
- Previously administered internal surveys
- Federal Employee Viewpoint Survey: <http://www.fedview.opm.gov/>
- GSA's Carbon Footprint Survey: <https://www.carbonfootprint.gsa.gov/>. Helpful for data on telework, greenhouse gas emissions, and transportation topics.
- OPM's Annual Data Call

- FedScope: <http://www.fedscope.opm.gov>. Helpful for employee population data broken down by various factors.
- Time and Attendance systems
- Utility and building/office space data
- Transit subsidy data

For More Information on Evaluation

See the Government Accountability Office's 2012 "Designing Evaluations" Guide:

<http://www.gao.gov/assets/590/588146.pdf>

Action Planning

We strongly urge you to adopt an action planning approach for setting and developing plans for achieving your goals. The form shown below provides a template for your use as well as some examples of how you might use it to describe your goals, focus on key goal-setting and measurement issues, and outline steps to take to achieve your goals. Remember, if you start with action planning, you will be more likely to set meaningful goals for your agency. Using the action plan template also allows you to organize your responses to the outcome goals section of the Data Call.

See the following example of possible content for an action plan focused on increasing employee participation in situational telework. The example is simplified for illustration; in practice, action plans benefit from being as detailed as possible. This includes careful analysis of what is driving the issue, a clear sense of which outcomes will be measured and how, and specific action steps with detailed information on associated deliverables, resources, and responsibilities.

Example

The simple examples shown here illustrate how each section of the action plan might be addressed. In general, examples assume a goal of supporting agency Continuity of Operations through an increase in the use of situational telework. Specifically, the goal is to increase the proportion of telework-eligible employees using situational telework on “unscheduled telework” days from 10% on average (FY2013) to 25% on average (during FY2014).

Action plan focus: Increase participation in situational telework to promote continuity of operations (COOP).

Describe the main issue being addressed: Review of data from weather related closures shows that employee participation in situational telework during unexpected agency closures is low.

How does this issue relate to your mission? Situational telework promotes our agency’s mission of serving the public by reducing lapses in customer service.

Explain what is potentially driving this issue: Fiscal pressures have created a conducive climate and our policies support participation in situational telework, but employee surveys and manager focus groups reveal lack of awareness about this benefit.

What measure/metric will be used to evaluate success? We will have met and success for our telework program evidenced when we show an increase in the proportion of telework-eligible employees using situational telework on “unscheduled telework” days from 10% on average (FY2013) to 25% on average (during FY2014).

Action steps:

Actions to be taken	Key Deliverables	Start Date/End Date	Responsible Party(ies)	Budget, Resources, and Approvals
Host manager information session on telework and COOP	<ol style="list-style-type: none"> 1. Invitation – 3/21 2. Presentation – 4/7 3. Evaluation tool – 4/14 4. Holding event – 4/21 5. Analysis of feedback – 4/30 	March-April 2014 (Target date is April 21)	Telework coordinator	<ul style="list-style-type: none"> • \$0 • Staff time, Facility • TMO approval

Action Plan Template				
Action plan focus:				
Describe the main issue being addressed. If this is a strength you wish to sustain, describe your agency's strength:				
How does this issue relate to your mission?				
Explain what is potentially driving this issue.				
Define success or the desired outcome upon completion of action steps listed below. Be sure to include the measure/metric and method will you use to evaluate and demonstrate your success.				
Action Steps				
Actions to be Taken	Key Deliverables	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<i>Describe each specific step/task that needs to occur to achieve the desired outcome.</i>	<i>Describe key deliverables for each action step.</i>	<i>Set a realistic timeframe for completion of each step. Be as specific as possible (e.g., provide actual dates instead of FY quarters).</i>	<i>Identify who is accountable for completion of each step. Identify key stakeholders.</i>	<i>Identify available funding, as well as approvals needed from leadership, labor unions, and other stakeholders.</i>

Appendix 2: Detailed Methodology Description

New data for the 2014 Telework Status Report to Congress were derived from three sources: the 2013 Federal Employee Viewpoint Survey, the 2013 OPM Telework Data Call, and analysis of policy questions received from agencies. Results from analysis of the 2011 and 2012 Data Calls and the 2011 and 2012 FEVS are also utilized in the report for comparative purposes and to illustrate trends in telework policy, behaviors and outcomes. Data source provides critical information from key stakeholder groups or important aspects of the environment instrumental to the success of telework programs.

Federal Employee Viewpoint Survey

The Federal Employee Viewpoint Survey (FEVS) has been administered Governmentwide to Federal employees since 2002, with annual administration since 2010. The survey captures employee perceptions regarding how well the Federal Government runs its human resources management systems. OPM designed the survey to produce valid results representing Governmentwide Federal employees as well as employees in individual Federal agencies and subagencies.

The 2013 survey was directed at full-time and part-time, permanent, non-seasonal employees. The 98-item survey includes 84 items that measure Federal employees' perceptions about how effectively agencies manage their workforce, as well as 14 demographic items. A total of 81 agencies participated in the survey effort, consisting of 37 Departments/large agencies and 44 small/independent agencies. A total of 781,047 employees were invited to participate from 81 agencies. These agencies comprise 97 percent of the Executive branch workforce. Of the 781,047 employees who received the FEVS, 376,577 completed the survey for a Governmentwide response rate of 48.2 percent.

Three items in the FEVS address telework. The first item asks respondents to identify whether they are eligible to telework. The second item asks employees to choose an answer option that best describes their own participation in telework, with response options enabling teleworkers to be distinguished from non-teleworkers, and to provide reasons for non-participation in telework. The third item asks teleworkers to rate their satisfaction with the telework program in their agency.

Telework findings reported here result from analysis of existing data. Unlike the Data Call, the FEVS is not administered by the OPM Work-Life office. The methodology employed for the FEVS data collection is made available by its administrators in detail elsewhere.³⁰

Telework Data Call

Agency data collected through the Telework Data Call is administered directly by OPM Work-Life. Various versions of the Telework Data Call (the Data Call) have been issued to Federal agencies since

³⁰ see the linked information on the FEVS website, www.fedview.opm.gov

2001. The Data Call has been revised frequently in response to changes in context and Federal telework policy. The current version of the Data Call instrument was developed to assess changes that agencies made to their telework programs in response to the Telework Enhancement Act of 2010, and it is updated as appropriate.

The Data Call Instrument. The Data Call provides the agency perspective through questions that address agency telework participation and program implementation and processes (e.g., how employees are deemed eligible, how employees are trained and equipped for telework). Note that the Data Call represents the agency perspective by collecting both quantitative and qualitative data. Through quantitative data we can estimate, for example, how many employees are teleworking or how many agencies have updated their policies. Quantitative data, however, is limited in its explanatory value and how much contextual perspective it can provide. By also examining qualitative data – such as the open-ended items included in the Data Call – we can gather explanatory data and gain a better understanding of the setting constraints and/or supports in which telework programs are evolving.

The instrument used for the 2010 Data Call was based on the 2009 instrument, but it was revised by the Interagency Measurement Advisory group in 2011 to ensure alignment with the Telework Enhancement Act as described previously. As described in the 2012 telework status report, in order to develop the new definitions and questions included in the updated 2011 Data Call, an Interagency Telework Measurement team was assembled and led by Dr. Kimberly Wells, Office of Personnel Management. Members included acknowledged leaders and experts in Federal telework.³¹ These method and subject matter experts reviewed the question wordings, question structures, response alternatives, and instructions to ensure that the Data Call instrument captured the information needed.

As also described in detail in the 2012 telework status report, two cognitive interviews were conducted with a random sample of TMOs and Telework Coordinators. The purpose was to test how actual respondents might interpret questions and ascertain whether typical respondents had the resources needed to answer the questions. An expert in survey development for the Census also gave generously of her time and provided detailed review and comments to the Data Call. Comments from all reviewers were considered by the Interagency Telework Measurement Group and incorporated in the revision of the Data Call.

The Data Call instrument was revised again in 2012, with input from the same Advisory group and following recommendations from the U.S. Government Accountability Office. Revisions were made in

³¹ Membership in the group included: Dr. Wendell Joice, U.S. General Services Administration; Danette Campbell, U.S. Patent and Trademark Office; Pam Budda, U.S. Department of Defense; Aaron Glover, Defense Information Systems Agency; Karen Meyer, U.S. Navy; Scott Howell, National Aeronautics and Space Administration; Bruce Murray, U.S. Department of Energy; and Dr. Alexis Adams, Christina Heshmatpour, Elnora Wright, and Clint Sidwell, U.S. Office of Personnel Management.

response to issues noted in the administration of the instrument during 2011 or in accord with the advancements made by agencies. While these changes make some comparisons between previous years' Calls less appropriate, they were necessary in order to accurately gauge the changing nature of Federal telework programs. Revisions to the 2011 Data Call for 2012 administration included modified dates and instructions; revised question numbering conventions; updated definitions to enhance clarity or incorporate policy developments; expanded response options to permit more explanatory information (e.g., "Other. Please describe" or "Not applicable/no record"); and expanded participation, frequency, and implementation questions. Beginning in 2012, agencies were asked to report for both a representative period in September and for the overall Fiscal Year.

The 2013 Data Call instrument was based on the 2012 version but included the following modifications:

1. Modified dates and instructions;
2. Revised question numbering conventions;
3. Updated definitions to enhance clarity and incorporate policy developments;
4. Expanded questions on telework goals in response to GAO recommendations in response to the 2012 telework status report; and
5. Addition of frequency and participation questions for February 2014 in order to assess the potential impact of disruptive events such as weather-related closures.

Data Call Respondents. Under the Act, Executive branch agencies are required to report telework data to OPM for inclusion in the annual status report to Congress.³² A number of agencies also were required to report telework participation and frequency data at the sub-agency/component level. Participation in the Data Call is currently the only way for agencies to comply with data submission requirements in the Act. Note that several agencies not covered by the Act (e.g., the Denali Commission), and thus not required to participate, nonetheless elected to do so.

The Act requires OPM to "submit a report addressing telework programs of each executive agency" to Congress. Executive branch agencies notified to participate in the Data Call were identified in the past using OPM records (lists from OPM Human Capital Officers, lists from OPM statisticians, lists from previous Data Call administrations) and correspondence with agency points of contact (POCs) for telework.

For the current report, every effort was made to insure that all Executive branch agencies were made aware of the Data Call and provided with the opportunity to submit telework data to OPM. The list used

³² Section 6501(2) states that Executive agencies are those set forth in section 105.

to contact agencies for previous Calls was compared to the list of Executive agencies maintained by OPM's statisticians in the Planning and Analysis division, a list regularly updated by OPM. The final frame used to identify participants in the Data Call fairly reflected Executive branch agencies at the time of data collection in April 2014 (See Appendix 1 for the complete list of Executive branch agencies).

The Act also requires a specified subset of agencies to report participation data at the agency and subagency/component level. Agencies required to report for subagencies provided data for telework participation and frequency questions, as well as a small number of policy questions. Researchers relied upon the list cited in the Act to determine which agencies are required to report at the subagency level (see Appendix 1).

Each agency was contacted several times and asked to provide WLLLED with an appropriate list of subagencies (subagencies/components may change from year to year as agencies reorganize). Several agencies declined to provide data at the subagency level. Typically agencies cited not having subagencies as the reason for non-participation at the subagency level.

From a total of 101 agencies, OPM received responses from 90 agencies and 182 subagencies for the current report. As in prior years, data were not collected from a few agencies with reasons given including security concerns (e.g., the intelligence community), or because they self-identified as not subject to the Act's reporting requirements. Several agencies (e.g., the Denali Commission) are not considered to be Executive agencies within the meaning of the Act and thus not required to participate, but elected to do so nonetheless.

Data Call Administration. The Data Call is administered electronically using an online platform. For each agency, a Telework Coordinator or TMO was designated and confirmed as a point of contact (POC) to enter agency data into the online survey. We generated the list of POCs by initially reaching out to our contacts at each agency deemed required to participate in the Data Call. Several reminder emails were sent to our general Work-Life contact list for any Executive branch agency that did not have a telework program contact, or that did not immediately provide a POC. To reach non-responders, and in instances where no contact could be identified, we also sent emails to generic email accounts found through web searches (e.g., questions@agency.gov). POCs for the Data Call were selected by responding agency officials (usually the Telework Managing Officer).

Access to the electronic Call was gained through a unique username assigned to each agency data entry POC. To protect data integrity, only one agency POC was supplied with access to the data entry system. A unique password was assigned for each agency and each subagency. POCs received training on completing the data call during a training webinar hosted by OPM and had opportunities to ask questions during two Q&A conference calls that were hosted during the survey administration period. OPM research staff also responded to questions submitted to the telework, work-life, and personal staff email addresses throughout the survey period.

Links to the electronic data entry platform for the Data Call were forwarded to agencies on April 2, 2014, with an initial deadline May 14, 2014. Agency points of contact were invited to participate in the Data Call via email invitation. To maximize participation, the deadline was then extended to May 21, 2014.

To encourage participation, many reminder emails were sent throughout the data collection period. Each POC received up to four reminder emails, including FAQs and contact information for questions.

Data Quality Control. OPM research staff was available to provide support and answer any questions about the Data Call during the entire period of administration. Agency POCs were reminded of OPM staff availability and encouraged to contact us with questions in reminders sent about the Data Call. Questions and problems tended to pertain to lost passwords and accessing the electronic platform rather than Call content questions. Technical questions were resolved by platform experts from OPM's CIO office, and on stand-by throughout the data collection period.

Following the Data Call administration, respondents were given opportunities to check the accuracy of their responses. First, agencies were provided with a review function built into the online platform that allowed them to view and print their responses after submission. Second, the online platform permitted agencies to log in and make revisions to their responses even after they had been submitted prior to the closing date. Third, OPM produced and distributed individual reports for each agency data entry point of contact. Agencies were advised to review and make any necessary corrections to these reports. Responses were updated in the database as needed. As a final data quality check, OPM Work-Life staff followed standard analysis protocol and checked the resulting database for any outstanding anomalies or possible problems in the dataset using descriptive statistics and frequencies. When any discrepancies, outliers, or other anomalous responses were identified, researchers individually contacted the reporting agency POC to verify and update the data.

Prior to issuance of the Data Call, data POCs were invited to attend a training session designed to brief agencies on the Data Call's content and timeframe as well as to address any questions (March 18, 2014). Through this training, agency POCs and others involved in telework data collection were familiarized with the Data Call content. In the discussion, specific attention was given to definitions, instructions for data collection, new survey content, and the importance of data quality in an effort to support reporting of valid and reliable telework data. Handouts and slides from these sessions were distributed to all invitees and posted on OPM's online work-life coordinator Community of Practice regardless of whether invitees attended. Although OPM does not have the authority to require attendance at these sessions, every effort was made to encourage participation through multiple reminder emails.

In addition to the training prior to issuance of the Data Call, two Q&A sessions were held for via conference call for data POCs during survey administration. These sessions were held on April 16, 2014, and May 6, 2014. Throughout the survey administration period, POCs were also able to reach OPM staff using the OPM telework email inbox, the OPM work-life email inbox, and correspondence via email and telephone with research staff members.

Strengths and Weaknesses of the Data Call. The results of the Data Call give insight into agency efforts and status with respect to implementing the Act, how many and how Federal employees telework, summaries of agency goal-setting efforts, and outcomes related to telework. Agency data are quite informative and provide a detailed picture of current Federal telework activities. Program descriptions are particularly valuable and will provide opportunities for interagency sharing of best practices.

Yet, there are some limitations with respect to the participation and frequency findings that should be considered. Agencies continue to rely upon differing methodologies and data sources when gathering participation and frequency data, including time and attendance systems, counting telework agreements, and surveys of employees. Without a standardized Governmentwide data collection system or trained data collection staffs, the final combined telework participation estimates are unlikely to be completely valid or reliable. In particular, many agencies do not have the capability with their current systems to collect all requested data (e.g., situational telework). As a result, the final participation and frequency numbers may underreport telework with consequences for the reliability of the reported results.

When considering these limitations, it is important to note that the participation and frequency questions represent a small portion of all of the questions in the Data Call instrument. OPM has full confidence in the remaining sections of the Data Call, including those on policy implementation, program goals, emergency planning, information technology, information security, and barriers.

OPM also urges and exercises caution in naming any practices as a “best practice,” preferring the terminology of “promising practice.” While the Act directs OPM to identify and share best practices, at this early stage of program development and lacking the means to adequately analyze and compare practices between agencies, OPM prefers to use cautious wording. That said, the examples described in this report as “promising practices” do represent a snapshot of the strongest examples of agency efforts to promote programs, set goals, and assess outcomes.

Methodological Distinctions between the FEVS and the Data Call

Our understanding of Federal telework is enriched by the unique and important perspectives offered by the FEVS (employee) and Call (agency) perspectives. Each resulting dataset addresses important and complementary questions. However, there are differences between the two instruments that drive dissimilarities in findings and make one-to-one comparisons of results inappropriate. These should be considered when interpreting reported findings. In particular, the perspectives represented by the two instruments are very different. While the Data Call and FEVS overlap somewhat in content, the unique perspective offered by each should be kept in mind. The Data Call represents agency perspectives and represents official records for telework participation. The FEVS provides an important employee perspective, but is based on individual self-reports and results may differ from official agency records. This difference means that results for the Data Call and FEVS are *not* directly comparable.

Additionally, the Data Call was administered in the spring of 2014, while the FEVS was administered during the previous spring. In 2013, the Data Call and the FEVS represent snapshots of telework behavior at complementary but separate points in time. Differences between the two time periods could impact results, a point that should be kept in mind when considering findings derived from each method.

Appendix 3: Measurement Model

The table below outlines the evaluation measurement plan begun in 2011, with descriptions of objectives, measurement, and data source. Recall that agency telework under the Act is largely in a formative stage of program development. Thus, initial measures were designed primarily to describe telework implementation.

Activity and Expected Effect	Measures	Data Source
Telework programs are fully implemented in Federal agencies.	Number of agencies with Telework Managing Officer (acting or permanent). Number of employees notified of eligibility to telework, by agency. Number of employees trained to telework, by agency. Number of employees with telework agreements, by agency. Number of managers trained in telework and telework management, by agency.	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call
Eligible employees routinely participate in Federal telework programs.	Percent of all employees who telework. Percent of eligible employees who engage in routine telework. Percent of telework eligible employees who telework.	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call Federal Employee Viewpoint Survey (FEVS)
Telework is used as an effective tool to address unexpected contingencies in the workplace (e.g., disrupted building access for weather or other)	Percent of eligible employees who engage in situational telework.	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call
Teleworkers are resourced to effectively telework.	Percent of agencies who provide equipment and services to teleworkers.	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call

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Activity and Expected Effect	Measures	Data Source
<p>Cybersecurity concerns are satisfied with telework across agencies.</p> <p>Agency telework policies address cybersecurity issues.</p>	<p>Percent of agencies who address cybersecurity concerns in establishing telework.</p> <p>Number/percent of agencies with cybersecurity addressed in telework policies.</p> <p>Comments from TMOs and coordinators reveal that technical resourcing and cybersecurity issues have been addressed.</p>	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call Agency comments in qualitative responses to the OPM telework Data Call
<p>Agency leadership at all levels supports employee telework.</p>	<p>Agency marketing/messaging demonstrates leadership support of employee telework.</p> <p>Percent of agency leadership/managers who participate in telework.</p>	<ul style="list-style-type: none"> Agency comments in qualitative responses to the OPM telework Data Call Agency responses to questions for CHCOC report FEVS
<p>Manager buy-in has been achieved for telework in Federal agencies.</p>	<p>Comments from agency TMOs and coordinators indicate manager buy-in has been established.</p>	<ul style="list-style-type: none"> Agency comments in qualitative responses to the OPM telework Data Call
<p>Agency support of telework has been communicated to employees.</p>	<p>Comments from agency TMOs and coordinators describe and outline efforts to communicate support.</p>	<ul style="list-style-type: none"> Agency comments in qualitative responses to the OPM telework Data Call
<p>Telework eligibility determinations are fair and based on objective criteria</p>	<p>Teleworkers compared with non-teleworkers by demographics (e.g., gender supervisory status)</p>	<ul style="list-style-type: none"> FEVS

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Activity and Expected Effect	Measures	Data Source
regardless of grade, etc.		
Telework is used as an emergency preparedness tool in Federal agencies.	<p>The agency Continuity of Operations Plan specifically addresses telework.</p> <p>The agency Pandemic Influenza Plan specifically addresses telework.</p> <p>Agency telework policies include information regarding telework during emergencies (e.g., who is supposed to telework).</p> <p>Teleworkers are trained to know what is expected of them during emergencies.</p>	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call
Participation in Federal telework programs has increased since June 2011 under the Telework Enhancement Act.	<p>Percent of agency population that telework beginning in 2011.</p> <p>Comments from agency TMOs and coordinators describe improvements/expansion under the Act.</p>	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call Agency comments in qualitative responses to the OPM telework Data Call
<p>Telework program <i>participation</i> goals have been established for telework programs in every agency.</p> <p>Telework program outcome goals (e.g., improved job satisfaction, employee retention) have been established by all agencies.</p>	<p>Number of agencies that report telework goals.</p> <p>Number/percent of agencies with formal plans for increasing employee participation in telework.</p> <p>Number of agencies that report outcome goals. Comments from TMOs and coordinators describe outcome goals.</p>	<ul style="list-style-type: none"> Agency records as reported in the annual OPM telework Data Call Agency comments in qualitative responses to the OPM telework Data Call

Appendix 4: List of Responding Agencies to the 2013 Data Call and Agencies Required under the Act to Participate

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Access Board	Yes	Yes	No	No
Agency for International Development	Yes	Yes	No	No
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	Yes	Yes	No	No
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Yes	No	No
Central Intelligence Agency	Yes	Yes	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	No
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	Yes	No	No
Commodity Futures Trading Commission	Yes	Yes	No	No
Consumer Financial Protection Bureau	Yes	Yes	No	No
Consumer Product Safety Commission	Yes	Yes	No	No
Corporation for National and Community Service	Yes	Yes	No	No
Court Services and Offender Supervision Agency	Yes	Yes	No	No
Defense Nuclear Facilities Safety Board	Yes	Yes	No	No
Denali Commission	Yes	Yes	No	No
Department of Agriculture	Yes	Yes	Yes	Yes

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Department of Commerce	Yes	Yes	Yes	Yes
Department of Defense	Yes	Yes	Yes	Yes
Department of Education	Yes	Yes	Yes	Yes
Department of Energy	Yes	Yes	Yes	Yes
Department of Health and Human Services	Yes	Yes	Yes	Yes
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes	Yes
Department of Justice	Yes	Yes	Yes	Yes
Department of Labor	Yes	Yes	Yes	Yes
Department of State	Yes	Yes	Yes	Yes
Department of Transportation	Yes	Yes	Yes	Yes
Department of Treasury	Yes	Yes	Yes	Yes
Department of Veterans Affairs	Yes	Yes	Yes	No**
Election Assistance Commission	Yes	Yes	No	No
Environmental Protection Agency	Yes	Yes	No	No
Equal Employment Opportunity Commission	Yes	Yes	No	No
Export-Import Bank of the United States	Yes	Yes	No	No
Farm Credit Administration	Yes	Yes	No	No

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Farm Credit System Insurance Corporation	Yes	Yes	No	No
Federal Communications Commission	Yes	Yes	No	No
Federal Deposit Insurance Corporation	Yes	Yes	No	No
Federal Election Commission	Yes	Yes	No	No
Federal Energy Regulatory Commission	Yes**	Yes	No	No
Federal Housing Finance Agency	Yes	Yes	No	No
Federal Labor Relations Authority	Yes	Yes	No	No
Federal Maritime Commission	Yes	Yes	No	No
Federal Mediation and Conciliation Service	Yes	Yes	No	No
Federal Mine Safety and Health Review Commission	Yes	Yes	No	No
Federal Retirement Thrift Investment Board	Yes	Yes	No	No
Federal Trade Commission	Yes	Yes	No	No
General Services Administration	Yes	Yes	No	No
Institute of Museum and Library Services	Yes	Yes	No	No
Inter-American Foundation	Yes	No	No	No
International Boundary and Water Commission	Yes	Yes	No	No
International Broadcasting Bureau	Yes	Yes	No	No
Japan-United States Friendship Commission	Yes	Yes	No	No
Marine Mammal Commission	Yes	Yes	No	No

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Merit Systems Protection Board	Yes	Yes	No	No
Millennium Challenge Corporation	Yes	Yes	No	No
National Aeronautics and Space Administration	Yes	Yes	No	No
National Archives and Records Administration	Yes	Yes	No	No
National Capital Planning Commission	Yes	Yes	No	No
National Council on Disability	Yes	Yes	No	No
National Credit Union Administration	Yes	Yes	No	No
National Endowment for the Arts	Yes	Yes	No	No
National Endowment for the Humanities	Yes	Yes	No	No
National Indian Gaming Commission	Yes	No	No	No
National Labor Relations Board	Yes	Yes	No	No
National Mediation Board	Yes	No	No	No
National Science Foundation	Yes	Yes	No	No
National Transportation Safety Board	Yes	Yes	No	No
Nuclear Regulatory Commission	Yes	Yes	No	No
Nuclear Waste Technical Review Board	Yes	Yes	No	No
Occupational Safety and Health Review Commission	Yes	Yes	No	No
Office of Government Ethics	Yes	Yes	No	No

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Office of Management and Budget (EOP)	No	Yes	No	No
Office of National Drug Control Policy (EOP)	No	Yes	No	No
Office of Navajo and Hopi Indian Relocation	Yes	Yes	No	No
Office of Personnel Management	Yes	Yes	No	No
Office of Science and Technology Policy (EOP)	No	Yes	No	No
Office of Special Counsel	Yes	No	No	No
Office of the Director of National Intelligence	Yes	Yes	Yes	No
Office of the United States Trade Representative (EOP)	No	Yes	No	No
Overseas Private Investment Corporation	Yes	Yes	No	No
Patent and Trademark Office	No*	Yes	No	No
Peace Corps	Yes	Yes	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	No	No
Postal Regulatory Commission	No	Yes	No	No
Railroad Retirement Board	Yes	Yes	No	No
Securities and Exchange Commission	Yes	Yes	No	No
Selective Service System	Yes	No	No	No
Small Business Administration	Yes	Yes	No	No
Smithsonian Institution	No	No	No	No
Social Security Administration	Yes	Yes	Yes	No***

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Tennessee Valley Authority	Yes	Yes	No	No
Trade and Development Agency	Yes	Yes	No	No
U.S. Commission on Civil Rights	Yes	Yes	No	No
U.S. Interagency Council on Homelessness	No	Yes	No	No
U.S. International Trade Commission	Yes	Yes	No	No
U.S. Holocaust Memorial Museum	Yes	No	No	No
Commission on Fine Arts	Yes	No	No	No
Office of Federal Housing Enterprise Oversight	Yes	No	No	No
Woodrow Wilson Center	Yes	No	No	No
Board of Governors of the Federal Reserve System	No	No	No	No

*PTO is a subagency of the Department of Commerce. It traditionally reports separately due to its tradition of being a Federal leader in telework.

**FERC is an independent government agency organized as part of the Department of Energy. Because it is not subject to DoE's policies and oversight, FERC reports separately.

***VA and SSA are listed among agencies required to report at the subagency level. However, they did not do so because they lack subagencies

Appendix 5: List of Responding Subagencies

Department	Subagency
Department of Agriculture	Departmental Administration (DA/DM)
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)
Department of Agriculture	Food and Nutrition Services (FNCS)
Department of Agriculture	Food Safety (FS)
Department of Agriculture	Marketing and Regulatory Programs (MRP)
Department of Agriculture	National Appeals Division (NAD)
Department of Agriculture	Natural Resources and Environment (NRE)
Department of Agriculture	Office of Inspector General (OIG)
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)
Department of Agriculture	Research, Education and Economics (REE)
Department of Agriculture	Rural Development (RD)
Department of Commerce	Bureau of Economic Analysis
Department of Commerce	Bureau of Industry and Security
Department of Commerce	Economic Development Administration (EDA)
Department of Commerce	Economics and Statistics Administration (ESA)
Department of Commerce	International Trade Administration (ITA)
Department of Commerce	Minority Business Development Agency (MBDA)
Department of Commerce	National Institute of Standards and Technology (NIST)
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)
Department of Commerce	National Technical Information Service (NTIS)
Department of Commerce	National Telecommunications and Information Administration (NTIA)
Department of Commerce	Office of the Inspector General
Department of Commerce	Office of the Secretary
Department of Commerce	U.S. Census Bureau
Department of Defense	Department of Air Force
Department of Defense	Department of Army
Department of Defense	Department of Navy
Department of Defense	Other Department of Defense
Department of Education	Advisory Councils and Committees (EY)
Department of Education	Edet-Office of English Language Acquisition (ET)
Department of Education	Fc of The Deputy Secretary of Education (EB)
Department of Education	Federal Student Aid (EN)
Department of Education	Immediate Office of Secretary of Education (EA)
Department of Education	Institute of Education Sciences (ER)
Department of Education	National Assessment Governing Board (EZ)
Department of Education	Office For Civil Rights (EC)

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Department	Subagency
Department of Education	Office of Career, Technical, and Adult Education
Department of Education	Office of Communications and Outreach (EO)
Department of Education	Office of Elementary and Secondary Education (ES)
Department of Education	Office of Innovation and Improvement (EU)
Department of Education	Office of Inspector General (EF)
Department of Education	Office of Legislative and Congressional Affairs (EJ)
Department of Education	Office of Management (EM)
Department of Education	Office of Planning, Evaluation and Policy Develop (ED)
Department of Education	Office of Postsecondary Education (EP)
Department of Education	Office of Special Education and Rehabilitative Services (EH)
Department of Education	Office of The Chief Financial Officer (EL)
Department of Education	Office of The Chief Information Officer (EI)
Department of Education	Office of The General Counsel (EG)
Department of Education	Office of The Under Secretary (EE)
Department of Energy	Bonneville Power Administration
Department of Energy	National Nuclear Security Administration
Department of Energy	Other Department of Energy
Department of Health and Human Services	Administration for Children and Families
Department of Health and Human Services	Administration for Community Living
Department of Health and Human Services	Agency for Health Care Research and Quality
Department of Health and Human Services	Centers for Disease Control and Prevention
Department of Health and Human Services	Centers for Medicare and Medicaid Services
Department of Health and Human Services	Food and Drug Administration
Department of Health and Human Services	Health Resources and Services Administration
Department of Health and Human Services	Indian Health Service
Department of Health and Human Services	National Institutes of Health
Department of Health and Human Services	Office of the Inspector General
Department of Health and Human Services	Office of the Secretary
Department of Health and Human Services	Program Support Center

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Department	Subagency
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration
Department of Homeland Security	DHS Headquarters
Department of Homeland Security	Federal Emergency Management Agency
Department of Homeland Security	Federal Law Enforcement Training Center
Department of Homeland Security	National Protection and Programs Directorate
Department of Homeland Security	Office of the Inspector General
Department of Homeland Security	Transportation Security Administration
Department of Homeland Security	US Citizenship and Immigration Services
Department of Homeland Security	US Coast Guard
Department of Homeland Security	US Customs and Border Protection
Department of Homeland Security	US Immigration and Customs Enforcement
Department of Homeland Security	US Secret Service
Department of Housing and Urban Development	Chief Financial Officer
Department of Housing and Urban Development	Chief Information Officer
Department of Housing and Urban Development	Chief Procurement Officer
Department of Housing and Urban Development	Community Planning and Development
Department of Housing and Urban Development	Congressional and Intergovernmental Relations
Department of Housing and Urban Development	Departmental Equal Employment Opportunity
Department of Housing and Urban Development	Departmental Operations and Coordination
Department of Housing and Urban Development	Fair Housing and Equal Opportunity
Department of Housing and Urban Development	Field Policy and Management
Department of Housing and Urban Development	Government National Mortgage Association
Department of Housing and Urban Development	Housing
Department of Housing and Urban Development	Labor Relations
Department of Housing and Urban Development	Office of Disaster Management & National Security
Department of Housing and Urban Development	Office of General Counsel
Department of Housing and Urban	Office of Healthy Homes and Lead Hazard Control

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Department	Subagency
Development	
Department of Housing and Urban Development	Office of Strategic Planning & Management
Department of Housing and Urban Development	Office of Sustainable Housing and Communities
Department of Housing and Urban Development	Office of the Chief Human Capital Officer
Department of Housing and Urban Development	Policy Development and Research
Department of Housing and Urban Development	Public Affairs
Department of Housing and Urban Development	Public and Indian Housing
Department of Housing and Urban Development	Secretary and Deputy Secretary
Department of Justice	Alcohol, Tobacco, Firearms and Explosives
Department of Justice	Antitrust Division
Department of Justice	Bureau of Prisons/Federal Prison System
Department of Justice	Civil Division
Department of Justice	Civil Rights Division
Department of Justice	Criminal Division
Department of Justice	Drug Enforcement Administration
Department of Justice	Environment and Natural Resources Division
Department of Justice	Executive Office of US Attorney and Office of US Attorney
Department of Justice	Executive Office for Immigration Review
Department of Justice	Federal Bureau of Investigation
Department of Justice	Office of Justice Programs
Department of Justice	Office of the Inspector General
Department of Justice	Offices Boards and Divisions
Department of Justice	Tax Division
Department of Justice	US Marshals Service
Department of Justice	US Trustee Program
Department of Labor	Adjudicatory Boards
Department of Labor	Bureau of International Labor Affairs
Department of Labor	Bureau of Labor Statistics
Department of Labor	Employee Benefits Security Administration
Department of Labor	Employment and Training Administration
Department of Labor	Mine Safety and Health Administration
Department of Labor	Occupational Safety and Health Administration
Department of Labor	Office of Administrative Law Judges

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Department	Subagency
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)
Department of Labor	Office of Disability Employment Policy
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)
Department of Labor	Office of Labor-Management Standards (OLMS)
Department of Labor	Office of Public Affairs
Department of Labor	Office of the Assistant Secretary for Administration and Management
Department of Labor	Office of the Assistant Secretary for Policy
Department of Labor	Office of the Chief Financial Officer
Department of Labor	Office of the Inspector General
Department of Labor	Office of the Secretary
Department of Labor	Office of the Solicitor
Department of Labor	Office of Workers' Compensation Programs (OWCP)
Department of Labor	Veterans Employment and Training Services
Department of Labor	Wage and Hour Division (WHD)
Department of Labor	Women's Bureau
Department of State	International Boundary Commission - United States and Canada
Department of State	International Joint Commission - United States and Canada
Department of the Interior	Bureau of Indian Affairs
Department of the Interior	Bureau of Land Management
Department of the Interior	Bureau of Ocean Energy Management
Department of the Interior	Bureau of Reclamation
Department of the Interior	Bureau of Safety and Environmental Enforcement
Department of the Interior	Fish and Wildlife Service
Department of the Interior	National Park Service
Department of the Interior	Office Of Surface Mining, Reclamation & Enforcement
Department of the Interior	Off Natural Resource Revenue
Department of the Interior	Office of the Secretary, IBC
Department of the Interior	Office of the Special Trustee
Department of the Interior	Office Of Indian Education Programs
Department of the Interior	Office Of The Inspector General
Department of the Interior	Office Of The Secretary Of The Interior
Department of the Interior	Office of the Solicitor
Department of the Interior	OS, Assistant Secretary, Indian Affairs
Department of the Interior	U.S. Geological Survey
Department of Transportation	Federal Aviation Administration
Department of Transportation	Federal Highway Administration

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Department	Subagency
Department of Transportation	Federal Motor Carrier Safety Administration
Department of Transportation	Federal Railroad Administration
Department of Transportation	Federal Transit Administration
Department of Transportation	Maritime Administration
Department of Transportation	National Highway Traffic Safety Administration
Department of Transportation	Office of Inspector General
Department of Transportation	Office of Secretary of Transportation
Department of Transportation	Pipeline/Hazardous Materials Safety Administration
Department of Transportation	Research and Innovative Technology Administration
Department of Transportation	St. Lawrence Seaway Dev Corp
Department of Transportation	Surface Transportation Board
Department of Treasury	Bureau of Engraving & Printing (BEP)
Department of Treasury	Bureau of the Fiscal Service (BFS)
Department of Treasury	Departmental Offices (DO)
Department of Treasury	Financial Crimes Enforcement Network (FinCEN)
Department of Treasury	Internal Revenue Service (IRS)
Department of Treasury	IRS Counsel
Department of Treasury	Office of Inspector General (OIG)
Department of Treasury	Office of The Comptroller of The Currency (OCC)
Department of Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)
Department of Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)
Department of Treasury	Treasury Inspector General for Tax Administration (TIGTA)
Department of Treasury	U.S. Mint

Appendix 6: Number of Telework Agreement Denials by Agency

Agency	Number of denials in fiscal year 2013	Cumulative number of denials since June 2011
Agency for International Development	0	0
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	0	0
Appraisal Subcommittee, Federal Financial Institutions Examination Council	0	0
Chemical Safety and Hazard Investigation Board	0	0
Committee for Purchase from People Who Are Blind or Severely Disabled	0	0
Consumer Financial Protection Bureau	0	0
Consumer Product Safety Commission	2	8
Corporation for National and Community Service	0	0
Court Services and Offender Supervision Agency	1	1
Defense Nuclear Facilities Safety Board	0	0
Denali Commission	0	0
Department of Energy	32	44
Department of Housing and Urban Development	3	8
Department of Justice	32	45
Department of State	232	364
Election Assistance Commission	0	0
Office of Science and Technology Policy (EOP)	0	0
Farm Credit Administration	0	0
Farm Credit System Insurance Corporation	0	0
Federal Election Commission	1	2
Federal Energy Regulatory Commission	4	5
Federal Housing Finance Agency	0	0
Federal Labor Relations Authority	2	2
Federal Maritime Commission	0	0
Federal Mediation and Conciliation Service	0	24
Federal Mine Safety and Health Review Commission	0	2
Federal Trade Commission	0	0
Institute of Museum and Library Services	0	0
International Boundary and Water Commission	0	0
Marine Mammal Commission	0	0
Merit Systems Protection Board	37	37
National Aeronautics and Space Administration	656	--
National Capital Planning Commission	0	0

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Agency	Number of denials in fiscal year 2013	Cumulative number of denials since June 2011
National Council on Disability	0	0
National Endowment for the Arts	0	1
National Science Foundation	2	8
National Transportation Safety Board	0	0
Nuclear Regulatory Commission	0	3
Nuclear Waste Technical Review Board	0	0
Occupational Safety and Health Review Commission	0	0
Office of Management and Budget (EOP)	0	1
Office of Navajo and Hopi Indian Relocation	0	0
Office of Personnel Management	14	67
Office of the Director of National Intelligence	0	0
Office of the United States Trade Representative (EOP)	1	2
Overseas Private Investment Corporation	0	0
Peace Corps	0	0
Postal Regulatory Commission	0	0
Securities and Exchange Commission	0	1
Small Business Administration	2	2
Social Security Administration	142	313
Trade and Development Agency	0	0
U.S. Commission on Civil Rights	0	0
U.S. Interagency Council on Homelessness	0	0
U.S. International Trade Commission	1	4
Total	1,164	944

Appendix 7: Reasons for Telework Denials by Agency

Agency	Type of work	Performance	Conduct	Office staffing levels	Other
Consumer Product Safety Commission	-	-	1	-	1
Court Services and Offender Supervision Agency	-	1	-	-	-
Department of Energy	30	1	1	-	-
Department of Housing and Urban Development	-	1	-	-	2
Department of Justice	-	6	3	-	9
Department of State	19	-	-	-	209
Federal Election Commission	-	1	-	-	-
Federal Energy Regulatory Commission	-	-	-	-	-
Merit Systems Protection Board	-	-	-	-	-
National Aeronautics and Space Administration	-	-	-	-	-
National Science Foundation	-	-	-	-	2
Office of Personnel Management	-	10	4	-	-
Office of the United States Trade Representative (EOP)	1	-	-	-	1
Small Business Administration	1	1	-	-	-
Social Security Administration	18	2	2	2	118
U.S. International Trade Commission	-	-	-	1	-
Federal Labor Relations Authority	-	2	-	-	-

Note: Only include agencies that reported non-zero denials for fiscal year 2013.

Appendix 8: Telework Training Participation and Verification

Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
Access Board	-	
Agency for International Development	3,500	Each staff member is required to do live training, they have to sign into the training and their telework coordinator verifies their attendance and then gives them access to the telework system to record their participation
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	1	We do not maintain records of telework training.
Appraisal Subcommittee, Federal Financial Institutions Examination Council	9	We use the online OPM-based training, so the employee needs to print out the certificate at the end of the course and give a copy to the Telework Management Officer.
Central Intelligence Agency	-	
Chemical Safety and Hazard Investigation Board	-	
Committee for Purchase from People Who Are Blind or Severely Disabled	26	Employees were required to turn in certificates from the online training module.
Commodity Futures Trading Commission	554	Our training is web based and provides a report of completion.
Consumer Financial Protection Bureau	598	All employees are required to submit the certificate of completion for the telework.gov online training when they submit their telework agreement to the Office of Human Capital.
Consumer Product Safety Commission	527	A copy of the training certificate is required.
Corporation for National and Community Service	-	

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Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
Court Services and Offender Supervision Agency	926	All employees sign an attendance sheet and credit is entered into the Learning Management System.
Defense Nuclear Facilities Safety Board	106	All employees and supervisors are required to complete on-line telework training modules. At the end of the training, employees/supervisors must print out and sign a certificate as proof they completed the training. The certificate must also be signed by their immediate supervisor. The completed certificates are returned to HR and retained in the employee's/supervisor's telework file.
Denali Commission	-	
Department of Agriculture	59,310	USDA verifies completion of telework training through our in-house training portals (Aglearn and Virtual University). All training records are recorded in automated system and reports are generated by counting the number of completions per course or training category. In addition, Work/Life and Wellness Staff provides training to Agency groups upon request and documents attendance. At least twice annually training sessions are held for Mission Area/Agency Telework Coordinators and attendance documented.
Department of Commerce	2,287	We use Commerce Learning Center to record number of employees who register for courses.
Department of Defense	-	
Department of Education	1,432	Printed certificates from ED's LMS/TMS are attached to every telework agreement on file.
Department of Energy	-	
Department of Health and Human Services	2,780	Course completion is tracked through an electronic system that records the progress and completion of all training courses.
Department of Homeland Security	-	

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Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
Department of Housing and Urban Development	4,466	Agency verifies completion of managers and employees training by having employees complete the training for managers and employee on www.telework.gov provided by OPM. This training is mandatory and must be completed prior to teleworking. Verification is done by the Telework Coordinators for each Program Office.
Department of the Interior	13,652	Word of Mouth or Certificate from Department of the Interior University (DOIU)
Department of Justice	4,671	Upon completion of training, certificates are submitted with telework request and also through a tracking system.
Department of Labor	7,773	Completion of OPM telework training is tracked through our internal learning management system.
Department of State	-	
Department of Transportation	-	
Department of Treasury	70,513	Bureaus vary. Most use an electronic training system (TLMS) that captures completions. Some use OPM's site and save the certificate.
Department of Veterans Affairs	29,260	VA Talent Management System.
Election Assistance Commission	23	Employees are required to turn in certificates upon completion of training provided by OPM's telework website (www.telework.gov). The Office of Human Resources monitors this process.
Environmental Protection Agency	-	
Equal Employment Opportunity Commission	-	
Export-Import Bank of the United States	194	Employees and managers must submit a certificate of completion.
Farm Credit Administration	288	

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Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
Farm Credit System Insurance Corporation	10	A certificate of completion is generated by telework.gov site when training is completed by an employee. Employees provide a copy of their certificate to managers and admin staff to be filed in personal folder.
Federal Communications Commission	-	
Federal Deposit Insurance Corporation	-	
Federal Election Commission	214	Skillport report
Federal Energy Regulatory Commission	-	The telework Eligibility Certification Questionnaire requires employees to certify that they have completed the mandatory web-based training from telework.gov website.
Federal Housing Finance Agency	612	Our Q5 Internal Training System
Federal Labor Relations Authority	103	All employees currently participating in the Telework program obtain approval from their supervisor through a Telework Agreement. After receiving approval from their supervisor, employees are required to take the online training (managers are required to take the online training for employees and managers), then provide a copy of the approved telework agreement with training certificate(s) to the Telework Coordinator.

Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
Federal Maritime Commission	42	<p>Employees are required to complete web training offered by OPM upon signing their initial telework agreement. (Employees who had telework agreements in place prior to enactment of Telework Enhancement Act are exempt from the training requirement.) The certificate of completion is to be retained on file by the employee's supervisor along with the signed telework agreement.</p> <p>All managers are required to complete web based training on telework provided by OPM. Certificates of completion are forwarded to the Managing Director. A member of his staff is responsible for ensuring new supervisors complete this training in a timely fashion.</p>
Federal Mediation and Conciliation Service	-	
Federal Mine Safety and Health Review Commission	73	OPM web-based training certificates and agency training sign in sheets.
Federal Retirement Thrift Investment Board	160	We collect the telework certificate and place in employee telework file.
Federal Trade Commission	-	

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Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
General Services Administration	10,720	GSA telework training is provided through our OnLine University. "Telework Works!" is provided for all employees; a test score of 70% or better is required to complete this mandatory course. A total of 10,720 employees have successfully completed this training since it was implemented in January 2012. "Managing Distributed Teams" is geared to managers, supervisors, and team leads; a test score of 70% or better is required to complete the course. A total of 2,308 managers, supervisors, and team leads have successfully completed this course since it was implemented in January 2012. Managers, supervisors, and team leads who completed Managing Distributed Teams also completed "Telework Works!" - therefore, the number of employees indicated in Question 36 reflects the 10,720 employees who have successfully completed "Telework Works!"
Institute of Museum and Library Services	-	Self certified in the past, but as of January 2014 will be track on AgLearn (our new LMS).
International Boundary and Water Commission	66	A Training Certificate for Manager or Employee is issued by the system upon completion of training modules.
International Broadcasting Bureau	-	
Japan-United States Friendship Commission	-	
Marine Mammal Commission	7	Certificate kept in telework file.
Merit Systems Protection Board	28	Agency maintains a copy of the certificate of completion.

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Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
Millennium Challenge Corporation	187	Employees are required to complete the OPM web-based telework training prior to submitting a request to telework; and managers are required to complete the OPM web-based telework training for managers upon onboarding and entering into a new supervisory position. Upon completion, both managers and employees are required to submit a copy of the OPM telework training certificate generated at completion to the agency telework representative via the agency's internal telework tracking system. Supervisors received a telework overview during mandatory supervisory skills training; as well as, supervisors and employees also participated in agency-prepared training sessions.
National Aeronautics and Space Administration	6,975	Training verified via reports from SATERN, NASA's online learning management system.
National Archives and Records Administration	803	Our agency uses the Learning Management System (LMS) to verify completion of telework training.
National Capital Planning Commission	41	Telework 101 Training Certificates (both manager and employee) are kept in agency filing and tracked in agency telework agreement log.
National Council on Disability	-	
National Credit Union Administration	350	Review/collect certificates of telework training completion. We also tracked participation in the in-house telework training given to managers in 2011 as part of the implementation of the Act.
National Endowment for the Arts	150	Employees and supervisors must provide a copy of the training completion certificate to the Human Resources office for the record.
National Endowment for the Humanities	-	
National Labor Relations Board	-	

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Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
National Science Foundation	1,449	Telework agreement requests submitted through the electronic Telework Application System (TAS) include confirmation of training. Before the request can be submitted the system requires a PDF upload of the training certificate of completion, or other confirmation.
National Transportation Safety Board	379	Copy of training certificates are forwarded to agency's Telework Officer
Nuclear Regulatory Commission	520	The completion certificate must be provided to the agency telework coordinator. The agency telework coordinator records the completion in the telework database.
Nuclear Waste Technical Review Board	10	Because the agency is a small agency and has only ten (10) full time employees, employee telework training is usually conducted during staff meetings when all ten employees are present--as such, the telework manager who is present at the staff meeting can verify that all staff have participated in the training session.
Occupational Safety and Health Review Commission	30	Must provide a copy of the training certificate.
Office of Government Ethics	-	
Office of Management and Budget (EOP)	450	Certificate from OPM is provided.
Office of National Drug Control Policy (EOP)	-	
Office of Navajo and Hopi Indian Relocation	38	Requests for telework cannot proceed or be approved until training is completed.
Office of Personnel Management	1,866	Telework records are maintained through the OPM Learning Connection (OPM's Learning Management System).
Office of Science and Technology Policy (EOP)	-	

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Agency	Total employees trained since TEA (including managers)	Method of verifying training completion
Office of the Director of National Intelligence	-	
Office of the United States Trade Representative (EOP)	-	
Overseas Private Investment Corporation	72	Copy of the Telework.gov Certificate of Completion is required during the application process.
Patent and Trademark Office	2,639	Training is tracked by business unit and is aligned with individual employee telework deployments.
Peace Corps	-	
Pension Benefit Guaranty Corporation	669	All employees are required to submit a certificate of training to their supervisor before commencing telework.
Postal Regulatory Commission	40	The print out and turn in their certificate received upon completion of their on-line training.
Railroad Retirement Board	198	Sign-in sheets at every training session.
Securities and Exchange Commission	4,137	The SEC Learning Management System tracks all on-line and classroom telework training course registration and completions.
Small Business Administration	-	
Social Security Administration	-	
Tennessee Valley Authority	254	Employee Training Records and or Telework Training Certificate of Completion
Trade and Development Agency	47	Telework training certificates are required and kept on file.
U.S. Commission on Civil Rights	-	
U.S. Interagency Council on Homelessness	35	OPM Certificate of Completion
U.S. International Trade Commission	-	

Appendix 9: Agency Telework Participation Data

Agency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Access Board	30	28	2	15	54%	50%	26	93%	87%
Agency for International Development	2,861	2,861	1,223	510	18%	18%	1,986	69%	69%
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	6	6	6	4	67%	67%	4	67%	67%
Appraisal Subcommittee, Federal Financial Institutions Examination Council	13	13	12	9	69%	69%	10	77%	77%
Central Intelligence Agency	-	-	9	7	-	-	8	-	-
Chemical Safety and Hazard Investigation Board	40	39	36	39	100%	98%	39	100%	98%
Committee for Purchase from People Who Are Blind or Severely Disabled	26	25	25	18	72%	69%	25	100%	96%
Commodity Futures Trading Commission	680	680	527	129	19%	19%	-	-	-
Consumer Financial Protection Bureau	1,343	1,343	598	178	13%	13%	583	43%	43%
Consumer Product Safety Commission	524	456	331	295	65%	56%	335	73%	64%
Corporation for National and Community Service	627	627	312	200	32%	32%	250	40%	40%

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Agency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Court Services and Offender Supervision Agency	1,219	1,180	656	401	34%	33%	644	55%	53%
Defense Nuclear Facilities Safety Board	106	88	88	23	26%	22%	76	86%	72%
Denali Commission	12	10	10	10	100%	83%	10	100%	83%
Department of Agriculture	97,803	70,104	37,497	16,248	23%	17%	27,751	40%	28%
Department of Commerce	34,998	21,798	13,009	5,863	27%	17%	13,009	60%	37%
Department of Defense	795,399	410,116	-	49,034	12%	6%	107,366	26%	13%
Department of Education	4,240	4,174	3,497	2,042	49%	48%	3,308	79%	78%
Department of Energy	13,832	12,967	5,783	1,913	15%	14%	4,776	37%	35%
Department of Health and Human Services	94,192	55,520	-	31,680	57%	34%	-	-	-
Department of Homeland Security	186,118	52,259	27,797	12,440	24%	7%	23,706	45%	13%
Department of Housing and Urban Development	8,177	-	4,466	3,396	-	42%	4,466	-	55%
Department of the Interior	86,091	60,949	-	14,448	24%	17%	14,590	24%	17%
Department of Justice	115,344	46,528	6,680	2,843	6%	2%	4,451	10%	4%
Department of Labor	16,287	15,523	7,773	5,237	34%	32%	8,970	58%	55%
Department of State	29,212	14,568	4,189	3,966	27%	14%	4,189	29%	14%
Department of Transportation	55,415	23,841	22,517	6,910	29%	12%	18,337	77%	33%
Department of Treasury	109,055	49,563	49,876	28,949	58%	27%	49,075	99%	45%
Department of Veterans Affairs	338,306	38,421	16,269	8,266	22%	2%	16,269	42%	5%
Election Assistance Commission	27	27	23	4	15%	15%	4	15%	15%

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Agency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Environmental Protection Agency	17,026	16,022	-	5,932	37%	35%	11,004	69%	65%
Equal Employment Opportunity Commission	2,161	2,127	2,127	621	29%	29%	700	33%	32%
Export-Import Bank of the United States	404	319	194	85	27%	21%	182	57%	45%
Farm Credit Administration	288	285	268	122	43%	42%	255	89%	89%
Farm Credit System Insurance Corporation	10	10	1	1	10%	10%	2	20%	20%
Federal Communications Commission	1,757	1,757	1,087	0	0%	0%	1,087	62%	62%
Federal Deposit Insurance Corporation	7,579	7,359	6,839	1,952	27%	26%	5,161	70%	68%
Federal Election Commission	337	312	103	102	33%	30%	201	64%	60%
Federal Energy Regulatory Commission	1,458	1,456	865	652	45%	45%	1,023	70%	70%
Federal Housing Finance Agency	612	600	100	161	27%	26%	345	58%	56%
Federal Labor Relations Authority	115	103	99	32	31%	28%	89	86%	77%
Federal Maritime Commission	119	119	75	15	13%	13%	46	39%	39%
Federal Mediation and Conciliation Service	233	203	223	26	13%	11%	53	26%	23%
Federal Mine Safety and Health Review Commission	73	73	39	8	11%	11%	73	100%	100%

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Agency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Federal Retirement Thrift Investment Board	160	116	113	85	73%	53%	-	-	-
Federal Trade Commission	1,175	1,077	827	153	14%	13%	751	70%	64%
General Services Administration	11,830	10,945	9,574	7,253	66%	61%	10,092	92%	85%
Institute of Museum and Library Services	66	66	65	38	58%	58%	-	-	-
International Boundary and Water Commission	238	139	8	2	1%	1%	3	2%	1%
International Broadcasting Bureau	1,542	1,540	459	459	30%	30%	1,540	100%	100%
Japan-United States Friendship Commission	4	3	2	3	100%	75%	3	100%	75%
Marine Mammal Commission	11	11	8	5	45%	45%	5	45%	45%
Merit Systems Protection Board	197	191	136	0	0%	0%	136	71%	69%
Millennium Challenge Corporation	288	288	187	49	17%	17%	49	17%	17%
National Aeronautics and Space Administration	18,792	18,262	10,134	3,948	22%	21%	3,451	19%	18%
National Archives and Records Administration	3,186	1,443	769	433	30%	14%	788	55%	25%
National Capital Planning Commission	34	32	32	7	22%	21%	30	94%	88%
National Council on Disability	10	9	6	8	89%	80%	8	89%	80%

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Agency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
National Credit Union Administration	1,255	460	318	134	29%	11%	278	60%	22%
National Endowment for the Arts	150	150	101	85	57%	57%	85	57%	57%
National Endowment for the Humanities	162	78	78	50	64%	31%	66	85%	41%
National Labor Relations Board	1,636	1,251	523	354	28%	22%	434	35%	27%
National Science Foundation	1,478	1,477	1,376	517	35%	35%	1,141	77%	77%
National Transportation Safety Board	410	407	376	192	47%	47%	207	51%	50%
Nuclear Regulatory Commission	3,872	3,872	2,100	1,200	31%	31%	2,100	54%	54%
Nuclear Waste Technical Review Board	21	10	1	10	100%	48%	10	100%	48%
Occupational Safety and Health Review Commission	58	58	27	27	47%	47%	27	47%	47%
Office of Government Ethics	65	65	43	13	20%	20%	19	29%	29%
Office of Management and Budget (EOP)	450	400	206	5	1%	1%	193	48%	43%
Office of National Drug Control Policy (EOP)	88	88	33	4	5%	5%	32	36%	36%
Office of Navajo and Hopi Indian Relocation	38	2	2	0	0%	0%	0	0%	0%
Office of Personnel Management	5,245	3,388	3,140	1,681	50%	32%	-	-	-

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Agency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Office of Science and Technology Policy (EOP)	34	34	14	6	18%	18%	14	41%	41%
Office of the Director of National Intelligence	-	-	3	1	-	-	3	-	-
Office of the United States Trade Representative (EOP)	234	209	107	24	11%	10%	75	36%	32%
Overseas Private Investment Corporation	227	202	202	49	24%	22%	116	57%	51%
Patent and Trademark Office	11,787	10,694	8,554	8,554	80%	73%	8,554	80%	73%
Peace Corps	900	900	103	0	0%	0%	-	-	-
Pension Benefit Guaranty Corporation	960	960	669	440	46%	46%	-	-	-
Postal Regulatory Commission	70	70	68	26	37%	37%	26	37%	37%
Railroad Retirement Board	913	336	-	118	35%	13%	179	53%	20%
Securities and Exchange Commission	4,137	4,111	2,642	1,385	34%	33%	2,508	61%	61%
Small Business Administration	5,268	5,268	-	598	11%	11%	-	-	-
Social Security Administration	62,732	9,835	4,990	4,912	50%	8%	6,857	70%	11%
Tennessee Valley Authority	12,612	7,210	212	206	3%	2%	206	3%	2%
Trade and Development Agency	48	47	43	3	6%	6%	25	53%	52%
U.S. Commission on Civil Rights	31	31	17	6	19%	19%	6	19%	19%

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Agency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
U.S. Interagency Council on Homelessness	21	21	17	11	52%	52%	16	76%	76%
U.S. International Trade Commission	388	366	1	102	28%	26%	262	72%	68%

Appendix 10: Agency Telework Participation Data for February 2014

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Access Board	20	18	Yes	Due to the inclement weather, we have had more employees telework during the period.
Agency for International Development	828	453	Yes	Telework is growing, and in September, end is end of fiscal year and more people feel the need to be present in the office when closing fiscal year issues.
Appraisal Subcommittee, Federal Financial Institutions Examination Council	8	0	Yes	One teleworker retired on 1/28 and did not telework during that pay period.
Central Intelligence Agency	6	1	Yes	Some telework agreements expired and were not renewed due to mission requirements.
Chemical Safety and Hazard Investigation Board	21	-	Data unavailable	
Committee for Purchase from People Who Are Blind or Severely Disabled	21	13	Yes	More employees used the opportunity to use situational telework.
Commodity Futures Trading Commission	247	-	Yes	There was a large increase in employees teleworking due to inclement weather.
Consumer Financial Protection Bureau	270	179	Yes	Both the number of total employees on board and the number of employees on telework agreements has increased between September 30 and February 8. In addition, the weather generally increases telework participation in the winter.

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Consumer Product Safety Commission	325	100	Yes	1) New employees in telework eligible positions are allowed to telework due to inclement weather on their first day of employment. A CPSC tenure requirement no longer has to be met. (2) Regular telework for supervisors/managers expanded to one day per pay period. (3) Position eligibility was reevaluated and approved for two organizational branches. (2) Maximized use of communication tools, including Lync software (similar to Skype) which is available to all employees.
Corporation for National and Community Service	-	-	-	
Court Services and Offender Supervision Agency	493	125	Yes	The use of approved unscheduled telework for those who were telework-ready during the February 5, 2014 snowstorm.
Defense Nuclear Facilities Safety Board	-	-	-	
Denali Commission	9	-	No	
Department of Agriculture	20,364	9,394	Yes	USDA continues to promote and encourage Telework participation by setting very aggressive participation goals. There was an increase from the September timeframe to the February timeframe of 4116 employees. Although slight, it demonstrates a steady increase in participation.
Department of Commerce	7,255	-	Yes	Hazardous weather - we had two instances of unscheduled telework and one closure during the February period.

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Department of Defense	56,918	28,700	Yes	Actively alerted/encouraged management and employees who participate in the Agency Telework Program to be telework ready in advance of a potential unscheduled telework announcement. This allowed teleworkers to continue the performance of Agency's mission.
Department of Education	2,305	1,422	Yes	There was a slight increase, which can likely be explained in inclement weather.
Department of Energy	1,891	778	Yes	The winter quarter is normally the highest use period due to weather-related issues.
Department of Health and Human Services	32,497	14,035	Yes	There was an increase in about 800 total teleworkers. This increase may be due to inclement weather experienced during the time.
Department of Homeland Security	15,099	-	Yes	Telework promotion is continuing. Also, employees tend to telework more during inclement weather events.
Department of Housing and Urban Development	3,947	1,700	Yes	The increase is attributed to more managers accepting the concept of telework and offering it to their employees.
Department of the Interior	7,451		Yes	NA
Department of Justice	2,896	1,025	Yes	Unknown.
Department of Labor	-	-	-	
Department of State	4,266	3,123	Yes	This increase could be attributed to the severe winter weather and all of the unscheduled telework days and continued growth in telework agreements.

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Department of Transportation	7,635	105	Yes	Weather related unscheduled telework and Federal offices closings.
Department of Treasury	34,174	10,984	Yes	Inclement weather led to a spike in unscheduled telework during PP 2 in 2014.
Department of Veterans Affairs	9,530	-	Yes	VA had on implemented its new policy in August 2013. February 2014 provided VA additional months of outreach to the facilities about the new policy. VA also mandated the use of a new telework agreement form in February 2014 which led to increased participation.
Election Assistance Commission	23	1	Yes	Routine telework was implemented in October 2013. It was confirmed that all staff were eligible for telework and over 90% began their telework schedules.
Environmental Protection Agency	5,685	-	No	
Equal Employment Opportunity Commission	700	144	Yes	Increasing awareness, by employees, of the telework procedures, options, and programs.
Office of Science and Technology Policy (EOP)	-	-	-	
Export-Import Bank of the United States	112	77	Yes	Inclement weather.
Farm Credit Administration	110	-	Data unavailable	

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Farm Credit System Insurance Corporation	4	4	Yes	Increase was due to unscheduled telework authorized for employees that were telework-ready during emergency/weather-related situations. Unscheduled telework was made available when OPM made an announcement to the public and media on the status of operations for the Washington, DC area.
Federal Communications Commission	-	-	-	
Federal Deposit Insurance Corporation	2,855	2,425	Yes	The increase is due to improved reporting methods. In February 2013, we implemented time and attendance telework codes to enhance our ability to track telework usage more accurately.
Federal Election Commission	151	58	Yes	Increase in employee's recording of usage in WEBTA.
Federal Energy Regulatory Commission	-	-	-	
Federal Housing Finance Agency	246	-	Yes	Unknown at this time.

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Federal Labor Relations Authority	59	15	Yes	There were several variables that caused an increase in the number of employees that teleworked during a two week period in February 2014. September 2013, the Labor Management Forum at the FLRA updated the telework policy. Then, an agency-wide meeting was held requiring employees to update their telework status. After a year of employment, the new hires became eligible to participate in the telework program. Finally, inclement weather where our headquarters office and many regional offices are located caused an increase in employees' teleworking during the two week period in February 2014.
Federal Maritime Commission	14	6	Yes	One less employee teleworked in Feb. '14 than in Sept. '13. This decrease in the telework numbers correlates with a decrease in the size of the Commission's total workforce. The Commission had 119 employees and 9/30/13 and 113 on 2/8/14.
Federal Mediation and Conciliation Service	21	-	Data unavailable	
Federal Mine Safety and Health Review Commission	16	0	Yes	The furlough in October
Federal Retirement Thrift Investment Board	-	-	-	

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Federal Trade Commission	187	124	Yes	Increase in telework agreement and OPM announced unscheduled telework day.
General Services Administration	7,339	1,848	Yes	There was a 6.5% increase in telework participation between September 2013 and February 2014. The number of situational teleworkers (ETAMS Code 91) in PPE 2/8/14 = 1,848 (15.9% of the 11,628 unique employees recorded in ETAMS for the pay-period) [For reference, the number of employees that had situational telework (ETAMS Code 91) in the same pay-period in FY13 (PPE 2/9/13) = 207 (1.7% of the 12,018 unique employees recorded in ETAMS for the pay-period)]
Institute of Museum and Library Services	35	-	No	
International Boundary and Water Commission	9	-	Yes	Three fewer. They separated.
International Broadcasting Bureau	1,572	-	Data unavailable	
Japan-United States Friendship Commission	3	-	No	
Marine Mammal Commission	3	0	Yes	One employee who used to telework left the agency.
Merit Systems Protection Board	130	30	Yes	Numerous employees have retired with positions not being filled timely due to budget constraints on the agency.

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Millennium Challenge Corporation	55	-	Yes	Six (6) additional Regular Telework Agreements were received
National Aeronautics and Space Administration	4,996	3,726	Yes	Inclement weather was likely a significant contributing factor and employees were not preparing for a Government shutdown.
National Archives and Records Administration	403	-	No	
National Capital Planning Commission	31	31	Yes	The major reason for the increase are the high number of federal closings and unscheduled telework option days due to inclement weather in February; telework-ready employees were required to telework during federal closings (or use leave).
National Council on Disability	6		No	
National Credit Union Administration	163	79	Yes	Management encouraging employees to telework during weather emergencies.
National Endowment for the Arts	65	8	Yes	Increased telework requests from employees.
National Endowment for the Humanities	30	27	Yes	We feel our increased use of telework was due to the abundance of snow days this winter.
National Labor Relations Board	434	-	Data unavailable	

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
National Science Foundation	603	333	Yes	Since 2012, NSF implemented a new electronic Telework Application System (TAS) to track telework agreements throughout the Foundation, and increased familiarity of the time and attendance system (webTA), adopted in 2011, which have both led to the increased tracking and documenting of telework hours worked. These new systems, combined with increased support from senior management of telework usage throughout the agency have led to improved telework participation overall.
National Transportation Safety Board	205	-	Yes	There were several employees who retired between December 31, 2013 and January 3, 2014.
Nuclear Regulatory Commission	1,300	300	Yes	There was an increase in the number of employees that were telework ready and the inclement weather provided an opportunity for more employees to work at home.
Nuclear Waste Technical Review Board	10	9	Yes	There was inclement weather during the month of February and as such, 100% of the employees teleworked on several days during that month. In September 2013, the agency had two employees that "routinely" teleworked and as such there is an increase in the percentage of employees when comparing September 2013 to February 2014's telework percentages.
Occupational Safety and Health Review Commission	27	22	Yes	New employees elected to telework.

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Office of Government Ethics	21	6	Yes	Unknown
Office of Management and Budget (EOP)	-	-	-	
Office of National Drug Control Policy (EOP)	-	-	-	
Office of Navajo and Hopi Indian Relocation	0	-	No	
Office of Personnel Management	1,821	75	Yes	140 additional employees teleworked in February 2014. This may be due to weather related issues.
Office of the Director of National Intelligence	2	-	No	
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	4	4	No	
Office of the United States Trade Representative (EOP)	36	36	Yes	Unsure of the reason why more employees teleworked in February 2014 since almost all are on ad-hoc unscheduled telework.
Overseas Private Investment Corporation	49	-	No	
Patent and Trademark Office	9,292	-	Yes	The increase is due to the fact that telework at the USPTO is a significant part of our business culture as well as a business strategy and workplace flexibility that helps the agency achieve its strategic goals. Many of our business units set goals for expansion and achieve that goal each year.
Peace Corps	-	-	-	

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
Pension Benefit Guaranty Corporation	508	-	Yes	During the period January 26- February 8, 2014 (PP4) government offices building were closed due to weather. Our current policy requires those who were scheduled to telework to telework and those who are telework ready (have an agreement in place, have portable work and management has establishes a business need) to telework.
Postal Regulatory Commission	27	0	Yes	An additional employee elected to telework.
Railroad Retirement Board	138	12	Yes	There was an increase due to an interest in telework.
Securities and Exchange Commission	1,841	579	Yes	Increase due to the implementation of WorkSmart telework in November 2013 which permits more employees to telework more days per week. Also, on February 5, 2014, OPM announced the option of unscheduled telework.
Small Business Administration	-	-	-	
Social Security Administration	4,579	-	Yes	We had an increase of 7.04% from Sept. 2013 to Feb. 2014. During this period, our offices were implementing a new telework policy and associated negotiated agreements with our unions. We began implementing the new policies in November of 2013.
Tennessee Valley Authority	10	-	Yes	Increase in the number of approved telework agreements
Trade and Development Agency	10	8	Yes	Weather-related unscheduled telework accounts for the increase during this period.

Agency	Number of employees teleworking	Number of situational teleworkers	Did telework change between Sept. 2013 and Feb. 2014?	If yes, what is the reason for this increase/decrease in participation?
U.S. Commission on Civil Rights	11	-	Data unavailable	
U.S. Interagency Council on Homelessness	6	2	Yes	No identifiable reason.
U.S. International Trade Commission	122	103	Yes	Increased promotion of telework

Appendix 11: Subagency Telework Participation Data

Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Agriculture	Departmental Administration (DA/DM)	3,460	2,825	2,180	1,081	38%	31%	1,850	65%	53%
Agriculture	Farm and Foreign Agriculture Services (FFAS)	5,749	4,696	1,990	1,337	28%	23%	2,162	46%	38%
Agriculture	Food and Nutrition Services (FNCS)	1,355	1,291	1,183	690	53%	51%	1,003	78%	74%
Agriculture	Food Safety (FS)	9,632	1,810	1,704	776	43%	8%	1,309	72%	14%
Agriculture	Marketing and Regulatory Programs (MRP)	12,714	8,695	5,384	2,766	32%	22%	4,257	49%	33%
Agriculture	National Appeals Division (NAD)	81	81	80	78	96%	96%	80	99%	99%
Agriculture	Natural Resources and Environment (NRE)	49,348	37,446	17,865	6,380	17%	13%	11,502	31%	23%
Agriculture	Office of Inspector General (OIG)	514	508	464	213	42%	41%	450	89%	88%
Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	151	121	87	66	55%	44%	114	94%	75%
Agriculture	Research, Education and Economics (REE)	10,005	7,862	3,459	1,481	19%	15%	2,711	34%	27%
Agriculture	Rural Development (RD)	4,733	4,528	2,943	1,271	28%	27%	2,306	51%	49%
Commerce	Bureau of Economic Analysis	460	415	213	41	10%	9%	213	51%	46%
Commerce	Bureau of Industry and	376	278	102	74	27%	20%	106	38%	28%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
	Security									
Commerce	Economic Development Administration (EDA)	169	159	135	46	29%	27%	120	75%	71%
Commerce	Economics and Statistics Administration (ESA)	36	34	21	10	29%	28%	19	56%	53%
Commerce	International Trade Administration (ITA)	1,427	-	921	414	-	29%	136	-	10%
Commerce	Minority Business Development Agency (MBDA)	49	49	34	28	57%	57%	34	69%	69%
Commerce	National Institute of Standards and Technology (NIST)	3,143	2,133	2,133	343	16%	11%	-	-	-
Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,999	9,211	4,940	2,123	23%	18%	2,062	22%	17%
Commerce	National Technical Information Service (NTIS)	101	90	67	47	52%	47%	57	63%	56%
Commerce	National Telecommunications and Information Administration (NTIA)	322	285	194	89	31%	28%	194	68%	60%
Commerce	Office of the Inspector General	147	145	147	70	48%	48%	94	65%	64%
Commerce	Office of the Secretary	788	788	389	421	53%	53%		0%	0%
Commerce	U.S. Census Bureau	15,981	8,211	3,713	2,157	26%	13%	2,678	33%	17%
Defense	Department of Air Force	169,063	66,227	-	1,346	2%	1%	14,172	21%	8%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Defense	Department of Army	262,153	126,030	-	4,283	3%	2%	21,337	17%	8%
Defense	Department of Navy	195,661	112,842	-	18,927	17%	10%	29,246	26%	15%
Defense	Other Defense	168,522	105,017	-	24,478	23%	15%	42,611	41%	25%
Education	Advisory Councils and Committees (EY)	19	-	-	0	-	0%	-	-	-
Education	Edet-Office of English Language Acquisition (ET)	16	19	13	8	42%	50%	17	89%	106%
Education	Fc of The Deputy Secretary of Education (EB)	67	66	29	21	32%	31%	33	50%	49%
Education	Federal Student Aid (EN)	1,249	1,208	1,225	795	66%	64%	1,134	94%	91%
Education	Immediate Office of Secretary of Education (EA)	95	78	59	13	17%	14%	29	37%	31%
Education	Institute of Education Sciences (ER)	172	173	164	90	52%	52%	154	89%	90%
Education	National Assessment Governing Board (EZ)	33	35	10	9	26%	27%	13	37%	39%
Education	Office For Civil Rights (EC)	566	528	496	274	52%	48%	470	89%	83%
Education	Office of Career, Technical, and Adult Education	85	82	63	38	46%	45%	72	88%	85%
Education	Office of Communications and Outreach (EO)	105	105	55	30	29%	29%	52	50%	50%
Education	Office of Elementary	249	267	188	116	43%	47%	186	70%	75%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
	and Secondary Education (ES)									
Education	Office of Innovation and Improvement (EU)	95	84	64	18	21%	19%	60	71%	63%
Education	Office of Inspector General (EF)	259	286	247	126	44%	49%	235	82%	91%
Education	Office of Legislative and Congressional Affairs (EJ)	19	13	9	0	0%	0%	2	15%	11%
Education	Office of Management (EM)	172	179	128	102	57%	59%	152	85%	88%
Education	Office of Planning, Evaluation and Policy Develop (ED)	119	113	94	30	27%	25%	71	63%	60%
Education	Office of Postsecondary Education (EP)	213	242	134	50	21%	23%	98	40%	46%
Education	Office of Special Education and Rehabilitative Services (EH)	259	265	224	155	58%	60%	212	80%	82%
Education	Office of The Chief Financial Officer (EL)	174	166	137	64	39%	37%	134	81%	77%
Education	Office of The Chief Information Officer (EI)	128	131	72	67	51%	52%	102	78%	80%
Education	Office of The General Counsel (EG)	109	102	80	35	34%	32%	73	72%	67%
Education	Office of The Under Secretary (EE)	36	32	6	1	3%	3%	8	25%	22%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Energy	Bonneville Power Administration	3,011	2,236	1,376	563	25%	19%	1,376	62%	46%
Energy	National Nuclear Security Administration	2,259	2,257	637	181	8%	8%	457	20%	20%
Energy	Other Energy	8,562	8,474	3,770	1,169	14%	14%	2,943	35%	34%
Health and Human Services	Administration for Children and Families	1,161	1,138	-	531	47%	46%	-	-	-
Health and Human Services	Administration for Community Living	115	108	-	41	38%	36%	-	-	-
Health and Human Services	Agency for Health Care Research and Quality	319	319	-	287	90%	90%	-	-	-
Health and Human Services	Centers for Disease Control and Prevention	11,369	8,911	-	4,391	49%	39%	-	-	-
Health and Human Services	Centers for Medicare and Medicaid Services	6,002	6,002	-	2,487	41%	41%	-	-	-
Health and Human Services	Food and Drug Administration	19,500	11,616	-	8,118	70%	42%	-	-	-
Health and Human Services	Health Resources and Services Administration	1,874	1,731	-	983	57%	52%	-	-	-

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Health and Human Services	Indian Health Service	15,617	5,798	-	126	2%	1%	-	-	-
Health and Human Services	Office of the Inspector General	1,636	1,630	-	1,187	73%	73%	-	-	-
Health and Human Services	Office of the Secretary	14,759	3,251	-	1,883	58%	13%	-	-	-
Health and Human Services	Program Support Center	632	503	-	459	91%	73%	-	-	-
Health and Human Services	Substance Abuse and Mental Health Services Administration	618	560	-	363	65%	59%	-	-	-
Homeland Security	DHS Headquarters	3,691	2,823	2,509	1,101	39%	30%	2,308	82%	63%
Homeland Security	Federal Emergency Management Agency	8,306	6,199	5,808	2,730	44%	33%	5,068	82%	61%
Homeland Security	Federal Law Enforcement Training Center	1,106	218	63	20	9%	2%	63	29%	6%
Homeland Security	National Protection and Programs Directorate	2,865	2,786	2,786	570	20%	20%	1,177	42%	41%
Homeland Security	Office of the Inspector General	716	716	413	301	42%	42%	449	63%	63%

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Homeland Security	Transportation Security Administration	62,090	6,200	2,939	979	16%	2%	2,922	47%	5%
Homeland Security	US Citizenship and Immigration Services	12,592	9,120	5,070	2,219	24%	18%	3,391	37%	27%
Homeland Security	US Coast Guard	8,649	6,843	1,063	933	14%	11%	1,644	24%	19%
Homeland Security	US Customs and Border Protection	59,969	10,024	4,768	2,574	26%	4%	4,335	43%	7%
Homeland Security	US Immigration and Customs Enforcement	19,651	5,798	2,298	1,010	17%	5%	2,254	39%	11%
Homeland Security	US Secret Service	6,483	1,532	85	3	0%	0%	85	6%	1%
Housing and Urban Development	Chief Financial Officer	190	-	130	130	-	68%	130	-	68%
Housing and Urban Development	Chief Information Officer	261	-	158	158	-	61%	157	-	60%
Housing and Urban Development	Chief Procurement Officer	116	-	100	100	-	86%	100	-	86%
Housing and Urban Development	Community Planning and Development	743	-	460	460	-	62%	460	-	62%
Housing and Urban Development	Congressional and Intergovernmental Relations	19	-	19	2	-	11%	2	-	11%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Housing and Urban Development	Departmental Equal Employment Opportunity	17	-	17	17	-	100%	17	-	100%
Housing and Urban Development	Departmental Operations and Coordination	52	-	35	35	-	67%	35	-	67%
Housing and Urban Development	Fair Housing and Equal Opportunity	432	-	432	432	-	100%	432	-	100%
Housing and Urban Development	Field Policy and Management	346	-	186	186	-	54%	186	-	54%
Housing and Urban Development	Government National Mortgage Association	104	-	67	67	-	64%	67	-	64%
Housing and Urban Development	Housing	3,142	-	1,566	1,566	-	50%	1,566	-	50%
Housing and Urban Development	Labor Relations	-	-	-	0	-	-	0	-	-
Housing and Urban Development	Office of Disaster Management & National Security	22	-	20	20	-	91%	20	-	91%
Housing and Urban Development	Office of General Counsel	624	-	18	18	-	3%	18	-	3%

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Housing and Urban Development	Office of Healthy Homes and Lead Hazard Control	45	-	45	45	-	100%	45	-	100%
Housing and Urban Development	Office of Strategic Planning & Management	24	-	24	24	-	100%	24	-	100%
Housing and Urban Development	Office of Sustainable Housing and Communities	17	-	17	13	-	76%	13	-	76%
Housing and Urban Development	Office of the Chief Human Capital Officer	426	-	179	179	-	42%	179	-	42%
Housing and Urban Development	Policy Development and Research	141	-	95	95	-	67%	45	-	32%
Housing and Urban Development	Public Affairs	29	-	20	20	-	69%	20	-	69%
Housing and Urban Development	Public and Indian Housing	1,394	-	880	880	-	63%	880	-	63%
Housing and Urban Development	Secretary and Deputy Secretary	42	-	19	19	-	45%	19	-	45%
Justice	Alcohol, Tobacco, Firearms and Explosives	4,676	1,985	1,326	631	32%	13%	1,326	67%	28%
Justice	Antitrust Division	613	607	195	70	12%	11%	162	27%	26%

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Justice	Bureau of Prisons/Federal Prison System	38,868	1,000-1,500	379	231	15-23%	1%	379	-	1%
Justice	Civil Division	1,316	1,211	169	120	10%	9%		0%	0%
Justice	Civil Rights Division	635	609	196	94	15%	15%	196	32%	31%
Justice	Criminal Division	913	895	10	37	4%	4%	134	15%	15%
Justice	Drug Enforcement Administration	9,433	4,717	292	67	1%	1%	225	5%	2%
Justice	Environment and Natural Resources Division	600	600	393	118	20%	20%	428	71%	71%
Justice	Executive Office of US Attorney and Office of US Attorney	11,347	8,198	1,088	0	0%	0%	-	-	-
Justice	Executive Office for Immigration Review	1,368	182	137	125	69%	9%	118	65%	9%
Justice	Federal Bureau of Investigation	35,400	21,701	190	40	0%	0%	60	0%	0%
Justice	Office of Justice Programs	602	586	461	315	54%	52%	496	85%	82%
Justice	Office of the Inspector General	412	409		107	26%	26%	262	64%	64%
Justice	Offices Boards and Divisions	1,963	1,159	958	324	28%	17%	727	63%	37%
Justice	Tax Division	484	475	195	0	0%	0%	-	-	-
Justice	US Marshals Service	5,545	544	389	114	21%	2%	105	19%	2%
Justice	US Trustee Program	1,169	1,150	302	352	31%	30%	-	-	-
Labor	Adjudicatory Boards	117	117	95	74	63%	63%	93	79%	79%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Labor	Bureau of International Labor Affairs	104	109	67	28	26%	27%	76	70%	73%
Labor	Bureau of Labor Statistics	2,406	2,455	1,436	1,030	42%	43%	1,518	62%	63%
Labor	Employee Benefits Security Administration	986	900	476	315	35%	32%	603	67%	61%
Labor	Employment and Training Administration	1,105	1,060	803	498	47%	45%	792	75%	72%
Labor	Mine Safety and Health Administration	2,354	2,309	308	126	5%	5%	304	13%	13%
Labor	Occupational Safety and Health Administration	2,235	2,054	1,458	759	37%	34%	1,403	68%	63%
Labor	Office of Administrative Law Judges	121	90	47	28	31%	23%	52	58%	43%
Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	26	21	0	0	0%	0%	1	5%	4%
Labor	Office of Disability Employment Policy	49	50	44	29	58%	59%	41	82%	84%
Labor	Office of Federal Contract Compliance Programs (OFCCP)	725	745	385	377	51%	52%	581	78%	80%
Labor	Office of Labor-Management Standards (OLMS)	219	197	195	79	40%	36%	136	69%	62%
Labor	Office of Public Affairs	58	57	44	18	32%	31%	42	74%	72%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Labor	Office of the Assistant Secretary for Administration and Management	722	648	368	283	44%	39%	525	81%	73%
Labor	Office of the Assistant Secretary for Policy	27	24	21	6	25%	22%	14	58%	52%
Labor	Office of the Chief Financial Officer	122	123	77	41	33%	34%	74	60%	61%
Labor	Office of the Inspector General	396	401	262	185	46%	47%	316	79%	80%
Labor	Office of the Secretary	69	57	15	3	5%	4%	11	19%	16%
Labor	Office of the Solicitor	729	652	433	277	42%	38%	522	80%	72%
Labor	Office of Workers' Compensation Programs (OWCP)	1,606	1,266	540	452	36%	28%	659	52%	41%
Labor	Veterans Employment and Training Services	229	303	93	65	21%	28%	139	46%	61%
Labor	Wage and Hour Division (WHD)	1,828	1,831	568	543	30%	30%	1,025	56%	56%
Labor	Women's Bureau	54	54	38	21	39%	39%	43	80%	80%
State	International Boundary Commission - United States and Canada	7	6	1	0	0%	0%	1	17%	14%
State	International Joint Commission - United States and Canada	18	18	1	1	6%	6%	1	6%	6%
Interior	Bureau of Indian Affairs	5,104	1,713	-	120	7%	2%	290	17%	6%
Interior	Bureau of Land	13,068	11,671	-	1,473	13%	11%	1,443	12%	11%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
	Management									
Interior	Bureau of Ocean Energy Management	598	587	-	234	40%	39%	224	38%	37%
Interior	Bureau of Reclamation	5,829	5,227	-	418	8%	7%	1,294	25%	22%
Interior	Bureau of Safety and Environmental Enforcement	835	828	-	291	35%	35%	276	33%	33%
Interior	Fish and Wildlife Service	11,123	10,933	-	1,308	12%	12%	2,451	22%	22%
Interior	National Park Service	30,356	15,720	-	1,195	8%	4%	2,587	16%	9%
Interior	Office Of Surface Mining, Reclamation & Enforcement	524	510	-	150	29%	29%	311	61%	59%
Interior	Off Natural Resource Revenue	670	668	-	441	66%	66%	446	67%	67%
Interior	Office Of the Secretary, IBC	1,020	1,006	-	410	41%	40%	391	39%	38%
Interior	Office of the Special Trustee	630	512	-	169	33%	27%	162	32%	26%
Interior	Office Of Indian Education Programs	4,278	58	-	3	5%	0%	6	10%	0%
Interior	Office Of The Inspector General	285	283	-	262	93%	92%	232	82%	81%
Interior	Office Of The Secretary Of The Interior	1,355	1,305	-	1,117	86%	82%	748	57%	55%
Interior	Office of the Solicitor	456	442	-	278	63%	61%	276	62%	61%
Interior	OS, Assistant Secretary, Indian Affairs	246	239	-	86	36%	35%	89	37%	36%
Interior	U.S. Geological Survey	9,714	9,247	-	1,604	17%	17%	3,364	36%	35%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Transportation	Federal Aviation Administration	46,027	15,373	14,228	3,828	25%	8%	11,706	76%	25%
Transportation	Federal Highway Administration	2,919	2,919	2,919	970	33%	33%	2,284	78%	78%
Transportation	Federal Motor Carrier Safety Administration	1,118	795	776	228	29%	20%	526	66%	47%
Transportation	Federal Railroad Administration	886	886	864	383	43%	43%	753	85%	85%
Transportation	Federal Transit Administration	509	492	406	180	37%	35%	360	73%	71%
Transportation	Maritime Administration	828	587	587	163	28%	20%	306	52%	37%
Transportation	National Highway Traffic Safety Administration	597	593	585	227	38%	38%	488	82%	82%
Transportation	Office of Inspector General	396	376	376	168	45%	42%	344	91%	87%
Transportation	Office of Secretary of Transportation	737	548	530	167	30%	23%	374	68%	51%
Transportation	Pipeline/Hazardous Materials Safety Administration	434	434	434	192	44%	44%	434	100%	100%
Transportation	Research and Innovative Technology Administration	693	691	675	302	44%	44%	642	93%	93%
Transportation	St. Lawrence Seaway Dev Corp	128	31	31	5	16%	4%	19	61%	15%
Transportation	Surface Transportation Board	143	116	106	100	86%	70%	101	87%	71%

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Department	Subagency	Number of employees	Number eligible	Number with telework agreements	Number of employees teleworking in Sept. 2013	Percentage of all eligible employees teleworking in Sept. 2013	Percentage of employees teleworking in Sept. 2013	Number of employees teleworking in FY 2013	Percentage of eligible employees teleworking in FY 2013	Percentage of employees teleworking in FY 2013
Treasury	Bureau of Engraving & Printing (BEP)	1,881	636	379	183	29%	10%	389	61%	21%
Treasury	Bureau of the Fiscal Service (BFS)	3,416	-	1,270	832	-	24%	1,356	-	40%
Treasury	Departmental Offices (DO)	2,001	-	931	404	-	20%	920	-	46%
Treasury	Financial Crimes Enforcement Network (FinCEN)	290	290	214	75	26%	26%		0%	0%
Treasury	Internal Revenue Service (IRS)	92,006	41,029	41,029	24,990	61%	27%	41,029	100%	45%
Treasury	IRS Counsel	2,171	1,796	1,370	687	38%	32%	1,094	61%	50%
Treasury	Office of Inspector General (OIG)	186	186	134	66	35%	35%	156	84%	84%
Treasury	Office of The Comptroller of The Currency (OCC)	3,982	3,924	3,081	772	20%	19%	2,915	74%	73%
Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	169	169	157	30	18%	18%	118	70%	70%
Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	468	461	437	305	66%	65%	408	89%	87%
Treasury	Treasury Inspector General for Tax Administration (TIGTA)	759	747	654	457	61%	60%	473	63%	62%
Treasury	U.S. Mint	1,726	333	220	148	44%	9%	217	65%	13%

Appendix 12: Agency Telework Frequency Data

Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Access Board	2 (7%)	-	-	-	13 (43%)	-	-	2 (7%)	-	-	-	24 (80%)	-	-
Agency for International Development	16 (1%)	50 (2%)	152 (5%)	-	292 (10%)	-	-	61 (2%)	152 (5%)	454 (16%)	-	1320 (46%)	-	-
Appraisal Subcommittee, Federal Financial Institutions Examination Council	7 (54%)	2 (15%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	4 (31%) * ^	6 (46%)	3 (23%)	-	3 (23%)	2 (15%)	0 (0%)	4 (31%) * ^
Central Intelligence Agency	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	5 (13%)	2 (5%)	30 (75%)	2 (5%)	39 (98%)	-	-	5 (13%)	2 (5%)	30 (75%)	2 (5%)	39 (98%)	-	-
Committee for Purchase from People Who Are Blind or Severely Disabled	12 (46%)	3 (12%)	3 (12%)	0 (0%)	3 (12%)	0 (0%)	2 (8%) * ^	12 (46%)	3 (12%)	0 (0%)	0 (0%)	9 (35%)	0 (0%)	2 (8%) * ^
Commodity Futures Trading Commission	29 (4%)	29 (4%)	71 (10%)	-	-	-	0 (0%)	-	-	-	-	-	-	-
Consumer Financial Protection Bureau	10 (1%)	35 (3%)	47 (3%)	0 (0%)	96 (7%)	357 (27%)	37 (3%)	6 (0%)	110 (8%)	147 (11%)	0 (0%)	550 (41%)	412 (31%)	36 (3%) * ^

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Consumer Product Safety Commission	135 (26%)	130 (25%)	30 (6%)	-	12 (2%)	0 (0%)	135 (26%) * ^	135 (26%)	120 (23%)	35 (7%)	40 (8%)	-	0 (0%)	295 (56%)
Corporation for National and Community Service	-	-	-	-	40 (6%)	-	6 (1%) * ^	-	-	-	-	168 (27%)	-	6 (1%) * ^
Court Services and Offender Supervision Agency	67 (5%)	116 (10%)	-	-	104 (9%)	-	-	71 (6%)	179 (15%)	-	-	139 (11%)	-	-
Defense Nuclear Facilities Safety Board	2 (2%)	21 (20%)	-	-	5 (5%)	0 (0%)	0 (0%)	2 (2%)	16 (15%)	-	-	58 (55%)	0 (0%)	0 (0%)
Denali Commission	1 (8%)	-	7 (58%)	2 (17%)	3 (25%)	0 (0%)	0 (0%)	1 (8%)	-	7 (58%)	2 (17%)	-	-	-
Department of Agriculture	3820 (4%)	-	5448 (6%)	-	6980 (7%)	-	-	8877 (9%)	3538 (4%)	1421 (1%)	-	13915 (14%)	-	-
Department of Commerce	-	-	-	-	-	7834 (22%)	86 (0%) * ^	-	-	-	-	-	7834 (22%)	125 (0%) * ^
Department of Defense	13313 (2%)	11687 (1%)	8453 (1%)	2361 (0%)	16151 (2%)	865 (0%)	4450 (1%) * ^	24535 (3%)	18181 (2%)	12420 (2%)	9122 (1%)	53552 (7%)	1683 (0%)	36833 (5%) * ^
Department of Education	911 (21%)	0 (0%)	226 (5%)	252 (6%)	1036 (24%)	-	-	1022 (24%)	85 (2%)	655 (15%)	1484 (35%)	2727 (64%)	-	-
Department of Energy	66 (0%)	76 (1%)	103 (1%)	-	838 (6%)	-	6 (0%) * ^	205 (1%)	117 (1%)	47 (0%)	38 (0%)	3181 (23%)	-	8 (0%) * ^
Department of Health and Human Services	10786 (11%)	9027 (10%)	2258 (2%)	-	12804 (14%)	-	-	-	-	-	-	-	-	-

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Department of Homeland Security	4655 (3%)	5005 (3%)	2780 (1%)	-	-	-	82 (0%) * ^	2948 (2%)	4801 (3%)	3153 (2%)	12804 (7%)	-	-	82 (0%) * ^
Department of Housing and Urban Development	2014 (25%)	885 (11%)	497 (6%)	0 (0%)	1298 (16%)	-	-	2103 (26%)	797 (10%)	551 (7%)	0 (0%)	1298 (16%)	-	-
Department of the Interior	2115 (2%)	3428 (4%)	-	8905 (10%)	-	-	-	2396 (3%)	3032 (4%)	-	9162 (11%)	-	-	-
Department of Justice	648 (1%)	818 (1%)	422 (0%)	143 (0%)	574 (0%)	2433 (2%)	78 (0%) * ^	1113 (1%)	823 (1%)	481 (0%)	688 (1%)	2828 (2%)	2480 (2%)	71 (0%) * ^
Department of Labor	1287 (8%)	1033 (6%)	1806 (11%)	1111 (7%)	-	-	-	1142 (7%)	910 (6%)	1947 (12%)	4971 (31%)	-	-	-
Department of State	51 (0%)	132 (0%)	952 (3%)	1912 (7%)	2912 (10%)	-	-	68 (0%)	134 (0%)	1038 (4%)	1399 (5%)	3204 (11%)	-	-
Department of Transportation	1849 (3%)	2786 (5%)	978 (2%)	1289 (2%)	11 (0%)	0 (0%)	5 (0%) * ^	3122 (6%)	5231 (9%)	2514 (5%)	7211 (13%)	312 (1%)	0 (0%)	27 (0%) * ^
Department of Treasury	19830 (18%)	3907 (4%)	3606 (3%)	-	8084 (7%)	-	333 (0%) * ^	1247 (1%)	1007 (1%)	430 (0%)	828 (1%)	20805 (19%)	2729 (3%)	440 (0%) * ^
Department of Veterans Affairs	5685 (2%)	2129 (1%)	-	452 (0%)	-	-	1678 (0%) * ^	5685 (2%)	2129 (1%)	(0%)	452 (0%)	-	-	1678 (0%) * ^
Election Assistance Commission	4 (15%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	4 (15%) * ^	4 (15%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	4 (15%)
Environmental Protection Agency	-	-	-	-	1895 (11%)	-	-	-	-	-	-	8770 (52%)	-	-
Equal Employment Opportunity Commission	478 (22%)	-	-	143 (7%)	106 (5%)	-	3 (0%) * ^	640 (30%)	-	-	834 (39%)	276 (13%)	-	3 (0%) * ^

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Office of Science and Technology Policy (EOP)	-	-	-	-	14 (41%)	-	-	-	-	-	-	-	-	-
Export-Import Bank of the United States	18 (4%)	32 (8%)	14 (3%)	13 (3%)	28 (7%)	-	-	12 (3%)	16 (4%)	100 (25%)	-	165 (41%)	-	-
Farm Credit Administration	33 (11%)	29 (10%)	60 (21%)	0 (0%)	-	-	10 (3%) *	35 (12%)	22 (8%)	198 (69%)	0 (0%)	0 (0%)	168 (58%)	10 (3%) *
Farm Credit System Insurance Corporation	-	0 (0%)	0 (0%)	0 (0%)	1 (10%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	10 (100%)	0 (0%)	0 (0%)
Federal Communications Commission	-	-	-	-	-	-	-	31 (2%)	123 (7%)	394 (22%)	-	539 (31%)	-	548 (31%)
Federal Deposit Insurance Corporation	244 (3%)	232 (3%)	172 (2%)	81 (1%)	1442 (19%)	-	-	389 (5%)	90 (1%)	66 (1%)	1092 (14%)	3654 (48%)	-	-
Federal Election Commission	5 (1%)	56 (17%)	39 (12%)	-	10 (3%)	-	-	97 (29%)	154 (46%)	196 (58%)	-	133 (39%)	-	-
Federal Energy Regulatory Commission	200 (14%)	178 (12%)	171 (12%)	-	78 (5%)	-	-	512 (35%)	168 (12%)	151 (10%)	-	701 (48%)	-	-
Federal Housing Finance Agency	44 (7%)	53 (9%)	64 (10%)	0 (0%)	-	0 (0%)	161 (26%) *	125 (20%)	204 (33%)	16 (3%)	-	-	-	345 (56%) *
Federal Labor Relations Authority	16 (14%)	16 (14%)	16 (14%)	5 (4%)	1 (1%)	0 (0%)	32 (28%) *	89 (77%)	43 (37%)	42 (37%)	75 (65%)	7 (6%)	0 (0%)	89 (77%) *
Federal Maritime Commission	3 (3%)	0 (0%)	8 (7%)	0 (0%)	4 (3%)	0 (0%)	0 (0%)	4 (3%)	1 (1%)	6 (5%)	0 (0%)	35 (29%)	0 (0%)	0 (0%)

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Federal Mediation and Conciliation Service	1 (0%)	1 (0%)	24 (10%)	-	-	-	1 (0%) * ^	1 (0%)	2 (1%)	48 (21%)	2 (1%)	-	-	1 (0%)
Federal Mine Safety and Health Review Commission	2 (3%)	4 (5%)	5 (7%)	-	0 (0%)	0 (0%)	2 (3%) * ^	2 (3%)	10 (14%)	14 (19%)	-	73 (100%)	0 (0%)	2 (3%) * ^
Federal Retirement Thrift Investment Board	-	41 (26%)	-	-	30 (19%)	13 (8%)	1 (1%) *	-	-	-	-	-	-	- *
Federal Trade Commission	26 (2%)	27 (2%)	8 (1%)	0 (0%)	92 (8%)	-	-	36 (3%)	77 (7%)	0 (0%)	0 (0%)	638 (54%)	-	-
General Services Administration	4471 (38%)	1620 (14%)	907 (8%)	155 (1%)	624 (5%)	-	-	4407 (37%)	2076 (18%)	1734 (15%)	1435 (12%)	4083 (35%)	-	-
Institute of Museum and Library Services	-	6 (9%)	22 (33%)	10 (15%)	7 (11%)	1 (2%)	1 (2%) *	-	-	-	-	-	-	- *
International Boundary and Water Commission	2 (1%)	1 (0%)	-	-	3 (1%)	3 (1%)	0 (0%) *	-	-	-	-	6 (3%)	3 (1%)	1 (0%)
International Broadcasting Bureau	-	400 (26%)	27 (2%)	0 (0%)	1113 (72%)	-	-	0 (0%)	400 (26%)	27 (2%)	0 (0%)	1113 (72%)	-	-
Japan-United States Friendship Commission	-	-	2 (50%)	-	(0%)	0 (0%)	3 (75%) * ^	-	-	3 (75%)	-	0 (0%)	0 (0%)	3 (75%)
Marine Mammal Commission	2 (18%)	1 (9%)	2 (18%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (18%)	2 (18%)	1 (9%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Merit Systems Protection Board	-	-	-	-	-	-	0 (0%)	82 (42%)	23 (12%)	(0%)	-	31 (16%)	0 (0%)	0 (0%)
Millennium Challenge Corporation	1 (0%)	29 (10%)	19 (7%)	-	(0%)	222 (77%)	1 (0%) * ^	1 (0%)	29 (10%)	19 (7%)	-	-	222 (77%)	1 (0%)
National Aeronautics and Space Administration	-	-	-	-	2760 (15%)	-	-	-	-	-	-	2593 (14%)	-	-
National Archives and Records Administration	57 (2%)	289 (9%)	-	87 (3%)	(0%)	-	-	84 (3%)	460 (14%)	-	244 (8%)	-	-	-
National Capital Planning Commission	-	6 (18%)	-	-	1 (3%)	0 (0%)	0 (0%) ^	-	8 (24%)	1 (3%)	-	22 (65%)	0 (0%)	1 (3%) ^
National Council on Disability	3 (30%)	1 (10%)	2 (20%)	2 (20%)	7 (70%)	0 (0%)	1 (10%) * ^	3 (30%)	1 (10%)	2 (20%)	2 (20%)	6 (60%)	0 (0%)	2 (20%)
National Credit Union Administration	59 (5%)	13 (1%)	11 (1%)	0 (0%)	35 (3%)	780 (62%)	-	92 (7%)	19 (2%)	15 (1%)	0 (0%)	159 (13%)	780 (62%)	-
National Endowment for the Arts	8 (5%)	23 (15%)	3 (2%)	-	54 (36%)	-	-	8 (5%)	23 (15%)	3 (2%)	-	54 (36%)	-	-
National Endowment for the Humanities	8 (5%)	20 (12%)	22 (14%)	0 (0%)	6 (4%)	0 (0%)	1 (1%) * ^	38 (23%)	15 (9%)	13 (8%)	0 (0%)	40 (25%)	0 (0%)	1 (1%) * ^
National Labor Relations Board	36 (2%)	116 (7%)	151 (9%)	24 (1%)	451 (28%)	-	6 (0%) * ^	-	-	-	-	434 (27%)	-	6 (0%) * ^
National Science Foundation	219 (15%)	1 (0%)	66 (4%)	88 (6%)	219 (15%)	-	2 (0%) * ^	262 (18%)	197 (13%)	96 (6%)	514 (35%)	889 (60%)	-	2 (0%) ^

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
National Transportation Safety Board	140 (34%)	47 (11%)	20 (5%)	0 (0%)	(0%)	-	-	140 (34%)	47 (11%)	20 (5%)	0 (0%)	-	-	-
Nuclear Regulatory Commission	200 (5%)	400 (10%)	150 (4%)	-	200 (5%)	-	40 (1%) * ^	200 (5%)	400 (10%)	150 (4%)	-	1200 (31%)	-	40 (1%) * ^
Nuclear Waste Technical Review Board	1 (5%)	1 (5%)	0 (0%)	0 (0%)	8 (38%)	-	1 (5%) * ^	1 (5%)	1 (5%)	0 (0%)	0 (0%)	8 (38%)	0 (0%)	1 (5%)
Occupational Safety and Health Review Commission	-	23 (40%)	0 (0%)	0 (0%)	4 (7%)	0 (0%)	0 (0%)	0 (0%)	23 (40%)	0 (0%)	0 (0%)	4 (7%)	0 (0%)	0 (0%)
Office of Government Ethics	2 (3%)	9 (14%)	-	-	2 (3%)	-	-	2 (3%)	13 (20%)	-	-	10 (15%)	-	-
Office of Management and Budget (EOP)	-	-	5 (1%)	-	32 (7%)	5 (1%)	0 (0%)	-	-	48 (11%)	-	145 (32%)	193 (43%)	0 (0%)
Office of National Drug Control Policy (EOP)	-	2 (2%)	2 (2%)	-	29 (33%)	0 (0%)	0 (0%)	-	2 (2%)	2 (2%)	-	28 (32%)	0 (0%)	0 (0%)
Office of Navajo and Hopi Indian Relocation	-	-	-	-	0 (0%)	0 (0%)	0 (0%) * ^	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%) * ^
Office of Personnel Management	941 (18%)	393 (7%)	347 (7%)	-	21 (0%)	1344 (26%)	-	-	-	-	-	-	-	-

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Office of the Director of National Intelligence	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	0 (0%)	1 (17%)	0 (0%)	1 (17%)	3 (50%)	0 (0%)	0 (0%)	0 (0%)	1 (17%)	0 (0%)	0 (0%)	3 (50%)	0 (0%)	0 (0%)
Office of the United States Trade Representative (EOP)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	24 (10%)	0 (0%)	-	0 (0%)	0 (0%)	0 (0%)	0 (0%)	75 (32%)	0 (0%)	0 (0%)
Overseas Private Investment Corporation	0 (0%)	24 (11%)	6 (3%)	-	20 (9%)	-	-	2 (1%)	37 (16%)	7 (3%)	-	93 (41%)	-	-
Patent and Trademark Office	6594 (56%)	1113 (9%)	628 (5%)	-	(0%)	0 (0%)	3861 (33%) * ^	6594 (56%)	1113 (9%)	628 (5%)	-	219 (2%)	-	3861 (33%) * ^
Peace Corps	-	-	-	-	(0%)	-	-	-	-	-	-	-	-	-
Pension Benefit Guaranty Corporation	-	-	-	-	(0%)	-	-	-	-	-	-	-	-	3 (0%) ^
Postal Regulatory Commission	-	19 (27%)	7 (10%)	-	0 (0%)	0 (0%)	0 (0%) *	-	19 (27%)	7 (10%)	-	22 (31%)	0 (0%)	0 (0%) *
Railroad Retirement Board	62 (7%)	32 (4%)	18 (2%)	0 (0%)	6 (1%)	-	-	71 (8%)	60 (7%)	22 (2%)	2 (0%)	24 (3%)	-	-

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Agency	September 2013							FY 2013						
	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Securities and Exchange Commission	583 (14%)	281 (7%)	156 (4%)	-	365 (9%)	-	9 (0%) * ^	1039 (25%)	240 (6%)	87 (2%)	-	1142 (28%)	-	9 (0%) * ^
Small Business Administration	88 (2%)	-	183 (3%)	-	246 (5%)	-	-	-	-	-	-	-	-	-
Social Security Administration	1897 (3%)	2145 (3%)	534 (1%)	105 (0%)	231 (0%)	339 (1%)	-	3040 (5%)	2535 (4%)	530 (1%)	170 (0%)	582 (1%)	-	-
Tennessee Valley Authority	10 (0%)	-	(0%)	-	(0%)	-	-	10 (0%)	(0%)	-	-	(0%)	-	-
Trade and Development Agency	1 (2%)	0 (0%)	0 (0%)	0 (0%)	2 (4%)	-	1 (2%) * ^	1 (2%)	0 (0%)	0 (0%)	0 (0%)	24 (50%)	-	1 (2%) * ^
U.S. Commission on Civil Rights	3 (10%)	2 (6%)	1 (3%)	-	1 (3%)	0 (0%)	0 (0%)	-	3 (10%)	-	-	11 (35%)	0 (0%)	0 (0%)
U.S. Interagency Council on Homelessness	6 (29%)	2 (10%)	1 (5%)	-	2 (10%)	0 (0%)	0 (0%) ^	5 (24%)	3 (14%)	0 (0%)	0 (0%)	4 (19%)	0 (0%)	0 (0%)
U.S. International Trade Commission	8 (2%)	2 (1%)	10 (3%)	-	82 (21%)	-	2 (1%)	3 (1%)	4 (1%)	17 (4%)	10 (3%)	228 (59%)	-	2 (1%)

* Indicates that remote workers are included in reported telework totals.

^ Indicates that remote workers include employees whose official duty station has changed to an alternative worksite.

Appendix 13: Subagency Telework Frequency Data

Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Agriculture	Departmental Administration (DA/DM)	148 (4%)	-	398 (12%)	-	535 (15%)	-	-	516 (15%)	352 (10%)	104 (3%)	-	884 (26%)	-	-
Agriculture	Farm and Foreign Agriculture Services (FFAS)	285 (5%)	-	536 (9%)	-	516 (9%)	-	-	729 (13%)	324 (6%)	186 (3%)	-	932 (16%)	-	-
Agriculture	Food and Nutrition Services (FNCS)	355 (26%)	-	246 (18%)	-	89 (7%)	-	-	680 (50%)	172 (13%)	35 (3%)	-	116 (9%)	-	-
Agriculture	Food Safety (FS)	197 (2%)	-	276 (3%)	-	303 (3%)	-	-	479 (5%)	208 (2%)	21 (0%)	-	601 (6%)	-	-
Agriculture	Marketing and Regulatory Programs (MRP)	953 (7%)	-	1165 (9%)	-	648 (5%)	-	-	2041 (16%)	714 (6%)	232 (2%)	-	1260 (10%)	-	-
Agriculture	National Appeals Division (NAD)	46 (57%)	-	21 (26%)	-	11 (14%)	-	-	61 (75%)	4 (5%)	0 (0%)	-	26 (32%)	-	-
Agriculture	Natural Resources and Environment (NRE)	1196 (2%)	-	1669 (3%)	-	3515 (7%)	-	-	2760 (6%)	1002 (2%)	562 (1%)	-	7178 (15%)	-	-
Agriculture	Office of Inspector General (OIG)	2 (0%)	-	11 (2%)	-	200 (39%)	-	-	53 (10%)	10 (2%)	2 (0%)	-	385 (75%)	-	-
Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	10 (7%)	-	10 (7%)	-	45 (30%)	0 (0%)	- *	31 (21%)	16 (11%)	0 (0%)	-	67 (44%)	-	-
Agriculture	Research, Education and Economics (REE)	389 (4%)	-	499 (5%)	-	593 (6%)	-	- * ^	818 (8%)	321 (3%)	204 (2%)	-	1368 (14%)	-	-

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Agriculture	Rural Development (RD)	229 (5%)	-	554 (12%)	-	488 (10%)	-	-	718 (15%)	415 (9%)	75 (2%)	-	1098 (23%)	-	-
Commerce	Bureau of Economic Analysis	6 (1%)	41 (9%)	33 (7%)	-	-	-	1 (0%) * ^	6 (1%)	41 (9%)	33 (7%)	-	-	-	1 (0%) * ^
Commerce	Bureau of Industry and Security	16 (4%)	37 (10%)	19 (5%)	-	24 (6%)	64 (17%)	1 (0%) * ^	48 (13%)	12 (3%)	1 (0%)	-	42 (11%)	50 (13%)	1 (0%) * ^
Commerce	Economic Development Administration (EDA)	28 (17%)	9 (5%)	9 (5%)	-	-	-	-	24 (14%)	15 (9%)	16 (9%)	-	-	-	-
Commerce	Economics and Statistics Administration (ESA)	2 (6%)	7 (19%)	1 (3%)	0 (0%)	8 (22%)	0 (0%)	0 (0%)	2 (6%)	7 (19%)	3 (8%)	0 (0%)	8 (22%)	0 (0%)	0 (0%)
Commerce	International Trade Administration (ITA)	54 (4%)	135 (9%)	118 (8%)	-	-	-	-	61 (4%)	135 (9%)	136 (10%)	-	-	-	39 (3%) ^
Commerce	Minority Business Development Agency (MBDA)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commerce	National Institute of Standards and Technology (NIST)	-	-	-	-	-	0 (0%)	0 (0%)	-	-	-	-	-	-	-
Commerce	National Oceanic and Atmospheric Administration (NOAA)	869 (7%)	665 (6%)	589 (5%)	-	-	-	-	828 (7%)	601 (5%)	632 (5%)	-	-	-	-
Commerce	National Technical Information Service (NTIS)	15 (15%)	17 (17%)	15 (15%)	-	-	-	0 (0%)	36 (36%)	12 (12%)	9 (9%)	-	-	-	0 (0%)

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Commerce	National Telecommunications and Information Administration (NTIA)	47 (15%)	26 (8%)	24 (7%)	-	-	-	-	44 (14%)	25 (8%)	25 (8%)	-	-	-	-
Commerce	Office of the Inspector General	24 (16%)	32 (22%)	12 (8%)	2 (1%)	19 (13%)	0 (0%)	4 (3%)	23 (16%)	45 (31%)	10 (7%)	16 (11%)	38 (26%)	0 (0%)	4 (3%)
Commerce	Office of the Secretary	76 (10%)	98 (12%)	175 (22%)	-	-	-	-	13 (2%)	76 (10%)	92 (12%)	-	-	-	-
Commerce	U.S. Census Bureau	406 (3%)	712 (4%)	574 (4%)	154 (1%)	154 (1%)	7770 (49%)	80 (1%)	406 (3%)	712 (4%)	574 (4%)	1021 (6%)	1021 (6%)	7770 (49%)	80 (1%)
Defense	Department of Air Force	627 (0%)	456 (0%)	263 (0%)	507 (0%)	980 (1%)	-	1346 (1%)	7292 (4%)	3718 (2%)	2030 (1%)	1132 (1%)	3984 (2%)	-	18120 (11%)
Defense	Department of Army	785 (0%)	1327 (1%)	709 (0%)	-	1462 (1%)	278 (0%)	1468 (1%)	7059 (3%)	738 (0%)	994 (0%)	-	12546 (5%)	531 (0%)	16929 (6%)
Defense	Department of Navy	2269 (1%)	3941 (2%)	2374 (1%)	1122 (1%)	7363 (4%)	584 (0%)	1367 (1%)	3071 (2%)	3942 (2%)	2697 (1%)	1441 (1%)	15664 (8%)	1149 (1%)	1377 (1%)
Defense	Other Defense	9632 (6%)	5963 (4%)	5107 (3%)	732 (0%)	6346 (4%)	3 (0%)	269 (0%)	7113 (4%)	9783 (6%)	6699 (4%)	6549 (4%)	21358 (13%)	3 (0%)	407 (0%)
Education	Advisory Councils and Committees (EY)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education	Edet-Office of English Language Acquisition (ET)	3 (19%)	0 (0%)	1 (6%)	1 (6%)	4 (25%)	-	-	3 (19%)	0 (0%)	6 (38%)	7 (44%)	16 (100%)	-	-

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Education	Fc of The Deputy Secretary of Education (EB)	7 (10%)	0 (0%)	6 (9%)	6 (9%)	9 (13%)	-	-	11 (16%)	1 (1%)	8 (12%)	14 (21%)	26 (39%)	-	-
Education	Federal Student Aid (EN)	336 (27%)	0 (0%)	82 (7%)	90 (7%)	443 (35%)	-	-	393 (31%)	27 (2%)	231 (18%)	537 (43%)	944 (76%)	-	-
Education	Immediate Office of Secretary of Education (EA)	5 (5%)	0 (0%)	1 (1%)	1 (1%)	10 (11%)	-	-	2 (2%)	3 (3%)	4 (4%)	9 (9%)	27 (28%)	-	-
Education	Institute of Education Sciences (ER)	45 (26%)	0 (0%)	5 (3%)	6 (3%)	48 (28%)	-	-	44 (26%)	8 (5%)	26 (15%)	67 (39%)	137 (80%)	-	-
Education	National Assessment Governing Board (EZ)	5 (15%)	0 (0%)	3 (9%)	3 (9%)	1 (3%)	-	-	7 (21%)	1 (3%)	2 (6%)	5 (15%)	12 (36%)	-	-
Education	Office For Civil Rights (EC)	100 (18%)	0 (0%)	27 (5%)	30 (5%)	169 (30%)	-	-	94 (17%)	12 (2%)	110 (19%)	193 (34%)	427 (75%)	-	-
Education	Office of Career, Technical, and Adult Education	16 (19%)	0 (0%)	4 (5%)	6 (7%)	17 (20%)	-	-	23 (27%)	2 (2%)	8 (9%)	30 (35%)	59 (69%)	-	-
Education	Office of Communications and Outreach (EO)	11 (10%)	0 (0%)	1 (1%)	1 (1%)	19 (18%)	-	-	15 (14%)	1 (1%)	9 (9%)	19 (18%)	43 (41%)	-	-
Education	Office of Elementary and Secondary Education (ES)	52 (21%)	0 (0%)	10 (4%)	12 (5%)	59 (24%)	-	-	53 (21%)	4 (2%)	32 (13%)	77 (31%)	161 (65%)	-	-
Education	Office of Innovation and Improvement (EU)	12 (13%)	0 (0%)	0 (0%)	1 (1%)	7 (7%)	-	-	13 (14%)	1 (1%)	9 (9%)	21 (22%)	52 (55%)	-	-

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Education	Office of Inspector General (EF)	64 (25%)	0 (0%)	5 (2%)	5 (2%)	60 (23%)	-	-	82 (32%)	9 (3%)	20 (8%)	100 (39%)	170 (66%)	-	-
Education	Office of Legislative and Congressional Affairs (EJ)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	-	-	1 (5%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	-	-
Education	Office of Management (EM)	48 (28%)	0 (0%)	21 (12%)	21 (12%)	39 (23%)	-	-	57 (33%)	4 (2%)	42 (24%)	83 (48%)	121 (70%)	-	-
Education	Office of Planning, Evaluation and Policy Develop (ED)	10 (8%)	0 (0%)	3 (3%)	3 (3%)	20 (17%)	-	-	10 (8%)	0 (0%)	12 (10%)	19 (16%)	66 (55%)	-	-
Education	Office of Postsecondary Education (EP)	24 (11%)	0 (0%)	11 (5%)	13 (6%)	16 (8%)	-	-	26 (12%)	5 (2%)	22 (10%)	47 (22%)	70 (33%)	-	-
Education	Office of Special Education and Rehabilitative Services (EH)	111 (43%)	0 (0%)	14 (5%)	15 (6%)	38 (15%)	-	-	122 (47%)	2 (1%)	35 (14%)	128 (49%)	134 (52%)	-	-
Education	Office of The Chief Financial Officer (EL)	21 (12%)	0 (0%)	7 (4%)	12 (7%)	34 (20%)	-	-	29 (17%)	3 (2%)	22 (13%)	46 (26%)	109 (63%)	-	-
Education	Office of The Chief Information Officer (EI)	29 (23%)	0 (0%)	19 (15%)	20 (16%)	25 (20%)	-	-	29 (23%)	1 (1%)	38 (30%)	57 (45%)	82 (64%)	-	-
Education	Office of The General Counsel (EG)	12 (11%)	0 (0%)	5 (5%)	5 (5%)	18 (17%)	-	-	8 (7%)	1 (1%)	17 (16%)	23 (21%)	63 (58%)	-	-
Education	Office of The Under Secretary (EE)	0 (0%)	0 (0%)	1 (3%)	1 (3%)	0 (0%)	-	-	0 (0%)	0 (0%)	2 (6%)	2 (6%)	6 (17%)	-	-
Energy	Bonneville Power Administration	66 (2%)	76 (3%)	103 (3%)	-	318 (11%)	-	0 (0%)	205 (7%)	117 (4%)	47 (2%)	38 (1%)	969 (32%)	-	1 (0%) * ^

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Energy	National Nuclear Security Administration	-	-	-	-	79 (3%)	0 (0%)	0 (0%)	-	-	-	-	332 (15%)	0 (0%)	0 (0%)
Energy	Other Energy	-	-	-	-	441 (5%)	-	6 (0%) * ^	-	-	-	-	1880 (22%)	-	7 (0%) * ^
Health and Human Services	Administration for Children and Families	232 (20%)	180 (16%)	33 (3%)	-	22 (2%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Administration for Community Living	12 (10%)	26 (23%)	1 (1%)	-	29 (25%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Agency for Health Care Research and Quality	84 (26%)	79 (25%)	8 (3%)	-	116 (36%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Centers for Disease Control and Prevention	1959 (17%)	1642 (14%)	312 (3%)	-	478 (4%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Centers for Medicare and Medicaid Services	1179 (20%)	1005 (17%)	299 (5%)	-	2318 (39%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Food and Drug Administration	3457 (18%)	2067 (11%)	321 (2%)	-	2283 (12%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Health Resources and Services Administration	321 (17%)	507 (27%)	155 (8%)	-	597 (32%)	-	-	-	-	-	-	-	-	-

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Health and Human Services	Indian Health Service	94 (1%)	25 (0%)	5 (0%)	-	31 (0%)	-	-	-	-	-	-	-	-	-
Health and Human Services	National Institutes of Health	1356 (7%)	2194 (11%)	912 (5%)	-	5257 (27%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Office of the Inspector General	397 (24%)	270 (17%)	29 (2%)	-	491 (30%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Office of the Secretary	1113 (8%)	650 (4%)	111 (1%)	-	718 (5%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Program Support Center	188 (30%)	114 (18%)	26 (4%)	-	131 (21%)	-	-	-	-	-	-	-	-	-
Health and Human Services	Substance Abuse and Mental Health Services Administration	69 (11%)	153 (25%)	20 (3%)	-	118 (19%)	-	-	-	-	-	-	-	-	-
Homeland Security	DHS Headquarters	448 (12%)	300 (8%)	353 (10%)	-	-	-	3 (0%) * ^	253 (7%)	328 (9%)	381 (10%)	1356 (37%)	-	-	3 (0%) * ^
Homeland Security	Federal Emergency Management Agency	1208 (15%)	807 (10%)	715 (9%)	-	-	-	30 (0%) * ^	492 (6%)	699 (8%)	863 (10%)	2984 (36%)	-	-	30 (0%) * ^
Homeland Security	Federal Law Enforcement Training Center	7 (1%)	8 (1%)	5 (0%)	-	-	-	0 (0%)	6 (1%)	4 (0%)	17 (2%)	36 (3%)	-	-	0 (0%)
Homeland Security	National Protection and Programs	192 (7%)	205 (7%)	173 (6%)	-	-	-	1 (0%) * ^	152 (5%)	169 (6%)	235 (8%)	621 (22%)	-	-	1 (0%) * ^

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
	Directorate														
Homeland Security	Office of the Inspector General	171 (24%)	66 (9%)	64 (9%)	-	-	-	3 (0%) * ^	165 (23%)	74 (10%)	69 (10%)	141 (20%)	-	-	3 (0%) * ^
Homeland Security	Transportation Security Administration	379 (1%)	286 (0%)	315 (1%)	-	-	-	23 (0%) * ^	273 (0%)	245 (0%)	368 (1%)	2036 (3%)	-	-	73 (0%) * ^
Homeland Security	US Citizenship and Immigration Services	1377 (11%)	449 (4%)	393 (3%)	-	-	-	8 (0%) * ^	974 (8%)	586 (5%)	580 (5%)	1251 (10%)	-	-	8 (0%) * ^
Homeland Security	US Coast Guard	379 (4%)	286 (3%)	329 (4%)	-	-	-	23 (0%) * ^	169 (2%)	277 (3%)	345 (4%)	853 (10%)	-	-	23 (0%) * ^
Homeland Security	US Customs and Border Protection	308 (1%)	2266 (4%)	-	-	386 (1%)	-	-	308 (1%)	2266 (4%)	-	-	1761 (3%)	-	-
Homeland Security	US Immigration and Customs Enforcement	267 (1%)	305 (2%)	431 (2%)	-	-	-	7 (0%) * ^	155 (1%)	151 (1%)	262 (1%)	1686 (9%)	-	-	7 (0%) * ^
Homeland Security	US Secret Service	0 (0%)	0 (0%)	3 (0%)	-	-	-	0 (0%)	1 (0%)	2 (0%)	3 (0%)	79 (1%)	-	-	0 (0%)
Housing and Urban Development	Chief Financial Officer	-	-	-	-	49 (26%)	-	-	-	-	-	-	49 (26%)	0 (0%)	-
Housing and Urban Development	Chief Information Officer	-	-	-	-	61 (23%)	-	-	-	-	-	-	61 (23%)	-	-
Housing and Urban Development	Chief Procurement Officer	-	-	-	-	56 (48%)	-	-	44 (38%)	-	-	-	19 (16%)	-	-

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Housing and Urban Development	Community Planning and Development	-	-	-	-	369 (50%)	-	-	-	-	-	-	91 (12%)	-	-
Housing and Urban Development	Congressional and Intergovernmental Relations	-	-	-	-	0 (0%)	-	-	-	-	-	-	0 (0%)	-	-
Housing and Urban Development	Departmental Equal Employment Opportunity	-	-	-	-	3 (18%)	-	-	-	-	-	-	3 (18%)	-	-
Housing and Urban Development	Departmental Operations and Coordination	-	-	-	-	1 (2%)	-	-	-	-	-	-	1 (2%)	-	-
Housing and Urban Development	Fair Housing and Equal Opportunity	-	-	-	-	353 (82%)	-	-	-	-	-	-	353 (82%)	-	-
Housing and Urban Development	Field Policy and Management	-	-	-	-	69 (20%)	-	-	-	-	-	-	69 (20%)	-	-
Housing and Urban Development	Government National Mortgage Association	-	-	-	-	43 (41%)	-	-	-	-	-	-	43 (41%)	-	-
Housing and Urban Development	Housing	-	-	-	-	238 (8%)	-	-	-	-	-	-	238 (8%)	-	-
Housing and Urban Development	Labor Relations	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Department	Subagency	September 2013							FY 2013						
		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Housing and Urban Development	Office of Disaster Management & National Security	-	-	-	-	19 (86%)	-	-	-	-	-	-	19 (86%)	-	-
Housing and Urban Development	Office of General Counsel	-	-	-	-	11 (2%)	-	-	-	-	-	-	11 (2%)	-	-
Housing and Urban Development	Office of Healthy Homes and Lead Hazard Control	-	-	-	-	2 (4%)	-	-	-	-	-	-	2 (4%)	-	-
Housing and Urban Development	Office of Strategic Planning & Management	-	-	-	-	17 (71%)	-	-	-	-	-	-	17 (71%)	-	-
Housing and Urban Development	Office of Sustainable Housing and Communities	-	-	-	-	6 (35%)	-	-	-	-	-	-	6 (35%)	-	-
Housing and Urban Development	Office of the Chief Human Capital Officer	-	-	-	-	54 (13%)	-	-	-	-	-	-	54 (13%)	-	-
Housing and Urban Development	Policy Development and Research	-	-	-	-	43 (30%)	-	-	-	-	-	-	43 (30%)	-	-
Housing and Urban Development	Public Affairs	-	-	-	-	11 (38%)	-	-	-	-	-	-	11 (38%)	-	-
Housing and Urban Development	Public and Indian Housing	-	-	-	-	156 (11%)	-	-	-	-	-	-	156 (11%)	-	-

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		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
Housing and Urban Development	Secretary and Deputy Secretary	-	-	-	-	15 (36%)	-	-	-	-	-	-	15 (36%)	-	-
Justice	Alcohol, Tobacco, Firearms and Explosives	253 (5%)	111 (2%)	124 (3%)	143 (3%)	143 (3%)	2424 (52%)	-	592 (13%)	184 (4%)	0 (0%)	550 (12%)	550 (12%)	2424 (52%)	-
Justice	Antitrust Division	3 (0%)	24 (4%)	13 (2%)	0 (0%)	30 (5%)	0 (0%)	3 (0%) *	5 (1%)	25 (4%)	30 (5%)	0 (0%)	102 (17%)	0 (0%)	3 (0%) * ^
Justice	Bureau of Prisons/Federal Prison System	-	-	-	-	4 (0%)	-	-	69 (0%)	78 (0%)	173 (0%)	-	24 (0%)	-	-
Justice	Civil Division	-	82 (6%)	10 (1%)	-	10 (1%)	-	28 (2%) * ^	-	-	-	-	-	-	-
Justice	Civil Rights Division	19 (3%)	28 (4%)	35 (6%)	0 (0%)	12 (2%)	0 (0%)	0 (0%)	7 (1%)	97 (15%)	42 (7%)	0 (0%)	-	0 (0%)	0 (0%)
Justice	Criminal Division	24 (3%)	6 (1%)	7 (1%)	0 (0%)	-	-	19 (2%) * ^	-	-	-	-	-	-	28 (3%) * ^
Justice	Drug Enforcement Administration	17 (0%)	31 (0%)	-	-	22 (0%)	-	-	13 (0%)	35 (0%)	-	-	22 (0%)	-	-
Justice	Environment and Natural Resources Division	1 (0%)	61 (10%)	27 (5%)	-	29 (5%)	-	-	-	-	-	-	-	-	-
Justice	Executive Office of US Attorney and Office of US Attorney	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Justice	Executive Office for Immigration Review	80 (6%)	24 (2%)	21 (2%)	0 (0%)	16 (1%)	-	-	82 (6%)	19 (1%)	16 (1%)	0 (0%)	-	-	-

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Justice	Federal Bureau of Investigation	10 (0%)	6 (0%)	16 (0%)	0 (0%)	8 (0%)	9 (0%)	-	10 (0%)	7 (0%)	19 (0%)	0 (0%)	24 (0%)	56 (0%)	-
Justice	Office of Justice Programs	150 (25%)	79 (13%)	58 (10%)	-	43 (7%)	-	8 (1%) * ^	165 (27%)	192 (32%)	64 (11%)	-	423 (70%)	-	8 (1%) * ^
Justice	Office of the Inspector General	0 (0%)	12 (3%)	9 (2%)	0 (0%)	86 (21%)	-	5 (1%) ^	0 (0%)	17 (4%)	10 (2%)	0 (0%)	235 (57%)	-	5 (1%) ^
Justice	Offices Boards and Divisions	55 (3%)	95 (5%)	60 (3%)	0 (0%)	114 (6%)	-	15 (1%) * ^	108 (6%)	91 (5%)	79 (4%)	3 (0%)	449 (23%)	-	27 (1%) * ^
Justice	Tax Division	-	-	-	-	-	0 (0%)	0 (0%)	-	-	-	-	-	-	-
Justice	US Marshals Service	31 (1%)	41 (1%)	37 (1%)	-	48 (1%)	-	0 (0%)	33 (1%)	39 (1%)	33 (1%)	-	46 (1%)	0 (0%)	0 (0%)
Justice	US Trustee Program	5 (0%)	218 (19%)	116 (10%)	-	9 (1%)	-	-	-	-	-	-	-	-	-
Labor	Adjudicatory Boards	27 (23%)	4 (3%)	30 (26%)	13 (11%)	-	-	-	29 (25%)	7 (6%)	25 (21%)	32 (27%)	-	-	-
Labor	Bureau of International Labor Affairs	3 (3%)	3 (3%)	15 (14%)	7 (7%)	-	-	-	4 (4%)	1 (1%)	13 (13%)	58 (56%)	-	-	-
Labor	Bureau of Labor Statistics	283 (12%)	173 (7%)	389 (16%)	185 (8%)	-	-	-	248 (10%)	217 (9%)	399 (17%)	654 (27%)	-	-	-
Labor	Employee Benefits Security Administration	73 (7%)	54 (5%)	110 (11%)	78 (8%)	-	-	-	71 (7%)	56 (6%)	87 (9%)	389 (39%)	-	-	-
Labor	Employment and Training Administration	111 (10%)	109 (10%)	194 (18%)	84 (8%)	-	-	-	103 (9%)	125 (11%)	177 (16%)	387 (35%)	-	-	-
Labor	Mine Safety and Health	20 (1%)	18 (1%)	46 (2%)	42 (2%)	-	-	-	18 (1%)	17 (1%)	52 (2%)	217 (9%)	-	-	-

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	Administration														
Labor	Occupational Safety and Health Administration	172 (8%)	136 (6%)	242 (11%)	209 (9%)	-	-	-	125 (6%)	107 (5%)	270 (12%)	901 (40%)	-	-	-
Labor	Office of Administrative Law Judges	4 (3%)	5 (4%)	12 (10%)	7 (6%)	-	-	-	7 (6%)	9 (7%)	14 (12%)	22 (18%)	-	-	-
Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	-	-	-	0 (0%)	0 (0%)	0 (0%)	1 (4%)	-	-	-
Labor	Office of Disability Employment Policy	5 (10%)	4 (8%)	13 (27%)	7 (14%)	-	-	-	4 (8%)	8 (16%)	7 (14%)	22 (45%)	-	-	-
Labor	Office of Federal Contract Compliance Programs (OFCCP)	125 (17%)	66 (9%)	101 (14%)	85 (12%)	-	-	-	117 (16%)	65 (9%)	98 (14%)	301 (42%)	-	-	-
Labor	Office of Labor-Management Standards (OLMS)	25 (11%)	16 (7%)	23 (11%)	15 (7%)	-	-	-	22 (10%)	16 (7%)	26 (12%)	72 (33%)	-	-	-
Labor	Office of Public Affairs	1 (2%)	4 (7%)	7 (12%)	6 (10%)	-	-	-	1 (2%)	3 (5%)	10 (17%)	28 (48%)	-	-	-
Labor	Office of the Assistant Secretary for Administration and Management	54 (7%)	53 (7%)	121 (17%)	55 (8%)	-	-	-	45 (6%)	43 (6%)	153 (21%)	284 (39%)	-	-	-
Labor	Office of the Assistant Secretary	1 (4%)	1 (4%)	3 (11%)	1 (4%)	-	-	-	1 (4%)	1 (4%)	1 (4%)	11 (41%)	-	-	-

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		3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile workers	Remote workers
	for Policy														
Labor	Office of the Chief Financial Officer	8 (7%)	9 (7%)	12 (10%)	12 (10%)	-	-	-	4 (3%)	11 (9%)	14 (11%)	45 (37%)	-	-	-
Labor	Office of the Inspector General	60 (15%)	34 (9%)	49 (12%)	42 (11%)	-	-	-	53 (13%)	32 (8%)	47 (12%)	184 (46%)	-	-	-
Labor	Office of the Secretary	0 (0%)	0 (0%)	2 (3%)	1 (1%)	-	-	-	0 (0%)	0 (0%)	1 (1%)	10 (14%)	-	-	-
Labor	Office of the Solicitor	54 (7%)	44 (6%)	103 (14%)	76 (10%)	-	-	-	54 (7%)	37 (5%)	95 (13%)	336 (46%)	-	-	-
Labor	Office of Workers' Compensation Programs (OWCP)	69 (4%)	179 (11%)	146 (9%)	58 (4%)	-	-	-	53 (3%)	45 (3%)	250 (16%)	311 (19%)	-	-	-
Labor	Veterans Employment and Training Services	4 (2%)	12 (5%)	31 (14%)	18 (8%)	-	-	-	7 (3%)	8 (3%)	27 (12%)	97 (42%)	-	-	-
Labor	Wage and Hour Division (WHD)	187 (10%)	99 (5%)	151 (8%)	106 (6%)	-	-	-	173 (9%)	98 (5%)	175 (10%)	579 (32%)	-	-	-
Labor	Women's Bureau	4 (7%)	7 (13%)	6 (11%)	4 (7%)	-	-	-	3 (6%)	4 (7%)	6 (11%)	30 (56%)	-	-	-
State	International Boundary Commission - United States and Canada	-	-	-	-	-	-	-	-	-	-	-	1 (14%)	-	-
State	International Joint Commission - United States and Canada	-	-	-	-	1 (6%)	-	-	-	-	-	-	1 (6%)	-	-

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Interior	Bureau of Indian Affairs	26 (1%)	33 (1%)	-	61 (1%)	-	-	-	58 (1%)	42 (1%)	-	190 (4%)	-	-	-
Interior	Bureau of Land Management	163 (1%)	394 (3%)	-	916 (7%)	-	-	-	183 (1%)	396 (3%)	-	864 (7%)	-	-	-
Interior	Bureau of Ocean Energy Management	47 (8%)	289 (48%)	-	131 (22%)	-	-	-	45 (8%)	45 (8%)	-	134 (22%)	-	-	-
Interior	Bureau of Reclamation	100 (2%)	64 (1%)	-	254 (4%)	-	-	-	219 (4%)	69 (1%)	-	1006 (17%)	-	-	-
Interior	Bureau of Safety and Environmental Enforcement	50 (6%)	70 (8%)	-	171 (20%)	-	-	-	61 (7%)	41 (5%)	-	174 (21%)	-	-	-
Interior	Fish and Wildlife Service	121 (1%)	666 (6%)	-	521 (5%)	-	-	-	296 (3%)	654 (6%)	-	1501 (13%)	-	-	-
Interior	National Park Service	169 (1%)	597 (2%)	-	429 (1%)	-	-	-	436 (1%)	637 (2%)	-	1514 (5%)	-	-	-
Interior	Office Of Surface Mining, Reclamation & Enforcement	69 (13%)	23 (4%)	-	39 (7%)	-	-	-	67 (13%)	43 (8%)	-	201 (38%)	-	-	-
Interior	Off Natural Resource Revenue	29 (4%)	278 (41%)	-	134 (20%)	-	-	-	42 (6%)	271 (40%)	-	132 (20%)	-	-	-
Interior	Office Of the Secretary, IBC	20 (2%)	141 (14%)	-	249 (24%)	-	-	-	61 (6%)	-	230 (23%)	100 (10%)	-	-	-
Interior	Office of the Special Trustee	72 (11%)	58 (9%)	-	94 (15%)	-	-	-	78 (12%)	49 (8%)	-	37 (6%)	-	-	-
Interior	Office Of Indian Education Programs	1 (0%)	2 (0%)	-	-	-	-	-	2 (0%)	1 (0%)	-	3 (0%)	-	-	-
Interior	Office Of The Inspector General	69 (24%)	-	17 (6%)	39 (14%)	-	-	-	137 (48%)	13 (5%)	-	76 (27%)	-	-	-

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Interior	Office Of The Secretary Of The Interior	186 (14%)	651 (48%)	-	279 (21%)	-	-	-	180 (13%)	158 (12%)	-	410 (30%)	-	-	-
Interior	Office of the Solicitor	23 (5%)	48 (11%)	-	207 (45%)	-	-	-	31 (7%)	37 (8%)	-	208 (46%)	-	-	-
Interior	OS, Assistant Secretary, Indian Affairs	10 (4%)	24 (10%)	-	52 (21%)	-	-	-	10 (4%)	15 (6%)	-	64 (26%)	-	-	-
Interior	U.S. Geological Survey	237 (2%)	711 (7%)	-	666 (7%)	-	-	-	490 (5%)	460 (5%)	-	2394 (25%)	-	-	-
Transportation	Federal Aviation Administration	923 (2%)	1858 (4%)	89 (0%)	958 (2%)	-	-	-	2027 (4%)	3980 (9%)	1169 (3%)	4530 (10%)	-	-	-
Transportation	Federal Highway Administration	220 (8%)	246 (8%)	504 (17%)	0 (0%)	-	-	-	94 (3%)	153 (5%)	471 (16%)	1402 (48%)	164 (6%)	-	-
Transportation	Federal Motor Carrier Safety Administration	76 (7%)	99 (9%)	51 (5%)	0 (0%)	2 (0%)	-	-	2 (0%)	146 (13%)	287 (26%)	66 (6%)	25 (2%)	-	-
Transportation	Federal Railroad Administration	232 (26%)	69 (8%)	17 (2%)	59 (7%)	6 (1%)	-	-	459 (52%)	136 (15%)	30 (3%)	113 (13%)	15 (2%)	-	-
Transportation	Federal Transit Administration	32 (6%)	52 (10%)	96 (19%)	0 (0%)	-	0 (0%)	1 (0%)	175 (34%)	78 (15%)	107 (21%)	0 (0%)	22 (4%)	0 (0%)	1 (0%)
Transportation	Maritime Administration	44 (5%)	55 (7%)	39 (5%)	22 (3%)	3 (0%)	0 (0%)	0 (0%)	32 (4%)	44 (5%)	67 (8%)	153 (18%)	10 (1%)	0 (0%)	0 (0%)
Transportation	National Highway Traffic Safety Administration	22 (4%)	26 (4%)	79 (13%)	100 (17%)	0 (0%)	0 (0%)	1 (0%)	45 (8%)	52 (9%)	105 (18%)	241 (40%)	45 (8%)	0 (0%)	1 (0%)
Transportation	Office of Inspector General	26 (7%)	51 (13%)	0 (0%)	91 (23%)	-	-	-	55 (14%)	149 (38%)	0 (0%)	140 (35%)	-	-	-

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Transportation	Office of Secretary of Transportation	42 (6%)	81 (11%)	14 (2%)	30 (4%)	0 (0%)	0 (0%)	0 (0%)	60 (8%)	142 (19%)	56 (8%)	116 (16%)	0 (0%)	0 (0%)	0 (0%)
Transportation	Pipeline/Hazardous Materials Safety Administration	78 (18%)	93 (21%)	21 (5%)	0 (0%)	-	-	-	80 (18%)	143 (33%)	59 (14%)	152 (35%)	-	-	-
Transportation	Research and Innovative Technology Administration	95 (14%)	116 (17%)	62 (9%)	29 (4%)	0 (0%)	0 (0%)	1 (0%) * ^	33 (5%)	159 (23%)	162 (23%)	288 (42%)	37 (5%)	0 (0%)	1 (0%) * ^
Transportation	St. Lawrence Seaway Dev Corp	0 (0%)	1 (1%)	4 (3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	9 (7%)	0 (0%)	10 (8%)	16 (13%)	0 (0%)	0 (0%)
Transportation	Surface Transportation Board	59 (41%)	39 (27%)	2 (1%)	0 (0%)	-	0 (0%)	1 (1%) *	60 (42%)	40 (28%)	1 (1%)	0 (0%)	-	0 (0%)	1 (1%) *
Treasury	Bureau of Engraving & Printing (BEP)	40 (2%)	60 (3%)	83 (4%)	-	-	-	5 (0%) * ^	27 (1%)	75 (4%)	289 (15%)	60 (3%)	-	-	5 (0%) * ^
Treasury	Bureau of the Fiscal Service (BFS)	328 (10%)	280 (8%)	149 (4%)	-	75 (2%)	-	16 (0%) * ^	370 (11%)	586 (17%)	0 (0%)	0 (0%)	400 (12%)	-	28 (1%) * ^
Treasury	Departmental Offices (DO)	61 (3%)	(0%)	99 (5%)	-	244 (12%)	-	-	88 (4%)	208 (10%)	-	-	624 (31%)	-	-
Treasury	Financial Crimes Enforcement Network (FinCEN)	27 (9%)	15 (5%)	8 (3%)	-	25 (9%)	-	-	-	-	-	-	-	-	-
Treasury	Internal Revenue Service (IRS)	18945 (21%)	3212 (3%)	2833 (3%)	-	6482 (7%)	-	38 (0%) * ^	-	-	-	-	15915 (17%)	-	38 (0%) * ^
Treasury	IRS Counsel	39 (2%)	172 (8%)	240 (11%)	-	236 (11%)	-	2 (0%) *	0 (0%)	0 (0%)	0 (0%)	0 (0%)	994 (46%)	-	0 (0%) *
Treasury	Office of Inspector General (OIG)	3 (2%)	19 (10%)	15 (8%)	-	29 (16%)	-	-	4 (2%)	19 (10%)	22 (12%)	-	111 (60%)	-	-

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Treasury	Office of The Comptroller of The Currency (OCC)	11 (0%)	66 (2%)	69 (2%)	-	626 (16%)	1526 (38%)	-	16 (0%)	8 (0%)	12 (0%)	765 (19%)	2114 (53%)	2729 (69%)	-
Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	1 (1%)	9 (5%)	6 (4%)	-	13 (8%)	-	-	24 (14%)	22 (13%)	48 (28%)	-	106 (63%)	-	-
Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	-	-	-	-	-	-	-	287 (61%)	28 (6%)	7 (1%)	3 (1%)	100 (21%)	-	- * ^
Treasury	Treasury Inspector General for Tax Administration (TIGTA)	343 (45%)	74 (10%)	40 (5%)	-	302 (40%)	-	267 (35%) * ^	388 (51%)	61 (8%)	52 (7%)	-	302 (40%)	-	364 (48%) * ^
Treasury	U.S. Mint	32 (2%)	-	64 (4%)	-	52 (3%)	-	5 (0%) * ^	43 (2%)	-	-	-	139 (8%)	-	5 (0%) * ^

Appendix 14: Reasons for Changes in Participation by More or Less than 10%

Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Access Board	Data unavailable	
Agency for International Development	Yes	Telework is more broadly used in the Agency, we have seen a strong increase in its use.
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Two additional employees were given permission to telecommute in 2013.
Central Intelligence Agency	Yes	Some telework agreements expired and were not renewed due to mission requirements.
Chemical Safety and Hazard Investigation Board	Yes	Managers are more comfortable with telework and how to manage remote employees.
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	More personnel took advantage of routine telework.
Commodity Futures Trading Commission	Yes	Possible reasons for the decrease in participation are attrition and lack of accurate reporting for all instances of telework in the time and attendance system.
Consumer Financial Protection Bureau	Yes	The total number of agency employees grew by 38% between the end of FY2012 and FY2013; the full telework program policy had only been in place for three months at the end of FY2012.
Consumer Product Safety Commission	No	Beginning FY2013, the agency requires employees to record telework as a part of their timekeeping.
Corporation for National and Community Service	No	
Court Services and Offender Supervision Agency	Yes	We have actively encouraged employees and supervisors to telework when possible.

Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Defense Nuclear Facilities Safety Board	Yes	The decrease can be attributed to the rise in situational telework while the number of routine teleworkers has remained relatively static. Employees prefer situational telework because it is more compatible with the type of work they do. Also, September is normally an extremely busy month--recruiting season, the end of the fiscal year, etc. During such busy times, situational teleworkers (and even core teleworkers) tend to come to the office.
Denali Commission	No	
Department of Agriculture	No	
Department of Commerce	No	
Department of Defense	No	
Department of Education	Yes	We completed extensive telework promotion this year. There has been an exhaustive leadership focus to expand telework both as an employee benefit and as a cost saving to the Department. Human Capital and Client Services (HCCS) has worked with union and management officials to ensure that telework is being utilized across organizations. We have taken the following steps to promote telework: Made strategic upgrades the IT infrastructure to support telework, Provided mobile workers with more 21st century tools, Strengthened the performance management program to capture more objective measures that are suitable for telework, Promoted cultural acceptance of a mobile workforce among management, and Implemented improvements in our Electronic Records Management Systems. This year, HCCS partnered with leadership in each of our subagencies/offices to review their positions to determine the frequency of telework use. We encouraged them to consider using frequent telework, working toward setting future space reduction goals.
Department of Energy	No	
Department of Health and Human Services	Yes	Increase in program participation was due to promotional activities.

Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Department of Homeland Security	Yes	Telework has been promoted in the components. Also, most components have developed new telework policies and programs supporting telework for eligible employees.
Department of Housing and Urban Development	No	Target awareness campaigning of Program Offices in an effort to increase participation or frequency rates. Specifically facilitated briefings for one-on-one, groups and webcasts regarding telework were made available to managers and supervisors.
Department of the Interior	Yes	More upper management support of telework.
Department of Justice	Data unavailable	Data from 2012 unavailable for comparison.
Department of Labor	Yes	Increased manager telework training sessions, increased use of telework to sustain continuity of operations during emergencies, improved labor-management partnership regarding telework for bargaining unit employees, increased department-wide marketing and promotion of telework program and policies.
Department of State	Data unavailable	
Department of Transportation	Yes	We continue to be committed to telework at DOT. We encourage employees with approved telework agreements to practice telework throughout the year. DOT is moving in the direction of being a telework-ready agency during emergency closures and dismissals. A new policy was issued to require telework-ready employees to work on days when Federal agencies are closed due to weather or other emergencies. The policy is clear that employees should be allowed to practice telework, at least once a month, so they are able to telework comfortably and confidently, when required.

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Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Department of Treasury	No	<p>*Some bureaus revised our telework agreement and offered additional training last year for all employees/managers. *There are more employees taking advantage of the telework program</p> <p>*We attribute the increase to employees more accurately reporting their telework hours in the time and attendance system.</p> <p>*In general, the agency is improving oversight and data collection which in addition to increased activity-may also be a factor.</p>
Department of Veterans Affairs	Yes	Greater adoption of telework throughout the Department through increased awareness.
Election Assistance Commission	Yes	Remote workers were not included in the 2012 Telework Data Call. These workers have been included in the numbers given in the 2013 Telework Data Call.
Environmental Protection Agency	No	
Equal Employment Opportunity Commission	No	
Office of Science and Technology Policy (EOP)	No	
Export-Import Bank of the United States	Yes	Communicating telework policy to management and employees via agency-wide emails, providing agency-wide findings of employees' telework preferences, HR providing guidance/training to management regarding telework. Even more so nowadays HR personnel try to advocate telework due to growth in the FTE numbers.
Farm Credit Administration	Yes	Encouragement from Senior Management.
Farm Credit System Insurance Corporation	No	Decreased due to employee retired.
Federal Communications Commission	Data unavailable	

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Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Federal Deposit Insurance Corporation	Yes	In January 2013, the FDIC implemented a telework tracking system that provides data on the number of approved telework agreements. The system also tracks the frequency of telework based on our time and attendance system. The implementation of this system allows the FDIC to track our telework utilization more accurately than past Data Calls. In addition, the FDIC released a series of global emails that promoted the use of telework nationwide. Our Chairman also continues to speak in open employee forums regarding his support for the Program, as well as telework in COOP situations.
Federal Election Commission	No	
Federal Energy Regulatory Commission	No	Employees were better equipped without the knowledge and equipment to telework. Additionally, new employees that were hired joined the telework program.
Federal Housing Finance Agency	No	Increase in staff and ability for staff members to have remote access.
Federal Labor Relations Authority	No	
Federal Maritime Commission	Yes	The Commission periodically reminds employees and managers of the availability of telework as workplace flexibility. Several new managers at the Commission have encouraged their staffs to consider a work schedule that includes regular or episodic telework. The Commission has seen incremental increases in the number of employees who have chosen to telework since 2011.
Federal Mediation and Conciliation Service	No	
Federal Mine Safety and Health Review Commission	No	
Federal Retirement Thrift Investment Board	Yes	The agency was able to encourage increased teleworking based on new and improved technology that allowed more employees to work remotely.
Federal Trade Commission	Yes	More employees are taking advantage of situational telework.
General Services Administration	No	

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Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Institute of Museum and Library Services	No	
International Boundary and Water Commission	No	Recuperation from illness, family obligations, etc.
International Broadcasting Bureau	Yes	Increase in the number of employees who Telework
Japan-United States Friendship Commission	No	
Marine Mammal Commission	Yes	Small employee numbers means that an increase of 1 person is a 25% increase in teleworkers. We had one more employee who regularly teleworked in 2013.
Merit Systems Protection Board	Data unavailable	
Millennium Challenge Corporation	Yes	The increase in telework participation is attributed to increased employee awareness and supervisor approvals.
National Aeronautics and Space Administration	Yes	NASA's Work From Anywhere campaign helped to change the attitude toward telework. The culture at NASA continues to shift toward work is what you do and not where you go. This change has enabled NASA to expand the use of telework across the agency.
National Archives and Records Administration	Yes	More telework eligible employees are opting to participate in telework.
National Capital Planning Commission	No	In 2012 reporting, the September count was based on the entire month of September; whereas in this 2013 reporting, it is based on a two-week period. Therefore, the decrease - although over 10% - is actually much smaller than the current data portrays (about 9 for two-week period in Sept. 2012). There could be many varying factors and possibilities for a decrease. However, due to the slight deviation and our small employee count, a definitive reason is difficult to determine especially considering that the number of employees with agreements on file has not changed from 2012 (as of Sept) to 2013 (as of Sept).
National Council on Disability	No	

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Appendix 14

Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
National Credit Union Administration	Yes	The increase was due to higher agency population and better communication by supervisors to employees of the telework option.
National Endowment for the Arts	No	
National Endowment for the Humanities	Yes	Upon revision of our telework program directive, employees received detailed information regarding the telework program. They were directed to the OPM website for information and training and additional employees submitted their telework agreements/applications to participate in the program.
National Labor Relations Board	Data unavailable	
National Science Foundation	Yes	Since 2012, NSF implemented a new electronic Telework Application System (TAS) to track telework agreements throughout the agency, and increased familiarity of the time and attendance system (webTA), adopted in 2011, which have both led to the increased tracking and documenting of telework hours worked. These new systems, combined with increased support from senior management of telework usage throughout the agency have led to improved telework participation overall.
National Transportation Safety Board	No	
Nuclear Regulatory Commission	Data unavailable	
Nuclear Waste Technical Review Board	No	
Occupational Safety and Health Review Commission	No	new/current employees elected to telework.
Office of Government Ethics	Yes	Unable to provide a description as all employees are eligible to participate.
Office of Management and Budget (EOP)	Data unavailable	
Office of National Drug Control Policy (EOP)		
Office of Navajo and Hopi Indian Relocation	No	

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Appendix 14

Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Office of Personnel Management	Yes	The increase may be due to increase awareness, training, and unscheduled telework options.
Office of the Director of National Intelligence	No	
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	No	
Office of the United States Trade Representative (EOP)	Yes	More offices and their employees are participating in telework as a regular option.
Overseas Private Investment Corporation	Yes	Using Pay Period 20 of each reporting year (2012, 2013), the participation rate rose from 13% to 24% (26 employees to 49 employees)
Patent and Trademark Office	Yes	The increase is due to the fact that telework at the USPTO is a significant part of our business culture as well as a business strategy that helps the agency achieve its strategic goals. Many USPTO business units set annual goals for telework expansion and achieve these goals each year.
Peace Corps	Data unavailable	
Pension Benefit Guaranty Corporation	No	
Postal Regulatory Commission	Yes	Additional employees elected to telework.
Railroad Retirement Board	No	
Securities and Exchange Commission	No	
Small Business Administration	Yes	We do not have this information.
Social Security Administration	Yes	The agency has been diligently working towards implementing an agency-wide telework policy. To that end, we allowed more employees to participate in telework.
Tennessee Valley Authority	Yes	Education and awareness regarding Telework and its requirements led to increase receipt of approved telework agreements.

Agency	More than 10% increase or decrease from 2012 to 2013?	If yes, what are the reasons for this increase/decrease in telework participation?
Trade and Development Agency	No	
U.S. Commission on Civil Rights	Data unavailable	
U.S. Interagency Council on Homelessness	Data unavailable	
U.S. International Trade Commission	Yes	Great focus on increasing telework agency-wide.

Appendix 15: Barriers to Telework and Overcoming Challenges

Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Access Board	NA	NA	NA
Agency for International Development	Our main barriers are cultural, we continue to educate people	Our main barriers are cultural, we continue to educate people	Help us navigate TW with the missions, show us if there is new technology we should be considering
Appraisal Subcommittee, Federal Financial Institutions Examination Council	NA.	We are an agency of 12 persons so fully implementing telework has not been an issue.	Cannot think of anything at this time.
Central Intelligence Agency	NA	Due to security considerations, there are severe limitations on our employee's ability to take advantage of our telework program.	NA
Chemical Safety and Hazard Investigation Board	NA	NA	NA
Committee for Purchase from People Who Are Blind or Severely Disabled	Agency has no known barriers.	None	No assistance required at the present time.
Commodity Futures Trading Commission	The agency has conducted employee focus groups and analyzed data on Telework provided in the EVS survey. The agency is currently in the process of updating its telework policy.	Lack of desire to telework, lack of management support for telework, unpredictable nature of assignments/schedule, technology and infrastructure barriers	

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Consumer Financial Protection Bureau	Due to the start-up nature of the CFPB work environment, the past three years have required an all-hands-on-deck approach. As the organization continues to mature, the Bureau anticipates continued increase in telework participation, as workloads even out and roles solidify.	NA	NA
Consumer Product Safety Commission	Daily use of Lync software, which is similar to Skype and available to all employees, greatly assists workforce efforts to telework barriers and challenges.	Interdisciplinary work across functions still requires team coordination; however, this is lessened with the use of Lync software.	NA
Corporation for National and Community Service	No barriers identified	Increase network capacity	NA

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Court Services and Offender Supervision Agency	Our biggest barrier is office coverage. CSOSA's officers have court duties, field work, training, leave (sick, annual, LWOP, FMLA), CWS schedules, duty officer rotational duties, and so forth, which necessitate capping telework in many positions due to the limited number of employees in this Agency. Each office has a small number of employees that provide direct supervision of offenders and, in addition to the office coverage concerns above, have direct contact with the public. Managerial resistance is a very minor problem that is being overcome by training and conversation. These barriers are being reduced by discussions with TMO and managers.	We have discussed developing real measures to assess the effectiveness/impact of telework, but many of the measures (e.g., facilities, real-estate) are based on long-term contracts and telework is only one variable in these decisions. For example, some managers have discussed moving to a 4-day-a-week telework arrangement for staff (or hoteling). Over time, this could produce significant cost-savings, but it also has unknown impacts to Agency performance. To address these challenges, we have recommended gradually increasing teleworking, piloting 4-day-a-week programs, and developing real measures (such as to the transit subsidy program outcome goal within this report).	If possible, NFC reports tailored specifically to this Telework Data Call. Also, the publication of best-practices and knowledge-sharing between Agencies. Furthermore, enabling CSOSA to sort Federal Employee Viewpoint Survey "job satisfaction" data by the responses to telework questions. This will enable CSOSA to track job satisfaction's correlation to telework participation (as recommended in this Data Call and included as one of CSOSA's outcome goals) without asking employees to complete additional surveys.
Defense Nuclear Facilities Safety Board	There are no barriers to telework at the agency.	We need to update our telework policy to incorporate emergency telework and to include new rules/procedures resulting from expansion of program later this year.	NA
Denali Commission	NA	NA	NA

Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Department of Agriculture	<p>USDA has opened a number of employee communication vehicles which enable interactive feedback and allow employees to have a voice when it comes to identifying barriers and challenges with regards to Telework implementation. When situations are brought to light, our TMO works to address the areas of concern directly with Agency leadership, without retribution.</p>	<p>IT infrastructure and secure remote access: USDA does not have the IT equipment or collaboration tools available for all employees who are eligible and wish to Telework. Not all Agencies authorize use of non-government furnished equipment to work offsite. Access to IT tools that enable employees to remote access into their desktops is a recurring challenge across the Department.</p> <p>Telework Skill Levels and Employee Discomfort: Many employees simply do not wish to Telework for various reasons. Others do not have the equipment they need or the skills to effectively use the collaboration tools to get the work done away from the traditional office.</p> <p>Budgetary Limitations: Financial and budgetary restrictions makes it nearly impossible to identify the ability to purchase the necessary equipment needed to support Telework consistently across the Department</p>	NA

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
		<p>We continue to struggle without an automated mechanism for managing the Telework program across the Department as well and for reporting. We currently utilize the time and attendance data combined with manual data requests each month regarding eligibility and numbers of Telework agreements approved.</p> <p>Manager resistance is still a concern at some Agencies within USDA. However, there is an apparent, although slight, improvement in this area.</p>	
Department of Commerce	We have not identified any potential barriers. Based on the FY2013 FEVS, approximately 85% of the Department's employees are satisfied with our telework policy and only 6% were dissatisfied.	The Department has fully implemented telework.	To provide clearer guidance on telework polices. To conduct focus groups of employees and managers on that guidance and best practices.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Department of Defense	Two primary barriers: (1) Cultural Barriers. Many managers are still not comfortable managing employees remotely. Training on the benefits of telework as a business and employee retention tool is being offered. (2) Agencies requiring access to classified material. These agencies are allowing telework to employees for tasks that do not involve classified material.	Assist with creating a true telework payroll data tracking tool that allows the end user to create multiple reports, especially those required for the Telework Data Call; Provide guidance on how other agencies are able to minimize risk associated with the handling of classified information while performing telework. Recommend future OPM Operating Status guidance revisions be issued in advance of winter season; funding for government furnished equipment.	Recommend future OPM Operating Status guidance revisions be issued in advance of winter season; Offering agencies the opportunity to have an OPM or GSA official available to discuss the benefits of telework with agency senior leadership; A marketing plan established to assist agencies in promoting telework; Continue providing online training.

Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Department of Education	<p>While telework has become an acceptable work status and most managers are open to telework agreements. We have experienced a general management resistance to frequent telework. We are undergoing a benchmarking and Return on Investment effort to deal with the resistance that we've encountered. We are also facing a difficulties from a records management and IT capacity standpoint. We are also working with our Information Technology Office to deploy more/better technology to accommodate a mobile workforce, such as laptops and online meeting tools.</p>	<p>We are working toward fully automating telework agreements to better track and manage schedules.</p>	<p>Offer federal-wide agreement tracking systems that can be purchased by agencies. Offer/market federal-wide low solutions to help Agencies track telework metrics, such as cost savings and increased productivity. Hold more cross-agency benchmarking working groups to share solutions and best practices to full telework and hoteling implementation.</p>
Department of Energy	<p>Barriers are usually identified from employee complaints/grievances or discussion with union officials, which are addressed on a case-by-case basis or through CBA negotiations, respectively</p>	<p>Our largest group of ineligible employees (775) are the BPA wage grade employees due to previous bargaining provisions; this may get changed during future negotiations since the wage grade employees at other Power Administrations are eligible</p>	<p>Issue updated telework guidance and update the barriers that have been identified for closure procedures</p>

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Department of Health and Human Services	Through various Agency activities such as forums, telework Q&A brown bag and training sessions the Department has outlined potential barriers and identified the groups within the Department that could benefit from additional education and training.	The Department has identified manager resistance as the most significant challenge to full implementation.	Continue to provide training and host forum sessions where best practices are shared and highlighted.
Department of Homeland Security	Some components conduct surveys of employees, during labor-management forums, and receiving feedback from regional program coordinators.	Technology is not always available or effective. Management support is inconsistent.	Provide leadership training and technology solutions.
Department of Housing and Urban Development	HUD eliminated barriers to log-in time for accessing HUD's website/portals by having a theoretical maximum number of users is 5000 for the SSL VPN and 690 for Citrix (HUDmobile.hud.gov).	HUD is not facing any challenges with implementing the telework program.	At this time, no assistance is needed because we are securing an electronic platform whereby we can house all data pertaining to telework in FY2014.
Department of the Interior			
Department of Justice	We have identified barriers through surveys, telework coordinators, and town hall meetings. We have revamped the training to overcome these barriers.	IT costs and security policies. Finding solutions to make ineligible positions eligible for telework.	Work with agencies to give payroll providers assistance in how to collect data more efficiently and effectively.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Department of Labor	Managers and employees identify barriers during on-site training classes and a DOL employee suggestion box. This feedback is analyzed and used to help plan next steps for program improvement.	IT limitations continue to constrain the use of telework in some subagencies.	OPM can continue to promote telework as a business strategy and ensure broad OPM policy supports the telework practices being recommended for adoption in federal agencies.
Department of State	The need to access classified material is a permanent, significant barrier. Cultural resistance continues to present challenges. Senior leadership plans to continue supporting telework and we will continue to educate managers and supervisors on how to effectively manage a remote workforce.	Requirement to work in a classified environment. The provision of services to the public that require employees to be physically present in the office.	Provide free supervisory training course for managers (other than online), and continue to identify and share best practices across agencies.
Department of Transportation	DOT has been moderately successful in implementing telework. We are still faced with some of the most classical barriers to telework, including: IT security and funding issues; management resistance; and organizational cultural challenges. To mitigate some of these issues DOT continues to provide training for employees and managers, marketing for telework via intranet, all hands meetings, memoranda to employees; continued to include a performance standard in career and non-career SES	DOT has been moderately successful in implementing telework. We are still faced with some of the most classical barriers to telework, including: IT security and funding issues; management resistance; and organizational cultural challenges. To mitigate some of these issues DOT continues to provide training for employees and managers, marketing for telework via intranet, all hands meetings, memoranda to employees;	Continue to provide consistent and timely guidance, policy support, and insight into what the future may be for Federal telework programs.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
	performance plans in support of telework; and DOT expects to procure emerging IT solutions that provide for better data security.	continued to include a performance standard in career and non-career SES performance plans in support of telework; and DOT expects to procure emerging IT solutions that provide for better data security.	
Department of Treasury	<p>Barrier: Lack of manager support including negative attitudes or perceptions, and or understanding of the benefits of telework. An aversion to expanding from conservative, to more liberal telework opportunities for employees. Ensuring that managers are accountable for promoting telework and adhering to telework rules.</p> <p>Plan:</p> <p>1) outreach and education that dispels myths about telework, and provides practical tools to support managers in allowing additional telework</p> <p>2) develop guidance to help further clarify the Telework Program Policy and create events to address questions managers/supervisors or employees may have pertaining to the Telework Program;</p> <p>3) add telework specific controls to for Federal Managers' Financial Integrity Act (FMFIA) or other appropriate control mechanism</p>	<p>IT technology limitations including budget and operational support for teleworkers.</p> <p>Lacking the IT infrastructure (network, servers, software) to support the maximum growth of telework.</p> <p>Gap in the Telework Enhancement Act language. Savings generated due to telework being in place (e.g., lease savings) are not redirected back to support the growth of the telework program.</p> <p>Do we have the resources to support the endorsement of a Full Time TW Program?</p> <p>Information and cyber-security challenges associated with extremely sensitive PII of private citizens</p>	<p>1)Gap in the Telework Enhancement Act language. Savings generated due to telework being in place (e.g., lease savings, transit subsidy savings, utility savings) are not redirected back to support the growth of the telework program.</p> <p>2) Continue to provide helpful information and tips on your website as well as the telework town hall meetings.</p> <p>Provide additional training opportunities and resources (tips sheets, success story examples, etc.) for managers and supervisors who manage teleworkers on the benefits of telework. It would also be helpful to see case study examples featuring other agencies who have successfully tied performance management and COOP outcomes and improvements together with telework goals and metrics.</p> <p>3)Address legacy policy that permits employees who are on leave away from an area affected by an office closure, to collect admin leave.</p>

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
			<p>4) Capturing cost related savings due to telework- crosses many functional lines. While OPM is interested in these figures, our partner program areas have no requirement to report up the chain and therefore the questions never get asked and the dollars are not captured. For example-real estate savings which are enabled by telework being in place, are not captured in the facilities/real estate reports. No one at a higher level is asking. Because it is not being required to be tracked, telework program leads do not have a way to extract that data. Recommend that for every question that goes outside of the reasonable purview of the Telework Program, a consideration be made to ensure that the numbers can be made available from other program areas.</p>

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Department of Veterans Affairs	VA has identified that cultural barriers exist from a recent supervisory survey. The results of the survey indicated that supervisors do not allow employees to telework simply because they prefer their staff be available at the worksite. To overcome the existing barriers, employees occupying positions that are suitable for telework and are eligible to telework to the maximum extent that employee performance and VA operations are not diminished.	Ongoing challenges involve reluctance from managers to supervise employees they cannot see. We recently gauged all supervisors through an Employee Viewpoint Survey designed for supervisors that produced measurable results and identified barriers and challenges that precludes VA telework numbers to reach or exceed established goals. We believe that supervisors will soon come on board and allow their employees to telework.	Generally, we rely on OPM guidance that is readily available on their website. OPM has been very responsive to VA when called upon for assistance. We are partnering with GSA for assistance with a viable software application to allow for telework sharing through reservation application that GSA has deemed a success.
Election Assistance Commission	Teleworking employees were not unable to remotely access our shared provider's financial reports/procurement system. EAC's CIO and the shared provider's technical group worked together to resolve this issue.	NA	NA
Environmental Protection Agency	Managers and supervisors have been uncomfortable with telework. The agency's Successful Leaders Program addresses telework benefits.	Not all individuals desire to telework or have a productive environment to work from.	EPA is interesting in working with OPM to improve our program.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Equal Employment Opportunity Commission	Promoting participation in National Telework week along with training for all employees, including managers.	Some positions are not suitable for teleworking.	Not necessary at this time.
Office of Science and Technology Policy (EOP)	The barrier that we face is tracking telework. Our time keeping system will now track telework which is a good thing. The barrier would be to have employees code their time card correctly for telework when most employees do not do their time. The timekeeper does not know when staff teleworks.	At the end of September 30, 2013, OSTP had 34 employees. Out of 34 employees 14 are politicals who work very long hours and choose not to telework. We currently have 3 consultants who choose to be in the office. Our primary teleworkers are the career staff. Also, we have a high turnover due to our political workforce. OSTP would like to fully implement but based on our employee uniqueness I do not think it will be possible. This is one reason we do not set goals.	I do not think OSTP needs any assistance. We have a very good telework policy in place and for those who want to take advantage of it, is able to do so.
Export-Import Bank of the United States	NA	NA	NA
Farm Credit Administration	None identified. It is necessary for some FCA staff to be on-site for support services.		No assistance currently needed.
Farm Credit System Insurance Corporation	None at this time.	Small staff and some activities that cannot be effectively accomplished from a remote site.	No suggestions at this time.
Federal Communications Commission	NA	We plan to further our efforts to promote remote access.	

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Federal Deposit Insurance Corporation			We are satisfied with the assistance that OPM has given our agency in supporting and highlighting our Telework program.
Federal Election Commission	Although our telework usage has increased, in order to accurately capture the data, all eligible employees must consistently record their telework usage in WEBTA	In order to implement policies in a more consistent fashion we need to educate our managers.	Provide government wide data and publish best practices in terms of frequency to telework
Federal Energy Regulatory Commission	NA	NA	OPM can support FERC and other agencies by clearly stating its intent for the Governmentwide implementation of telework along with hard and fast rules on teleworking during office closures.
Federal Housing Finance Agency	NA	NA	unknown at this time

Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Federal Labor Relations Authority	<p>A potential barrier is that managers determined that there are some positions within the agency where the duties do not support telework. This means that employees holding those positions are unable to participate in the telework program. The agency is proactively seeking solutions to eliminate this barrier e.g. using online or agency required training or special projects that will support the use of telework.</p>	<p>An ongoing challenge for FLRA is streamlining its process; measuring the success of the program and the data in our automated reporting system. We've since implemented webTA which is a time and attendance system. We hope to capture more accurate telework data as it relates to this report.</p>	NA

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Federal Maritime Commission		<p>Adoption of telework varies tremendously between offices and bureaus. The Commission observed large disparities between individual offices in the percentages of their employees who have signed telework agreements and have chosen to participate in the telework program.</p> <p>There is a need to work with managers who are not supportive of telework to address their concerns about office coverage, supervision of employees working remotely, productivity, etc.</p>	Continue to share policy guidance and best practices.
Federal Mediation and Conciliation Service	NA	NA	NA

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Federal Mine Safety and Health Review Commission	No specific barriers identified at this time.	The Commission's Telework Manager, Lisa M. Boyd is in the process of reviewing the Commission's overall telework policy to see where improvements can be recommended to the Chairman. Action Plan templates will be completed by the end of FY 2014. Due to other Executive Orders requiring attention, and other ongoing Commission projects, we were not able to focus on the Action Plan template for this data call. However, the information will be established	The Commission does not require assistance from OPM at this time. However, we maintain the points of contact in our file.
Federal Retirement Thrift Investment Board	None.	None.	NA.
Federal Trade Commission	Improvements in IT have been identified for implementation.	None	Continue to serve as an advocate and information resource for telework in the Federal Government.

Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
General Services Administration	<p>GSA's Mobility and Telework Policy meets the requirements of the Telework Enhancement Act of 2010 and goes well beyond those requirements, continuing GSA's role as a leader in government implementation of telework and allowing the agency to maximize its benefit from mobility. That policy was implemented early in FY12. Since then, we have implemented supplementary policy which specifically addresses full time telework and satellite (work from a GSA site other than the "regular" worksite of the organization) work arrangements, to ensure consistency and robust analysis in the implementation of such arrangements. GSA senior leaders see work as "what we do, not where we are." Leadership recognizes telework as a strategic tool for GSA, supporting the agency's sustainability efforts and Zero Environmental Footprint (ZEF) goal, enhancing individual performance and productivity and the agency's ability to respond to emergencies and disruptions, and supporting employees as they balance work and personal responsibilities. Recognizing mobility as an overarching term describing the ability of employees to perform work</p>	NA	NA

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
	<p>both within and outside the agency worksite, GSA's Mobility and Telework Policy addresses a range of work modes, including alternative officing, conference attendance, mobile work, satellite work, telework, virtual and distributed work, training, emergency situations, and travel. We have developed and implemented training for all employees as well as training geared specifically to managers; explored a wide range of collaboration and other tools; and developed "dashboards" that make telework participation data easily available. Our aggressive approach to IT, including ongoing communication regarding available support , self-help, and collaboration tools, support the accomplishment of work electronically. These tools, and agency leadership support of telework on a day-to-day basis, during Telework Week, and as a tool to continue work in disruptive/emergency situations, help the agency to deal with barriers such as unfamiliarity with telework, or hesitation to participate.</p>		

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Institute of Museum and Library Services	We have experienced some issues with network connectivity from the users end, and network routing issues at our location. We are currently working with users through network issues as they arise, and analyzing our network architecture to best fit traffic demands.	None	NA
International Boundary and Water Commission	NA	Currently updating existing telework directive.	NA
International Broadcasting Bureau	None	None	Continue to provide Web-based telework training posted on OPM's telework website
Japan-United States Friendship Commission	NA	NA	NA
Marine Mammal Commission	NA	The staff is small so there is a need for a certain number of employees to be here in the office.	NA
Merit Systems Protection Board	Some managers are still not comfortable approving telework agreements for some job series due to their feelings that the positions are not suitable while others allow some in the same series to telework.	Efforts continue to try and overcome the barriers in supervisors and managers mindset to make them more comfortable with the idea of telework for their eligible employees to work away from the primary worksite.	We are not requesting any assistance at this time.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Millennium Challenge Corporation	<p>While telework participation and approvals have increased, EVS comments, exit surveys, and employee complaints to HR indicate there is still a significant amount of supervisor reluctance to approve regular telework schedules. The agency will continue to market and promote the value and benefits of telework to supervisors as a resource tool for increased productivity and employee morale. Senior leadership support will be demonstrated through the approval of a revised MCC Flexible Work Policy during FY14 to include increasing telework days from 2 to 10 days per biweekly period.</p>	<p>Full buy-in and management resistance; inconsistency</p>	<p>Provide agencies with a universal tracking tool for capturing telework and AWS data that is linked to a master OPM data repository system; provide best practices data for successfully implementing telework in small agencies; and provide guidance and best practices for successfully implementing telework for agencies with staff overseas.</p>

Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
National Aeronautics and Space Administration	<p>Although we have made significant strides in increasing telework across NASA, anecdotal evidence indicates that there is still a need to address perceptions and attitudes regarding telework. NASA is increasing emphasis on the use of virtual capabilities to enhance the telework experience such as Adobe Connect, Microsoft Lync, Vidyo, etc. These capabilities enable employees to meet and see each other as though they were in the office. We believe this will further address perceptions and attitudes of telework and teleworkers.</p>	<p>We encourage employees and managers to seek ways that enables employees the ability to telework, even when a position normally would not be considered eligible for telework. This includes reviewing the duties of the position and determining duties that may be performed offsite such as completing reports, participating in online training, etc.</p>	

Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
National Archives and Records Administration	<p>We used the Federal Employee Viewpoint Survey results to identify any barriers that might prevent employees from teleworking. The following have been identified:</p> <ol style="list-style-type: none"> 1. Do Not Telework, Must Be Physically Present 2. Don Not Telework, Technical Issues 3. Not Allowed to Telework 4. Choose Not to Telework <p>Due to the types of mission critical jobs (Archivists, Archives Specialists, and Archives Technicians) at NARA, it will be hard to achieve 100% telework when employees must interact face-to-face with customers and on a daily basis directly handling secure material.</p>	<p>Obtaining management buy in continues to be a challenge when allowing employees to telework on a situational basis when special projects, training, etc... can be accomplished by teleworking.</p>	NA

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
National Capital Planning Commission	Potential barriers to higher participation in telework may be due to limited or unsafe work space or equipment (i.e. internet) to perform telework from home, limited staff/office coverage, scope of work projects, and or general lack of interest in telework.	Limited staff/office coverage and general lack of interest continues to be a challenge.	This remains under consideration.
National Council on Disability	We have not identified any barriers, other than the need for collaboration tools, which we are implementing.	We have, currently, the maximal implementation of telework among full time staff.	NA
National Credit Union Administration	No barriers identified at this time.	No challenges identified at this time.	No assistance needed at this time.
National Endowment for the Arts	NA	NA	NA
National Endowment for the Humanities	Managers are hesitant to allow personnel to telework if their jobs cannot be handled remotely.	Managers are hesitant to allow personnel to telework if their jobs cannot be handled remotely.	Utilize GSA to learn of their best practices concerning telework.
National Labor Relations Board	No record of potential plans	We are currently implementing a tracking application in order to maintain accuracy in telework count.	To continue efforts to assist in providing direction, guidance and training in order communicate to employees and managers.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
National Science Foundation	Barriers have been identified through Q&A sessions during agency wide telework town halls announcing new telework policy and implementation plans, as well as through feedback received from supervisors and employees.	While NSF has a robust IT support system, challenges remain in keeping up with the latest virtual technologies that support a seamless telework experience.	By continuing to share information on their website and providing opportunities for agencies to share best practices and to learn from each other.
National Transportation Safety Board	NA	NA	Assist in providing/developing a tool to track situational/intermittent telework usage
Nuclear Regulatory Commission	Barriers are identified by collecting information from employees and managers through one on one and group sessions. Barriers identified are handled on a case by case basis to resolve. When a resolution is approved it is broadly applied.	None	Continue to have staff on hand to answer questions.
Nuclear Waste Technical Review Board	No potential barriers have been identified.	The agency has not encountered any ongoing challenges in achieving full implementation of telework.	No assistance is needed at this time.
Occupational Safety and Health Review Commission	None	We are a very small agency so sometimes office coverage can be challenge when people telework.	

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Office of Government Ethics	The TMO will address the barriers with executives and supervisors. The TMO will have to develop a plan to determine how many routine telework agreements are denied.	Although all employees are eligible to telework, employees have expressed concern that situational telework is preferred over routine telework. The former TMO made significant progress to change the negative perception by most of the supervisors who believed they had to 'see' their employees.	Our current Director is very supportive of work and family programs and encourages employees to participate in the AWS offered by the Agency. Maybe in the future, OPM/GSA can share best practices
Office of Management and Budget (EOP)	Telework is challenged due to the nature of our work. We are often called at a moment's notice to deal with senior officials including White House staff.	Telework is challenged due to the nature of our work. We are often called at a moment's notice to deal with senior officials including White House staff.	NA
Office of National Drug Control Policy (EOP)			
Office of Navajo and Hopi Indian Relocation	Potential barriers to telework are agency operational activities which require direct contact with agency clients as well as on site activities that cannot be handled remotely or at an alternative location. There are no easy solutions for overcoming these barriers.	Expeditious handing of client cases requires direct contact with clients and on site activities which are in accordance with the agency mission.	Not applicable.
Office of Personnel Management			
Office of the Director of National Intelligence	Not applicable	Not applicable	Not applicable

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	There are currently no barriers for the use of telework in this agency.	There are no ongoing challenges for full implementation of telework.	The OFC has a full grasp of the program and the purpose of the program. We do not need any assistance at this time.
Office of the United States Trade Representative (EOP)	Through an internal employee survey, employees identified improvements for our telework program.	Continuing to educate and promote telework will achieve our goal for increasing telework usage.	No assistance is necessary.
Overseas Private Investment Corporation	NA	NA	NA
Patent and Trademark Office	No barriers identified at this time.	There are no ongoing challenges.	No assistance is needed at this time.
Peace Corps	The Peace Corps Human Resource Office will continue to work with supervisors to promote the benefits of telework to increase the number of employees who telework.	The Peace Corps does not have the technology to accurately measure the number of hours employees telework. We will continue to identify supervisors that require additional training to effectively monitor employee performance while teleworking.	
Pension Benefit Guaranty Corporation	We are not experiencing any major barriers at this time.	Ability to print documents while teleworking.	NA
Postal Regulatory Commission	The Commission recognizes that as a micro-agency, we will eventually reach our limit of employees wanting to telework.	We have fully implemented the telework program.	The Commission has found the trainings and webinars offered by OPM to be invaluable in aiding the Commission in our mission to continually improve the success of our flexible work programs offered to our employees.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Railroad Retirement Board	NA	NA	NA
Securities and Exchange Commission	In FY13 in preparation for the implementation of WorkSmart telework, a need for telework training for supervisors/managers was identified. It was identified as a need because the WorkSmart telework program that was implemented in FY14 allowed more employees to telework three, four and five days per week. Training was developed and conducted in November/December 2013. The training was requirement for all supervisors/managers.	The SEC has fully implemented telework.	<p>1) Continue to provide training on cost savings goal setting, what data sources exist, and the metrics/formulas that are used to evaluate the accomplishment of the goal.</p> <p>2) Based on the information collected through this data call, compile a resource document that contains best practices and metrics (including the formula for cost savings metrics) that are being used at other agencies.</p> <p>3) Rather than relying solely on the MAX Community of Practice tool for information sharing amongst agencies, proactively facilitate the partnering and sharing of cost savings metrics and tools used at agency's who are successful with those agencies that are struggling to set cost savings goals and establish the metrics/formulas to measure the goals.</p>
Small Business Administration	Through the annual Telework Data Call and SBA's internal appeal process, we have identified the critical need to better track telework participation and applicable agreements more accurately.	Due to inclement weather and options for unscheduled telework this past fall, SBA has identified we need a server to support connectivity for all eligible teleworkers. Users need unlimited access, despite increased telework participation or high system usage.	OPM and GSA can assist SBA through continued efforts to share telework best practices and training opportunities.

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Agency	Describe how you identified potential barriers and any plans your agency has for overcoming them	Describe any ongoing challenges your agency faces in achieving full implementation of telework	How can OPM or GSA Assist Your Agency?
Social Security Administration	We are concerned about PII issues and are always looking for ways to secure our systems and technology.	We must provide VPN access for employees who work with PII. We are piloting a telework project for those employees who have direct public contact and deal with PII on a daily basis.	NA
Tennessee Valley Authority	Managers do not fully use telework as an alternate work schedule. Training and TVA-wide communications are essential to addressing this barrier.	Managers do not fully use telework as an alternate work schedule. Training and TVA-wide communications are essential to addressing this barrier.	Continue to provide telework success stories about other federal agencies
Trade and Development Agency	NA	NA	NA
U.S. Commission on Civil Rights			
U.S. Interagency Council on Homelessness	NA	NA	NA
U.S. International Trade Commission	Paper business processes reduce the ability of some employees to telework	Technology and IT infrastructure are still not sufficient	

Appendix 16: Agency Management Efforts to Promote Telework

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Access Board	NA
Agency for International Development	Specific in person training, management consultation, creation of a new Telework system, telework conversation facilitation, policy amendments, support of more remote TW situations.
Appraisal Subcommittee, Federal Financial Institutions Examination Council	We reviewed employee position descriptions and determined which employees would be eligible to telecommute 1-2 days per week. One employee had telework increased from 1 to 2 days per week in FY13 and one employee was eligible to work from home 1 day per week.
Central Intelligence Agency	The Agency's TMO notified the workforce of the Telework Enhancement Act (TEA) in 2011 and our regulation is being updated to include the TEA requirements. Because telework agreements are maintained at the office/department level, each office is responsible for maintaining and evaluating agreements to ensure compliance with the TEA.
Chemical Safety and Hazard Investigation Board	NA, already implemented
Committee for Purchase from People Who Are Blind or Severely Disabled	Telework is promoted from the Executive Director down to the Directors. All agency personnel have telework agreements in place if their position is telework eligible
Commodity Futures Trading Commission	Leadership has encouraged a policy change increasing the maximum number of telework days each pay period to 4 in order to attract greater participation by employees. There is also an effort to amend our policy to require telework on days of federal office closures for those employees that are telework ready.
Consumer Financial Protection Bureau	Agency leadership, the TMO and the CHCO supported the expansion and use of telework as part of negotiations with the union representing bargaining unit employees around space usage in the temporary headquarters building that CFPB is moving to in mid-2014. Management proposed the expansion of telework as a negotiation topic during the first round of term negotiations with the union, which started in early 2014. Agency leadership routinely urges managers to ensure that employees are aware of telework as an option.

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Consumer Product Safety Commission	Agency leadership promotes telework through a variety of communication vehicles, including the HR Newsletter and agency-wide emails, as well as senior management meetings. Agency leadership budgets for equipment and operations, including investment in Lync software for entire agency.
Corporation for National and Community Service	Considering making it part of on-going management training
Court Services and Offender Supervision Agency	Executive Staff encourages the use of pilot programs to promote the increased use of telework. The TMO follows the results of these pilots.
Defense Nuclear Facilities Safety Board	Prior to the Telework Enhancement Act, Board management authorized a pilot of regular and situational telework. This was a significant expansion of the Board's telework program at the time. Due to the success of the pilot, in 2012, senior management allowed permanent implementation of routine and situational telework. As a result, employee positive responses to telework questions on the 2012 and 2013 FEVS increased significantly. This in turn led management to approve a further expansion of the Board's telework program, in particular increasing the frequency of routine telework. Management notified the staff of each telework milestone at all staff gatherings. In addition, management authorized the creation of a unique webpage on the agency intranet dedicated solely to the Board's telework program. Finally, management will make funds available to improve the quality of employee and supervisor telework training in FY 2015.
Denali Commission	NA

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Department of Agriculture	<p>USDA leadership established a Cultural Transformation Action Plan that includes very aggressive goals for Telework Participation for all employees. Developed a strategic partnership with the OCIO Innovative and Emerging Technologies team to implement and promote USDA's mobility strategy in support of Telework. Published an IT and Telework Technical Guide for Teleworkers- designed to clarify the options and processes available to USDA employees in the areas of remote and mobile access, collaboration tools, as well as the procurement strategy from OMB. Continues to define Telework time and attendance guidance for coding and tracking telework participation- to enhance universal method for capturing and reporting employee telework participation based on T&A data and not just approved agreements. Continues to monitor and make revisions on Agency goals based on the Telework Monthly Reporting Metric tool that self-calculates the percentage of eligible Teleworkers and the levels of approvals and participation. Recertifies employee eligibility annually in alignment with the Telework Enhancement Act requirements and to gauge Agency progress in promoting Telework. Collaborated with the Virtual University and the AgLearn team to effectively develop new, interactive Telework training for supervisors, managers and the general workforce and partnered with external customers to find new and innovative ways to provide national training venues. Implemented Telework Focus Groups to establish best practices in sharing Telework Information and a one-stop-shop for housing documents. Implemented, monitors and maintains an 'Open to All' Telework mailbox and internal sharing portal where employees can opening sharing resources, confidentially share concerns, collaborate on projects, and develop best practices for a 'One USDA' in response to Telework issues. Established a work group to identify and provide policy on ways employees can use their own mobile devices for Telework (i.e. cell phones, tablets, etc.) while maintaining security and accessing the networks.</p>
Department of Commerce	<p>Agency management is working closely with the Department's Labor-Management Relations Forum in developing a revised Department-wide Telework Policy.</p>
Department of Defense	<p>Employee eligibility reviewed/updated on a quarterly basis to ensure data management. Agency support of annual Telework Week.</p>

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Department of Education	ED's CHCO and Human Capital Office are working with all levels of management and the union to adopt and promote greater use of telework. This year, we began planning for a major initiative to improve the workplace at the Department of Education (ED) by building greater employee performance and productivity through innovative space designs and technology enhancements, while reducing the agency's space footprint and associated out-year costs. This initiative includes working extensively with our subagencies to evaluate their positions to determine the frequency at which these positions were able to telework. We offered training to subagency representatives to train other staff members. We began linking telework goals to space reduction goals and emphasizing the need for a cultural shift in our telework usage. We analyze usage and trend reports with agency leadership and provided feedback to help increase telework usage. ED's CHCO and the Principal Deputy Assistant Secretary for Management frequently meet with senior leadership to provide status reports and to emphasize the Department's dedication to expanding our telework program. We frequently work with offices/subagencies to provide assistance and or training to effectively managing telework. We work with our union officials to identify employee concerns about telework, and address those concerns collaboratively. Additionally, ED promotes telework to all staff on a regular basis but specifically during telework week and special events.
Department of Energy	The TMO/CHCO reviews the reported participation against our FY goal to determine whether it had been met or exceeded and what the goal will be for the next FY. Telework issues were discussed with the HR community at great length following issuance of OPM's annual closure procedures.
Department of Health and Human Services	Management assesses the telework program through various Agency activities that take place throughout the year where employee feedback, manager concerns and Departmental impact is analyzed.
Department of Homeland Security	NA
Department of Housing and Urban Development	We participated in Telework Week this year and plan to offer it every year to heighten participation and awareness about Telework. In addition, we provide telework briefings to Program Offices and respond to any questions employees may have regarding telework. We encourage new hires to speak with their managers/supervisor concerning telework eligibility.
Department of the Interior	The Telework participation rates are released twice a month to leadership so they can track their bureau/organization.

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Department of Justice	Establish agency telework policy training through agency learning management system, communications to employees (emails, face-to-face, job announcements, websites), employee feedback, and employee viewpoint survey.
Department of Labor	Agency telework participation is reported to senior leadership on a quarterly basis, a workgroup was established to examine best practices and develop stronger telework measures for DOL, employees are encouraged to provide feedback about telework directly to the Secretary of Labor, and senior leadership has individual meetings with agencies to discuss barriers to telework and identify action plans that address the challenges.
Department of State	In the fall of 2013, Secretary Kerry made opening remarks at the National Work and Family Month Event in which he said, "We all have a stake in creating more flexible work arrangements. They can work for us." Senior management will continue to support the adoption of telework through various special telework events throughout the year such as Telework Week.
Department of Transportation	An updated telework policy was issued to further promote telework and help to move the agency in the direction of becoming telework-ready for emergency closures and dismissals.
Department of Treasury	2013 was a transition year for the TMO at Treasury. Current TMO took over in October 2013 and re-established monthly Treasury wide meetings, increased communication and best practice sharing, enhanced Treasury wide Program Management website with more resources, invited bureaus to attend educational forums (e.g., Mobile Work Exchange events). Formal program planning and evaluation did not take place in 2013. Each bureau was accountable to their own senior leadership for whatever metrics were set.
Department of Veterans Affairs	Extensive pre-decisional developed in the policy; outreach with the administrations; bargained with the unions; town halls and weekly calls with Telework POCs.

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Election Assistance Commission	When the relocation plan was designed, our TMO and CFO worked with the HR Director and Administration Director to promote the adoption of routine telework. The agency policies and forms for telework were revised to ensure that they were in compliance with the Enhanced Telework Act of 2010. Leadership searched vacant Federal office spaces to find a desirable location that offered lower rent, smaller space and was easily accessible by public transportation. Office space designs were reviewed and customized to meet our agency's needs. Data from each performance measure (recruitment and retention, productivity, job satisfaction, cost and time savings, and emergency preparedness) will be collected, analyzed and compared to data before and after routine telework for program evaluation.
Environmental Protection Agency	The agency has planned how employees and supervisors are informed and trained on telework and the agency's telework policy. Telework is implemented starting with each position and determining eligibility. Eligibility is identified on each job announcement. Employee is introduced to telework during orientation and are required to complete online telework training. Once an employee has met all conditions to be eligible they work with their supervisors to scheduled telework. Supervisors receive training through on identify eligibility and managing telework employees. The payroll system is used to track taken telework hours.
Equal Employment Opportunity Commission	NA
Office of Science and Technology Policy (EOP)	Management is a big supporter of telework in OSTP. Although we do not have a plan in place, OSTP Leadership encourages telework. Telework reduces staff absences, promotes a healthy work environment and provides job satisfaction.
Export-Import Bank of the United States	They review the telework policy and telework metrics on an annual basis to evaluate employee participation and organizational group participation. The evaluation allows HR to see what groups are focusing in the upcoming FY, and what changes to policy need to be made.
Farm Credit Administration	Information is provided to all employees via our agency daily newsletter and additional information is communicated to all in advance in the event of a pending emergency (such as inclement weather).
Farm Credit System Insurance Corporation	
Federal Communications Commission	We just completed negotiating our Basic Negotiated Agreement and revision of our telework policy to include accountability measures for both employees and supervisors.

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Federal Deposit Insurance Corporation	<p>In Fiscal Year 2013, the FDIC continued to manage the Telework Program from the top down. Our Chairman continued to stress the importance of utilizing the telework program for business continuity and work/life balance. The FDIC issued a revised telework directive that incorporated all of the requirements of the Telework Enhancement Act, as well as recommendations from OPM, our Office of Inspector General, and revisions agreed upon with NTEU. Prior to implementation, the Telework Managing Officer (TMO) briefed senior management on the revisions/enhancements to the Telework Program. The Telework Coordinator (TC) provided trainings to Division/Office Directors and their direct reports, as well as employee trainings on the revisions/enhancements. A series of global email messages were released to all employees announcing the revisions/enhancements. The messages provided additional guidance and policy interpretations. The FDIC continued to work with senior management to ensure that telework is an integral part of the COOP. To ensure consistent application across the county, we worked to standardize office closure, delay, and early dismissal messages and incorporated the requirements for telework. We also released a chart that explains the circumstances under which an employee is expected to telework in an emergency situation, i.e.. weather dismissal. The FDIC also implemented a telework agreement tracking system that allows the FDIC to track the number of approved, submitted, and denied agreements. The data can be broken down into subsets to evaluate the number of employees approved for regular and recurring telework or situational telework, the number of employees teleworking at each grade level, the number of employees teleworking in each Division/Office, and many other categories. We also implemented new telework time and attendance codes which allow the agency to track the usage and frequency of telework more efficiently. The FDIC is planning to survey managers and employees to evaluate the effectiveness of the program since implementing the revisions/enhancements to the policy. In addition to implementing the revised Telework policy, the FDIC updated the Diversity and Inclusion Strategic Plan. The Plan addresses our goals to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion. The plan details specific steps to enhance diversity and inclusion at the FDIC in many areas, including telework. In 1999, the Plan addressed telework as a way of diversifying the way our employees complete their daily assignments. Telework remains an important benefit at the FDIC, which is why it is still a component addressed in the Strategic Plan.</p>
Federal Election Commission	<p>Pursuant to the Telework Enhancement Act of 2010, the FEC has two telework policies: one for the bargaining unit members under Article 23 of the 2013 edition of the Labor Management Agreement</p>

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
	<p>(LMA) between the FEC and the National Treasury Employees Union (NTEU). Under Article 23, there are two types of telework options available. The first is Regularly Scheduled Telework which permits employees to work at an Alternative Duty Station (ADS) for a prescribed number of days during a pay period; the second is Episodic Telework which permits employees to telework on a temporary basis either for medical or work related reasons. The article also provides for two open enrollment periods each year for bargaining unit employees to request to participate. The second policy was established on June 30, 2011, for non-bargaining unit employees (including managers and supervisors). The non-bargaining unit policy provides similar flexibilities as prescribed under article 23 however unlike article 23, employees are required to recertify annually.</p> <p>With respect to implementation strategies, bargaining unit members was first afforded the opportunity to telework by way of an MOU which was executed in 2005 (further amended in 2008). The MOU established the then Flexiplace Program (“FP”). The program allowed telework flexibilities on both an episodic and routine basis. Prior to full implementation, a pilot phase was instituted which took place in 2007-2008 to allow for evaluation of the program. Finally, on 2013, the program was made permanent under Article 23 and was re-named Telework. For non-bargaining unit member, a task force was created on 2010 for the purpose of establishing a Telework policy for non-bargaining employees. The task force met on a weekly basis from 2010 – 2011. Finally, on June 30, 2011, the FEC established a telework policy for non-bargaining unit employees. Amendments to this policy were approved by the Commission on July 14, 2011.</p> <p>At present 94% of FEC employees are eligible to telework at least on an episodic basis. Reasons for ineligibility include nature of the positions (requires face to face contact or position cannot be performed remotely; or performance related issue.) The FEC requires a written telework agreement between the employee and manager to ensure that telework does not diminish employee or agency performance. All eligible employees who seek to telework must read the telework policy, complete and sign a Telework Program Application Form and Self-Certification Safety Check list form, complete all the required telework (flexiplace) training, submit their applications and a copy of certificate of completion of telework training to their supervisors for approval.</p> <p>In 2014 - 2015, we plan to establish measures to evaluate the effectiveness of the programs.</p>

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Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Federal Energy Regulatory Commission	CHCO and TMO discuss telework issues with agency senior leadership in the Human Capital Accountability Team and develop action plans or guidance as necessary.
Federal Housing Finance Agency	The agency has a written policy directly from the Telework Enhancement Act. Each manager is briefed on telework from a manager's standpoint. Each employee was asked to submit an agreement.
Federal Labor Relations Authority	The Director of Human Resources serves as the Telework Coordinator for the agency and regularly emails all FLRA employees with updates about the Telework program and eligibility. In FY2013, FLRA's LMF updated the telework policy and held an all-employee meeting to present and explain the policy to employees e.g., eligibility, participation, etc.
Federal Maritime Commission	The Commission recently reassigned the role of Telework Managing Officer from a senior executive in the Office of the Managing Director to the Chief Human Capital Officer. Having the CHCO as managing officer and program champion will allow for closer alignment between telework and the Commission's overall strategy to improve employee engagement. The availability of telework was highlighted in an agency-wide e-mail issued by the CHCO regarding workplace flexibilities available during periods of severe weather. The Telework Coordinator followed up with new supervisors to ensure that they completed required online training on how to manage teleworkers in a timely fashion.
Federal Mediation and Conciliation Service	Encouraging more employees to try teleworking.
Federal Mine Safety and Health Review Commission	The telework manager reviews telework tracking reports annually and discusses any issues during the management meeting.
Federal Retirement Thrift Investment Board	We are currently proposing an updated telework policy to better enhance our current telework program.
Federal Trade Commission	TBD
General Services Administration	Mandatory training, implemented in FY12, continues to be a focus as new employees join the agency. Organization telework coordinators have been provided regular data on training and telework agreement completion statistics and are using that to follow-up to ensure policy compliance. GSA leadership actively supported participation in telework, especially in relation to our FY13 return to agency headquarters at 1800 F Street. That move has introduced an enhanced model of hoteling, telework, and overall workplace flexibility. Communication with employees stresses the use of telework in unscheduled telework situations, and "readiness" overall.

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Institute of Museum and Library Services	In order for IMLS to successfully support its mission, maintain and improve the IMLS work environment; empower, engage and energize staff; and ensure that Staff have the skills, knowledge, and resources to carry out the all of the agency's goals, the HR Office along with the executive leadership, recognizes the need for a more robust telework program -- especially in light of the impending move. We are working on steps to increase participation in as well as ways to evaluate our program, in the hope of keeping the staff energized, with the tools they need, to serve the America public.
International Boundary and Water Commission	Several departments have employees on telework. Telework has been used to help employees when they are unable to come to work because of medical problems.
International Broadcasting Bureau	Supervisory briefings and briefing of all new employees during in-processing.
Japan-United States Friendship Commission	NA
Marine Mammal Commission	Agency management emphasizes the importance of telework by speaking with employees and telling them that telework is an option for them.
Merit Systems Protection Board	We consistently track and maintain records of all of our telework employees. We also use agency annual data calls to collect updated information.
Millennium Challenge Corporation	Benchmarked federal agencies to adopt best practices for increasing telework options for employees Approved first-time agency participation in Telework Week during FY13 and encouraged employee and supervisor participation
National Aeronautics and Space Administration	NASA has generally supported telework as an alternative work arrangement that allows employees to more effectively achieve work/life balance. NASA's Administrator sent an e-mail to all employees and supervisors in 2011, encouraging employees and supervisors to discuss further expanding the use of telework within the NASA organization. NASA uses results of the EVS, data, the OPM Telework Data call, and anecdotal evidence to measure the success of efforts to encourage the use of telework.
National Archives and Records Administration	NARA's Management aligns telework with agency strategic goals and mission, and emphasizes telework as part of COOP (Continuity of Operations Plan) events.

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
National Capital Planning Commission	<p>In planning our agency Telework Program, we adhere to our established agency Telework Program Policy which is in accordance with Sec. 359 of P.L. 106-346 and the Telework Enhancement Act of 2010 (P.L. 111-292) which provides our agency employees and managers guidance on our telework options, participation criteria such as eligibility requirements and mandatory training, basic parameters, access, performance, and impacts including benefits of telework participation. In implementing the program, participating employees/managers are required to complete OPM Telework Training with certification; the Telework Agreement including work schedule arrangements (e.g., routine, intermittent, or short-term for reasonable accommodation or medical purposes), duties/tasks to be performed, and terms & conditions (inclusive of the policy); and the Safety Certification Checklist of the alternate worksite. The Agreement and Safety Certification must be signed by the employee and authorized by 1st- and 2nd-level supervisors, Telework Managing Officer (TMO), Telework Coordinator, and the agency Safety Officer, accordingly. If any modifications to their participation are necessary, then the employee and supervisor must submit an updated agreement to the Telework Coordinator for the proper authorizations. Also, new employees are informed of the option to participate in our Telework Program and the process of approval during orientation; and can access our policy (which includes the Telework 101 Training web link) on our agency intranet. The TMO also communicates the agency's expectations of telework-ready participation in preparation of emergency federal closings (i.e. inclement weather). In evaluating our program participation, we continue to monitor and evaluate telework by using our daily Who's In email tracking system and web-based time & attendance reporting system, as well as through the annual performance evaluations. The program participation is also evaluated in alignment with our agency's mission and strategic goals.</p>
National Council on Disability	<p>We were unable to execute on these efforts in FY13; we did, however, have a very high telework participation and utilization.</p>
National Credit Union Administration	<p>See below answer to 45.1.</p>
National Endowment for the Arts	<p>Agency leadership supports education of telework benefits and provides period all-staff emails to encourage participation.</p>
National Endowment for the Humanities	<p>This agency notifies employees of their ability to telework and promotes the telework option through National Telework Week.</p>
National Labor Relations Board	<p>No record</p>

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
National Science Foundation	<p>In March 2014, NSF issued a new telework policy that aligns with the Telework Enhancement Act (TEA). With the issuance of the new policy, the NSF Director sent an agency-wide staff bulletin supporting the policy and the successful implementation of more robust telework at NSF. Union leadership is also supportive of more robust telework at NSF. NSF's Chief Human Capital Officer (CHCO) and the Division Director of Human Resource Management (HRM) sent out agency-wide guidance supporting the new telework policy, and the policy's implementation. The Chief of the Employee Relations Branch (ERB) informs new employees on day two of employment during New Employee Orientation (NEO). With the issuance of the new telework policy, we launched a communications and marketing campaign to advertise and educate staff on the policy, which included a series of comprehensive town halls on the new telework policy / program to brief workforce on policy and system changes, answer ad hoc questions, and achieve workforce buy-in. We are developing change management plans, workforce communications, and requirements documents for system changes required by the new NSF telework policy. We are also developing an NSF supervisor telework training to include a component on performance management.</p> <p>As part of our efforts to achieve a cultural transformation of increased telework, we developed and executed a 2014 NSF Telework Awareness Week focused on training and outreach efforts to raise workforce awareness of virtual technology tools available to both onsite employees and teleworkers. The event was launched through an extensive communications campaign which included posters, news articles, and a series of informational sessions scheduled throughout the week specifically training staff on various virtual technology tools available to employees at the Foundation. Each training session was accessible to onsite staff and virtually accessible teleworkers. As a result staff have gained an increased awareness of valuable technology tools-- the use of which will no doubt continue to grow as NSF supports expanded use of recurring telework and prepares for the relocation to Alexandria. In addition with the 2012 automation of the telework application tracking system, the telework program has experienced improved customer service, program efficiency, and the system facilitates tabulation of data to be used to identify trends and make data driven decisions.</p>
National Transportation Safety Board	<p>Continuation of the agency's procedure to identify positions that are eligible for telework when needed. During 2013, the agency closed 5 regional offices and the agency worked with the affected employees to help them become full-time teleworkers.</p>

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Nuclear Regulatory Commission	The NRC provides briefings to agency managers and leaders about the telework program. The NRC sponsors events to promote participation in telework. The NRC also encourages feedback and is assessing our current program for possible improvement.
Nuclear Waste Technical Review Board	The agency's management has been successful in allowing telework as an option for its employees. The program has been deemed successful as employees frequently utilize the option as the need arises.
Occupational Safety and Health Review Commission	Discussion during senior management meetings; distribution of agency policies and emails to staff.
Office of Government Ethics	The CIO presented a case for enhancing the OGE portal to support an upgrade to Windows 7 and improve security for teleworkers. In the process management approved funds sufficient to increase the number of simultaneous remote connections (from 25 to 100). Previously we had to 'reserve' telework slots to avoid exceeding the number of license connections in use.
Office of Management and Budget (EOP)	multiple discussions with upper management on the benefits of telework.
Office of National Drug Control Policy (EOP)	
Office of Navajo and Hopi Indian Relocation	Our agency has not taken action to specifically promote telework in the past year.
Office of Personnel Management	By reviewing the number of telework eligible employees and the number of these with telework agreements in place to determine trends. We also plan to continue to educate new employees.
Office of the Director of National Intelligence	NA
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	Through information and updates provided by email and during staff meetings.
Office of the United States Trade Representative (EOP)	USTR will continue to track the number of telework agreements along with the actual amount of telework usage.
Overseas Private Investment Corporation	We already have a policy in place (since 2003). However, promotion of the program will continue through the employee orientation process, newsletters, Intranet, and external agency website.

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Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Patent and Trademark Office	The USPTO continued to enhance its telework environment in FY 2013 by expanding telework opportunities (an increase of 1,191 teleworkers from FY12 to FY13) and developing skill sets specific to managing in a telework environment. The Telework Program Office, located in the office of the Chief Administrative Officer, is responsible for setting annual program goals and revisiting/reviewing these quarterly to ensure each measure/goal is on track and that telework project timelines are being met. The Telework Program Office is responsible for collecting and analyzing quarterly telework data and reporting this data to agency heads and business units. The TPO is also responsible for conducting quarterly telework coordinator meetings with agency telework points of contact to communicate quarterly telework statistics and provide previous fiscal year data analysis, discuss new pilot programs and guidelines, telework surveys, modifications to telework agreements, and address current research and or federal initiatives that may effect agency telework programs. Results from the Employee Viewpoint Survey and the annual Telework Enhancement Act Pilot Program, internal to the USPTO, also provide significant data for telework program evaluation.
Peace Corps	Peace Corps plans to update the Telework Policy and teach & encourage the use of telework.
Pension Benefit Guaranty Corporation	Endorses and supports our current policy and provides telework information to new employees.
Postal Regulatory Commission	Commission leadership ensures that telework and other flexible work programs are part of the Commission's strategic planning process and are reviewed on an annual basis.
Railroad Retirement Board	NA
Securities and Exchange Commission	
Small Business Administration	The agency continues to make efforts to increase telework awareness and adoption, by encouraging all eligible employees to have, at a minimum, ad-hoc agreement in place. Since the last telework data call, the agency has issued a revised telework policy and is still in the process of implementing an online telework verification system to better track and report on the agency's telework participation.
Social Security Administration	Our current program is governed by negotiated Memoranda of Understanding and agreements with the appropriate unions. The majority of our employees are in direct service positions that involve public contact and therefore are not eligible to telework. However, the agency's Telework Oversight Committee is actively working through labor obligations, technology issues, and protection of all U.S. citizens' PII to expand our telework program.

Agency	Consider fiscal year 2013. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) <u>plans, implements, and evaluates</u> your program to promote the adoption of telework in your agency.
Tennessee Valley Authority	Telework is approved for employees on a case-by-case basis and for emergency situations like (COOP).
Trade and Development Agency	Agency management considers and evaluates all requests in relation to current policies and promotes telework for all employees.
U.S. Commission on Civil Rights	Telework has been adopted in the agency. Management is forming an executive team to evaluate this and other programs.
U.S. Interagency Council on Homelessness	Promoted telework during on-boarding; supervisors encourage in specific instances, outside of the normal agreement.
U.S. International Trade Commission	No major initiatives were undertaken in FY2013.

Appendix 17: OPM's Assessments of Agencies' Progress towards Meeting Fiscal Year 2013

Participation Goals The following tables show agencies' stated participation goals, agency self-assessments of whether they met their fiscal year 2013 goal, and an assessment by OPM of whether agencies met their goals according to reported participation data. In some cases, OPM provided a brief explanation of its assessment.

OPM's assessment of agency's participation goal progress, with the following assessment categories shown:

- Yes, met: OPM's independent assessment showed the established FY 2013 participation goal was met
- No, not met: OPM's independent assessment showed the agency did not meet its established numeric participation goal for FY 2013
- No goal was provided for 2013: the agency participated in the 2012 Data Call but was unable or elected not to provide a FY 2013 participation goal
- Agency did not participate in 2013 Data Call
- Unable to independently verify: OPM was unable to independently verify either because the agency did not set a numeric goal or the method for assessment was unclear.

Agency	Agency's reported assessment	Agency's reported goal from the 2012 Data Call	OPM's assessment
Access Board	(no goal)	none	No goal provided for 2013
Agency for International Development	Yes, met	10%	Yes, met
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	Yes, met	4, 100%	Yes, met
Appraisal Subcommittee, Federal Financial Institutions Examination Council	(no goal)	none	No goal provided for 2013
Central Intelligence Agency	(no goal)	none	No goal provided for 2013
Chemical Safety and Hazard Investigation Board	Yes, met	100%	Yes, met
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes, met	94%	Yes, met
Commodity Futures Trading Commission	No, did not meet	37%	No, not met
Consumer Financial	Yes, met	41.70%	Yes, met

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Agency	Agency's reported assessment	Agency's reported goal from the 2012 Data Call	OPM's assessment
Protection Bureau			
Consumer Product Safety Commission	Yes, met	5%	Yes, met
Corporation for National and Community Service	(no goal)	none	No goal provided for 2013
Court Services and Offender Supervision Agency	Yes, met	595 employees	Yes, met
Defense Nuclear Facilities Safety Board	Yes, met	60%	Yes, met
Denali Commission	(Not listed)	none	Agency did not participate in 2013 Data Call
Department of Agriculture	No, did not meet	55%	No, not met
Department of Commerce	Yes, met	5%	Yes, met
Department of Defense	Yes, met	2% increase over 2012 participation rate	Yes, met
Department of Education	Yes, met	3300 employees teleworking at least once during FY2013; 81% of eligible employees teleworking at least once during 2013	Yes, met
Department of Energy	Yes, met	28%	Yes, met
Department of Health and Human Services	Yes, met	16% of total employee population teleworking at least 4 days per week	Yes, met
Department of Homeland Security	Yes, met	15%	Yes, met
Department of Housing and Urban Development	No, did not meet	5% increase over current number of teleworkers	No, not met
Department of the Interior	Yes, met	11.90%	Yes, met
Department of Justice	Yes, met	5-10% goal	Yes, met
Department of Labor	Yes, met	30%	Yes, met
Department of State	No, did not meet	30%	No, not met
Department of Transportation	(no goal)	none	No goal provided for 2013
Department of Treasury	Yes, met	7.6% increase from FY2012 levels	Yes, met
Department of Veterans Affairs	No, did not meet	16,636 employees	No, not met
Election Assistance Commission	(no goal)	none	No goal provided for 2013
Environmental Protection Agency	Yes, met	Increase telework participation by 5%	Yes, met

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Agency	Agency's reported assessment	Agency's reported goal from the 2012 Data Call	OPM's assessment
Equal Employment Opportunity Commission	No, did not meet	54%	No, not met
Export-Import Bank of the United States	Yes, met	135 employees; 42%	Yes, met
Farm Credit Administration	Yes, met	60%	Yes, met
Farm Credit System Insurance Corporation	(no goal)	none	No goal provided for 2013
Federal Communications Commission	Yes, met	62%	Yes, met
Federal Deposit Insurance Corporation	Yes, met	35%	Yes, met
Federal Election Commission	Yes, met	Increase usage rate by 10% for employees who use unscheduled telework during emergencies and severe weather conditions	Unable to independently verify
Federal Energy Regulatory Commission	No, did not meet	Increase Telework participation by requiring Telework-ready employees who are not required to Telework when the FERC HQ bldg. is closed. Change will be made through individual agreements and/or negotiation of the Telework article with the Union.	Unable to independently verify
Federal Housing Finance Agency	(no goal)	none	No goal provided for 2013
Federal Labor Relations Authority	No, did not meet	FLRA increased the percentage of teleworkers in FY 2012 and will do the same in FY 2013, but a specific goal number is not set.	No goal provided for 2013
Federal Maritime Commission	(no goal)	none	No goal provided for 2013
Federal Mediation and Conciliation Service	Yes, met	5%	Yes, met
Federal Mine Safety and Health Review Commission	(no goal)	none	No goal provided for 2013
Federal Retirement Thrift Investment Board	(no goal)	none	No goal provided for 2013
Federal Trade Commission	Yes, met	15%	Yes, met
General Services Administration	(no goal)	none	No goal provided for 2013

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Agency	Agency's reported assessment	Agency's reported goal from the 2012 Data Call	OPM's assessment
Institute of Museum and Library Services	(no goal)	none	No goal provided for 2013
Inter-American Foundation	(Not listed)	none	Agency did not participate in 2013 Data Call
International Boundary and Water Commission	Yes, met	10 employees	Yes, met
International Broadcasting Bureau	Yes, met	100% of eligible employees	Yes, met
Japan-United States Friendship Commission	(Not listed)	none	Agency did not participate in 2013 Data Call
Marine Mammal Commission	Yes, met	4 employees	Yes, met
Merit Systems Protection Board	(no goal)	none	No goal provided for 2013
Millennium Challenge Corporation	Yes, met	10%	Yes, met
National Aeronautics and Space Administration	Yes, met	17%	Yes, met
National Archives and Records Administration	Yes, met	30%	Yes, met
National Capital Planning Commission	No, did not meet	95%	No, not met
National Council on Disability	No, did not meet	10 employees, 100%	No, not met
National Credit Union Administration	Yes, met	255 employees	Yes, met
National Endowment for the Arts	Yes, met	50%	Yes, met
National Endowment for the Humanities	Yes, met	45%	Yes, met
National Indian Gaming Commission	(Not listed)	none	Agency did not participate in 2013 Data Call
National Labor Relations Board	(no goal)	none	No goal provided for 2013
National Mediation Board	(no goal)	none	No goal provided for 2013
National Science Foundation	No, did not meet	84%	No, not met
National Transportation Safety Board	Yes, met	90%	Yes, met
Nuclear Regulatory	Yes, met	2013 employees, 51%	Yes, met

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Agency	Agency's reported assessment	Agency's reported goal from the 2012 Data Call	OPM's assessment
Commission			
Nuclear Waste Technical Review Board	(no goal)	none	No goal provided for 2013
Occupational Safety and Health Review Commission	No, did not meet	none	No goal provided for 2013
Office of Government Ethics	(no goal)	none	No goal provided for 2013
Office of Navajo and Hopi Indian Relocation	(no goal)	none	No goal provided for 2013
Office of Personnel Management	Yes, met	30%	Yes, met
Office of Special Counsel	(Not listed)	none	Agency did not participate in 2013 Data Call
Office of the Director of National Intelligence	(no goal)	none	No goal provided for 2013
Overseas Private Investment Corporation	Yes, met	150 employees	Yes, met
Patent and Trademark Office	Yes, met	8300 employees	Yes, met
Peace Corps	(no goal)	none	No goal provided for 2013
Pension Benefit Guaranty Corporation	(Not listed)	none	Agency did not participate in 2013 Data Call
Railroad Retirement Board	(no goal)	none	No goal provided for 2013
Securities and Exchange Commission	Yes, met	34%	Yes, met
Selective Service System	(Not listed)	50 employees, 50%	Agency did not participate in 2013 Data Call
Small Business Administration	Yes, met	We are still aiming for 100% of eligible employees to have ad hoc agreements in place. In addition, we would like to see the number of employees who are teleworking at least 1 day/week or 1 day/pay period to increase to 600.	Unable to independently verify

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Agency	Agency's reported assessment	Agency's reported goal from the 2012 Data Call	OPM's assessment
Social Security Administration	(no goal)	none	No goal provided for 2013
Tennessee Valley Authority	Yes, met	Increase % of telework agreements in place by 10%	Yes, met
Trade and Development Agency	No, did not meet	100% increase in number of employees requesting telework	Unable to independently verify
U.S. Commission on Civil Rights	(no goal)	none	No goal provided for 2013
U.S. International Trade Commission	Yes, met	200 employees; 70%	Yes, met
U.S. Holocaust Museum	Yes, met	65%	Agency did not participate in 2013 Data Call
Woodrow Wilson Center	(Not listed)	None	Agency did not participate in 2013 Data Call

Several agencies not required to participate in the Data Call nonetheless elected to do so for some part of the reporting period considered here. They are listed below to showcase their work and for information purposes.

Voluntary agency participant	Agency's reported assessment	Agency's reported goal from the 2012 Data Call	OPM's assessment
Office of Management and Budget (EOP)	no goal	None	No goal provided for 2013
Office of National Drug Control Policy (EOP)	(Not listed)	100%	Agency did not participate in 2013 Data Call
Science and Technology (EOP)	no goal	None	No goal provided and agency did not participate in 2013 Data Call
Office of the United States Trade Representative (EOP)	Yes, met	20%	Yes, met
Postal Regulatory Commission	Yes, met	18 employees, 28%	Yes, met
U.S. Interagency Council on Homelessness	(Not listed)	None	Agency did not participate in 2013 Data Call

Appendix 18: Agencies' Reported Reasons for Missing Fiscal Year 2013 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason agency did not meet established FY 2013 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Commodity Futures Trading Commission	Although employees were eligible for telework and on signed agreements, they did not actively telework. In addition, the agency switched to an electronic time and attendance system in August 2013 and employees may not be properly and accurately recording their time.	We are in the process of updating our telework policy and instituting in person training geared towards management, in order to encourage telework.
Department of Agriculture	USDA has set very aggressive participation goals for both routine and situational Telework in an effort to promote and encourage overall participation.	<p>The USDA Telework Program Policy and Telework Agreement were revised for 2014 to provide more clarity, address past concerns and better identify the roles and responsibilities of employees, supervisors, and Telework managers.</p> <p>USDA has established even more aggressive goals for participation in 2014 in an effort to promote and increase the number of employees participating.</p> <p>Monthly Telework Metric reports are received from our Sub-Agencies to identify areas where participation needs to be increased. Additional one-on-one and group training sessions will continue to be a major method used to identify and eliminate barriers, train staff on the Telework Policy, provide guidance on proper coding of telework for time and attendance and provide FAQs that address a wide range of situations for telework.</p> <p>A six-part Telework training series has been developed with each session tailored for a specific audience or addresses particular concerns; Telework from a Supervisors perspective, Telework from an employees' perspective, technology and telework, reasonable accommodations and telework, myths, misperceptions and ROI of Telework. This series will be added to our USDA online training portal for on demand viewing and certification of training.</p>

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Agency	Reason agency did not meet established FY 2013 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Department of Housing and Urban Development	Due to (attribution) buyouts and participants' withdrawal from the Telework Program.	We had our first inaugural participation in National Telework Week. We are marketing the Telework Program through group briefings, advertisements, webcasts and meeting quarterly with the Telework Coordinators to promote telework participation. We are partnering with HUD Leadership to endorse and promote telework participation.
Department of State	Our total number of teleworkers have increased over last year, however we still only have 29% of our eligible population with telework agreements	We plan to hold "Road Shows" which consist of going out to bureaus, briefing managers and supervisors on telework policy and provide guidance and tools for how to effectively implement and manage a remote workforce. We also plan to participate in Telework Week and heavily promote telework before the winter weather is upon us.
Department of Veterans Affairs	VA was 367 employees short of the established goal.	Expand telework through telework summits, ongoing communication and outreach with staff offices at various organization levels, such as Telework Coordinators and Executives to communicate telework goals. Also, by sharing testimonials of success stories from our managers.
Equal Employment Opportunity Commission	Because of the low number of the classifications of employees who are eligible to telework.	Encourage and increase awareness of telework options through team meetings, posters, and on-line media.
National Capital Planning Commission	Our overall participation rate in FY2013 was 83%. However, this is an increase in participation by 11 percentage points from FY2012.	We continue to ensure that technical barriers are minimal so that remote access capabilities are operating successfully during telework, especially for emergency preparedness. Any barriers relating to work performance or any other impact preventing telework participation are addressed as part of the performance evaluation process. Transparency in our agency's telework policy and procedures is one measure used to help eliminate barriers to eligible telework participation. Another measure in preventing barriers to participation is our agency policy agreement that requires telework of our telework-ready employees on days that the federal offices are closed. However, one potential barrier to frequent participation which cannot be prevented is our agency's size, since having low on-site attendance would cause a major impact on the efficacy of our agency workflow.
National Council on Disability	We didn't have 10 employees; 1 employee could not telework because of the nature of the job position.	We are introducing online collaboration tools to enhance the ability of workers to remain productive when working from home.

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Agency	Reason agency did not meet established FY 2013 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
National Science Foundation	NSF achieved an 83% participation goal for FY13 (1% below our FY13 goal.) However, NSF had an increase of 18% from FY12 to FY13 in participation of teleworkers, of which we are very proud to have accomplished.	<p>The Chief of the Employee Relations Branch (ERB) informs new employees on day two of employment during New Employee Orientation (NEO). We held a series of comprehensive town halls on the new telework policy / program to brief workforce on policy and system changes, answer ad hoc questions, and achieve workforce buy-in. We are developing change management plans, workforce communications, and requirements documents for system changes required by the new NSF telework policy. We are also developing an NSF supervisor telework training to include a component on performance management. The NSF TMO is working with Directorates (similar to bureaus) to review local telework procedures to identify where updates may be needed to comply with the new telework policy which encourages a collaborative approach between supervisors and employees to support increased telework usage and generally a more robust NSF telework program.</p> <p>As part of our efforts to achieve a cultural transformation of increased telework, we developed and executed a 2014 NSF Telework Awareness Week focused on training and outreach efforts to raise workforce awareness of virtual technology tools available to both onsite employees and teleworkers. The event was launched through an extensive communications campaign which included posters, news articles, and a series of informational sessions scheduled throughout the week specifically training staff on various virtual technology tools available to employees at the agency. Each training session was accessible to onsite staff and virtually accessible teleworkers. As a result staff have gained an increased awareness of valuable technology tools-- the use of which will no doubt continue to grow as NSF supports expanded use of recurring telework and prepares for the relocation to Alexandria.</p> <p>In addition with the 2012 automation of the telework application tracking system, the telework program has experienced improved customer service, program efficiency, and the system facilitates tabulation of data to be used to identify trends and make data driven decisions.</p>

Appendix 19: Fiscal Year 2014 Participation and Frequency Goals

Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of eligible teleworking on a frequent routine basis	Goal: Percentage of eligible teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Access Board	26	2	24							
Agency for International Development				20%	5%	20%				
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)				50%	50%	50%				
Appraisal Subcommittee, Federal Financial Institutions Examination Council	12	5	7							
Central Intelligence Agency							No goals	NA	NA	(No non- numeric goal)
Chemical Safety and Hazard Investigation Board							No goals	NA	NA	(No non- numeric goal)

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Committee for Purchase from People Who Are Blind or Severely Disabled	26	16	10							
Commodity Futures Trading Commission	275				15%	30%				
Consumer Financial Protection Bureau	820	63	230	57%	5%	16%				
Consumer Product Safety Commission				5%						
Corporation for National and Community Service	400	50	150	70%	9%	25%				
Court Services and Offender Supervision Agency	644	71	236	54%	6%	20%				
Defense Nuclear Facilities Safety Board				70%	10%	30%				

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Denali Commission			9							
Department of Agriculture				100%	60%				NA	
Department of Commerce				30%	7.50%	10%				
Department of Defense				2%	2%	2%				
Department of Education		1100	1100	85%						
Department of Energy				38%				NA	NA	
Department of Health and Human Services					18%		NA		NA	
Department of Homeland Security				50%	10%	40%				
Department of Housing and Urban Development				50%				NA	NA	
Department of the Interior				12.80%	12.80%	12.80%				
Department of Justice				10%	25%	45%				

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Department of Labor				55%				NA	NA	
Department of State	5,098	1,020	4,078	35%	20%	80%				
Department of Transportation							No goals	NA	NA	(No non-numeric goal)
Department of Treasury	56,436							NA	NA	
Department of Veterans Affairs				47%				NA	NA	
Election Assistance Commission	28	26	2							
Environmental Protection Agency				5%				NA	NA	
Equal Employment Opportunity Commission	1,080	162	108	46%						
Export-Import Bank of the United States	207			65%				NA	NA	
Farm Credit Administration	100	80	20	100%	80%	20%				
Farm Credit System							No goals	NA	NA	Management remains

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Insurance Corporation										committed to a case-by-case approach to individual telework requests.
Federal Communications Commission				65%				NA	NA	
Federal Deposit Insurance Corporation		300	50	35%						
Federal Election Commission				5%				NA	NA	
Federal Energy Regulatory Commission				0	0	10%				
Federal Housing Finance Agency							No goals	NA	NA	(No non-numeric goal)
Federal Labor Relations Authority				96%	15%	29%				
Federal Maritime Commission	46	0	0							

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Federal Mediation and Conciliation Service	203	2	201	10%	100%	10%				
Federal Mine Safety and Health Review Commission				80%	16%	19%				
Federal Retirement Thrift Investment Board	180	100	60	100%	45%	30%				
Federal Trade Commission	20	5	10	15%	5%	10%				
General Services Administration							NA	NA	NA	Goal remains to model workforce mobility and support telework to the maximum extent possible, including full time telework, as long as it

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
										does not negatively impact personal or organizational goals.
Institute of Museum and Library Services				75%				NA	NA	
Inter-American Foundation							(Not listed)			(Not listed)
International Boundary and Water Commission				3%	3%	3%				
International Broadcasting Bureau	1,540	0	427							
Japan-United States Friendship							No goals	NA	NA	(No non-numeric goal)

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Commission										
Marine Mammal Commission				33%	8%	25%				
Merit Systems Protection Board	136	82	54	69%	60%	40%				
Millennium Challenge Corporation				10%		10%		NA		
National Aeronautics and Space Administration		400	3,600	21%						
National Archives and Records Administration				45%	2%	20%				
National Capital Planning Commission				90%		25%		NA		
National Council on Disability	7	2	5	100%	33%	66%				
National Credit Union Administration	300	115	25							

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
National Endowment for the Arts	100	4	35							
National Endowment for the Humanities				75%	45%	30%				
National Indian Gaming Commission							(Not listed)			(Not listed)
National Labor Relations Board							No goals	NA	NA	(No non-numeric goal)
National Mediation Board							(Not listed)			(Not listed)
National Science Foundation		275	308	85%						
National Transportation Safety Board		150	75	95%						
Nuclear Regulatory Commission				60%				NA	NA	
Nuclear Waste Technical Review Board	100		100	100%		100%		NA		

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Occupational Safety and Health Review Commission	27	0	23	46%	0	39%				
Office of Government Ethics							No goals	NA	NA	(No non-numeric goal)
Office of Navajo and Hopi Indian Relocation							NA	NA	NA	Create awareness of telework; implement telework procedures to support eligible employees to telework in the event of an emergency.
Office of Personnel Management				30%	20%	10%				
Office of the Special Counsel										
Office of the Director of National							No goals	NA	NA	(No non-numeric goal)

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Intelligence										
Overseas Private Investment Corporation	210		60	30%		45%		NA		
Patent and Trademark Office	300	250	50							
Peace Corps							No goals	NA	NA	(No non-numeric goal)
Pension Benefit Guaranty Corporation	720			75%				NA	NA	
Railroad Retirement Board				10%	5%	5%				
Securities and Exchange Commission				65%	25%	10%				
Selective Service System							(Not listed)			(Not listed)
Small Business Administration	600							NA	NA	
Social Security Administration	8,200		8,200					NA		

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Agency	Goal: Number of employees teleworking	Goal: Number teleworking on a frequent routine basis	Goal: Number teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking	Goal: Percentage of <u>eligible</u> teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-numeric goal (agencies unable to provide a numeric goal)
Tennessee Valley Authority	240							NA	NA	
Trade and Development Agency							No goals	NA	NA	(No non-numeric goal)
U.S. Commission on Civil Rights		0	100		0	3%				
U.S. International Trade Commission	300	30	270							
U.S. Holocaust Museum							(Not listed)			(Not listed)
Woodrow Wilson Center							(Not listed)			(Not listed)

Appendix 20: Reported Reasons for Agencies' Not Setting a Fiscal Year 2014 Participation Goal

Agency	Why agency has not established a goal and plans for establishing such a goal
Central Intelligence Agency	Due to the classified nature of our mission, most employees are not eligible to telework. As a result, telework agreements are approved on a case by case basis.
Chemical Safety and Hazard Investigation Board	We are small agency and everyone teleworks as needed
Denali Commission	Did not participate in the Data Call
Department of Health and Human Services	The Department established a frequency goal but not an overall numeric participation goal.
Department of Transportation	Several of DOT's 13 sub-agencies routinely achieve 50% participation rates (of eligible employees) on a quarterly basis, but other sub-agencies within DOT struggle to achieve comparable rates given their respective operational requirements. Consequently, DOT senior leadership is in the process of determining appropriate participation rate goals across the board, since a 50% DOT-wide target is not currently feasible.
Farm Credit System Insurance Corporation	Due to the mission requirements and the small size of the FCSIC staff (as of FY 2014 there are currently 9 full-time employees) a participation goal has not been established, but will be considered.
Federal Energy Regulatory Commission	No explanation given
Federal Housing Finance Agency	We are developing the telework program around the needs of the agency. There have been no goals established.
General Services Administration	GSA does not set such goals. We believe in teleworking to the maximum extent possible without negative impact on personal or organizational goals. In fact 78% of the GSA workforce participated in telework at least one day during FY13. The results posted earlier in this data call indicate that 59% of agency employees teleworked on a routine basis at least one or more days per pay period in FY13. Additionally, GSA is a living lab, leading workforce mobility for the Federal Government, and we continue to explore additional ways in which we can model the mobile workforce/workplace.
Japan-United States Friendship Commission	Cannot answer
National Labor Relations Board	Consistent efforts to implement and establish methods to track telework.

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Agency	Why agency has not established a goal and plans for establishing such a goal
National Mediation Board	No explanation given
Nuclear Regulatory Commission	NRC is in the process of revamping the data collection process and we are unable to establish a true base from which to establish a realistic goal. The timeline for establishing the data collection process is 1st qtr. FY '16.
Office of Government Ethics	There had been an agency-wide reorganization in which there was no TMO to address setting goals.
Office of Navajo and Hopi Indian Relocation	Many positions within the agency require direct contact with clients to accomplish the work.
Office of the Director of National Intelligence	Due to the classified nature of our work which requires unique security arrangements, our ability to participate in the telework program has limitations. The ODNI considers telework requests on a case-by-case basis, and only approves temporary telework arrangements (up to 1 year) for unusual circumstances. For example, an employee who is recovering from an illness may be approved for telework for the duration of his/her recovery if unclassified work can be performed at home.
Peace Corps	Peace Corps currently does not track telework.
Trade and Development Agency	Given the size of USTDA's workforce, it is impossible to set goals for increasing situational telework.
U.S. Commission on Civil Rights	No explanation given

Appendix 21: Selected Outcome Goals by Agency

Agency	Employee recruitment?	Employee retention?	Improved employee performance?	Improved employee attitudes?	Emergency preparedness?	Reduced energy use?	Reduced or avoided real estate costs?	Reduced commuter miles?	Other outcome goal?
Access Board									
Agency for International Development		Yes		Yes	Yes		Yes		
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)		Yes	Yes	Yes					
Appraisal Subcommittee, Federal Financial Institutions Examination Council					Yes				
Central Intelligence Agency									
Chemical Safety and Hazard Investigation Board		Yes							
Committee for Purchase from People Who Are Blind or Severely Disabled		Yes			Yes		Yes	Yes	
Commodity Futures Trading Commission				Yes	Yes				
Consumer Financial Protection Bureau									
Consumer Product Safety Commission	Yes	Yes			Yes				
Corporation for National and Community Service					Yes		Yes		
Court Services and Offender Supervision Agency				Yes					Yes

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Agency	Employee recruitment?	Employee retention?	Improved employee performance?	Improved employee attitudes?	Emergency preparedness?	Reduced energy use?	Reduced or avoided real estate costs?	Reduced commuter miles?	Other outcome goal?
Defense Nuclear Facilities Safety Board	Yes			Yes	Yes				
Denali Commission									
Department of Agriculture	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Department of Commerce									
Department of Defense				Yes	Yes				
Department of Education	Yes	Yes		Yes	Yes				
Department of Energy									
Department of Health and Human Services						Yes	Yes	Yes	
Department of Homeland Security									
Department of Housing and Urban Development							Yes	Yes	
Department of the Interior									
Department of Justice									
Department of Labor				Yes	Yes				
Department of State					Yes				
Department of Transportation								Yes	
Department of Treasury	Yes	Yes		Yes	Yes		Yes		
Department of Veterans Affairs	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Election Assistance Commission	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Environmental Protection Agency	Yes	Yes	Yes	Yes	Yes		Yes	Yes	

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Agency	Employee recruitment?	Employee retention?	Improved employee performance?	Improved employee attitudes?	Emergency preparedness?	Reduced energy use?	Reduced or avoided real estate costs?	Reduced commuter miles?	Other outcome goal?
Equal Employment Opportunity Commission							Yes		
Export-Import Bank of the United States					Yes				
Farm Credit Administration	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Farm Credit System Insurance Corporation		Yes		Yes	Yes				
Federal Communications Commission					Yes			Yes	
Federal Deposit Insurance Corporation				Yes			Yes		
Federal Election Commission				Yes					
Federal Energy Regulatory Commission	Yes								
Federal Housing Finance Agency	Yes			Yes					
Federal Labor Relations Authority									
Federal Maritime Commission									
Federal Mediation and Conciliation Service									
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
Federal Retirement Thrift Investment Board	Yes	Yes		Yes	Yes			Yes	
Federal Trade Commission									
General Services Administration					Yes	Yes			

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Agency	Employee recruitment?	Employee retention?	Improved employee performance?	Improved employee attitudes?	Emergency preparedness?	Reduced energy use?	Reduced or avoided real estate costs?	Reduced commuter miles?	Other outcome goal?
Institute of Museum and Library Services					Yes		Yes	Yes	
International Boundary and Water Commission	Yes	Yes		Yes	Yes				
International Broadcasting Bureau					Yes				
Japan-United States Friendship Commission									
Marine Mammal Commission									
Merit Systems Protection Board									
Millennium Challenge Corporation	Yes	Yes	Yes	Yes	Yes				
National Aeronautics and Space Administration		Yes							
National Archives and Records Administration				Yes	Yes				
National Capital Planning Commission	Yes	Yes	Yes		Yes			Yes	
National Council on Disability		Yes		Yes					Yes
National Credit Union Administration	Yes	Yes		Yes					
National Endowment for the Arts									
National Endowment for the Humanities					Yes				
National Indian Gaming Commission									

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Agency	Employee recruitment?	Employee retention?	Improved employee performance?	Improved employee attitudes?	Emergency preparedness?	Reduced energy use?	Reduced or avoided real estate costs?	Reduced commuter miles?	Other outcome goal?
National Labor Relations Board									
National Mediation Board									
National Science Foundation	Yes	Yes		Yes				Yes	
National Transportation Safety Board	Yes	Yes		Yes			Yes		
Nuclear Regulatory Commission									
Nuclear Waste Technical Review Board	Yes				Yes				Yes
Occupational Safety and Health Review Commission	Yes		Yes		Yes			Yes	
Office of Government Ethics									
Office of Navajo and Hopi Indian Relocation					Yes				
Office of Personnel Management				Yes					
Office of Special Counsel									
Office of the Director of National Intelligence									
Overseas Private Investment Corporation	Yes	Yes		Yes	Yes				
Patent and Trademark Office				Yes	Yes		Yes		
Peace Corps									
Pension Benefit Guaranty Corporation									
Railroad Retirement Board									

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Agency	Employee recruitment?	Employee retention?	Improved employee performance?	Improved employee attitudes?	Emergency preparedness?	Reduced energy use?	Reduced or avoided real estate costs?	Reduced commuter miles?	Other outcome goal?
Securities and Exchange Commission		Yes	Yes	Yes	Yes				
Selective Service System									
Small Business Administration	Yes			Yes	Yes	Yes			
Social Security Administration	Yes			Yes					
Tennessee Valley Authority					Yes				
Trade and Development Agency		Yes		Yes					
U.S. Commission on Civil Rights					Yes		Yes		
U.S. International Trade Commission									
U.S. Holocaust Museum									
Woodrow Wilson Center									
<i>Subtotal</i>	<i>24</i>	<i>26</i>	<i>10</i>	<i>34</i>	<i>39</i>	<i>8</i>	<i>17</i>	<i>16</i>	<i>5</i>
Voluntary Agency Participants									
Office of Management and Budget (EOP)		Yes							
Office of National Drug Control Policy (EOP)									
Office of Science and Technology Policy (EOP)									
Office of the United States Trade Representative (EOP)	Yes			Yes	Yes				
Postal Regulatory Commission	Yes	Yes	Yes	Yes	Yes	Yes			
U.S. Interagency Council on Homelessness									

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Agency	Employee recruitment?	Employee retention?	Improved employee performance?	Improved employee attitudes?	Emergency preparedness?	Reduced energy use?	Reduced or avoided real estate costs?	Reduced commuter miles?	Other outcome goal?
Total	26	28	11	36	41	9	17	16	5

Appendix 22: Agency Cost Savings through Telework

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
Access Board	NA	NA
Agency for International Development	NA	NA
Appraisal Subcommittee, Federal Financial Institutions Examination Council	NA	NA
Central Intelligence Agency	NA	NA
Chemical Safety and Hazard Investigation Board	NA	NA
Committee for Purchase from People Who Are Blind or Severely Disabled	\$10,000 savings over FY12	Budget data in the 12 B60 spending category
Commodity Futures Trading Commission	NA	NA
Consumer Financial Protection Bureau	NA	NA
Consumer Product Safety Commission	NA	NA
Corporation for National and Community Service	NA	NA
Court Services and Offender Supervision Agency	NA	NA
Defense Nuclear Facilities Safety Board	NA	NA
Denali Commission	NA	NA
Department of Agriculture	NA	NA
Department of Commerce	NA	NA
Department of Defense	NA	NA

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
Department of Education	Planning is still in the early phases; however, we are working with offices across ED on this initiative.	Planning is still in the early phases; however, we are working with offices across ED on this initiative.
Department of Energy	NA	NA
Department of Health and Human Services	NA	NA
Department of Homeland Security	NA	NA
Department of Housing and Urban Development	NA	NA
Department of the Interior	NA	NA
Department of Justice	NA	NA
Department of Labor	NA	NA
Department of State	NA	NA
Department of Transportation	NA	NA
Department of Treasury	The IRS closed 22 small offices in FY 13 where telework was a key enabler and leading to a savings of \$410,539.00. Savings were realized in leased space budget line item. In November 2012, TTB downsized its leased space in Cincinnati, OH, resulting in a \$411,596.00 costs savings in FY 13 due to the amended lease. The cost savings include both rent and utilities. Other bureaus also closed offices or consolidated space but did not have exact cost savings to report.	IRS tracks cost savings as part of a program that supports office closures called Home as POD and where telework is key. TTB also has space reduction efforts in progress. The Real Estate offices provides the lease savings numbers. Savings are captured by internal review based on calculations from Occupancy Agreements and Utility estimates for TTB's space leased from GSA. No additional details are available at this time.
Department of Veterans Affairs	NA	NA

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
Election Assistance Commission	Yearly savings are as follows: Rent - \$750,000 Parking - \$400	Existing agency report of real estate and parking costs from GSA.
Environmental Protection Agency	NA	NA
Equal Employment Opportunity Commission	NA	NA
Office of Science and Technology Policy (EOP)	The EOP pays all rent, utilities, etc. for OSTP since we are on the White House Complex (EEOB). OSTP does not see if there is any savings.	Please see response in 44.1. We do not receive these bills and do not know if we are saving. We have no way of tracking.
Export-Import Bank of the United States	NA	NA
Farm Credit Administration	NA	NA
Farm Credit System Insurance Corporation	NA	NA
Federal Communications Commission	NA	NA
Federal Deposit Insurance Corporation	The FDIC has identified real estate savings based on the total costs per employee for office space. Using a basic formula that calculates the required square footage per employee times the amount of full time teleworkers that participate in the Examiner Option Program, we are able to determine the real estate cost that is saved over the course of a 5 year lease. Because the lease cost offset by a number of factors, i.e.	NA

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
	utilities and annual stipends, we are unable to provide an accurate amount of cost savings.	
Federal Election Commission	NA	NA
Federal Energy Regulatory Commission	NA	NA
Federal Housing Finance Agency	NA	NA
Federal Labor Relations Authority	NA	NA
Federal Maritime Commission	NA	NA
Federal Mediation and Conciliation Service	NA	NA
Federal Mine Safety and Health Review Commission	NA	NA
Federal Retirement Thrift Investment Board	NA. We are planning for future rent and office space savings.	Internally track telework data numbers and statistics for the following Fiscal Year in accordance with real estate/rent costs.
Federal Trade Commission	NA	NA
General Services Administration	NA	NA
Institute of Museum and Library Services	NA	NA
International Boundary and Water Commission	NA	NA
International Broadcasting Bureau	NA	NA

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
Japan-United States Friendship Commission	NA	NA
Marine Mammal Commission	NA	NA
Merit Systems Protection Board	NA	NA
Millennium Challenge Corporation	NA	NA
National Aeronautics and Space Administration	NA	NA
National Archives and Records Administration	NA	NA
National Capital Planning Commission	NA	NA
National Council on Disability	NA	NA
National Credit Union Administration	NA	NA
National Endowment for the Arts	NA	NA
National Endowment for the Humanities	NA	NA
National Labor Relations Board	No record	No record
National Science Foundation	NA	NA
National Transportation Safety Board	NA	NA
Nuclear Regulatory Commission	NA	NA
Nuclear Waste Technical Review Board	We have not established a method of tracking cost savings from implementing or maintaining a telework program.	We have not established a method of tracking cost savings from implementing or maintaining a telework program.
Occupational Safety and Health Review Commission	NA	NA

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
Office of Government Ethics	We are unable to track cost savings	We are unable to track cost savings
Office of Management and Budget (EOP)	NA	NA
Office of National Drug Control Policy (EOP)		
Office of Navajo and Hopi Indian Relocation	Not applicable at this time.	Not applicable.
Office of Personnel Management	We are still in the planning and analysis phase of identifying our cost savings.	NA
Office of the Director of National Intelligence	NA	NA
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	No formal measurement/method used to assess or verify identified cost savings.	No formal measurement/method used to assess or verify identified cost savings.
Office of the United States Trade Representative (EOP)	NA	NA
Overseas Private Investment Corporation	NA	NA

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
Patent and Trademark Office	<p>As of September 30, 2013, it is estimated that the agency has avoided securing \$28.9 million in additional office space as a direct result of all of the USPTO's hoteling(full-time telework) programs.</p> <p>Annually, the USPTO benefits from \$9.1 million in reduced attritions and new hire "down time" cost avoidance.</p>	<p>FY 2011-FY 2013 attrition level of patent examiners in the Patents Hoteling Program compared to non-hoteling examiners, showed an estimated reduced attrition of 24 patent examiners. Assuming a reduced attrition level of 24 patent examiners, it is estimated that the USPTO will have the capacity, every 12 months, to achieve up to 929 additional production units including at least 678 applications being removed from the new unexamined application backlog(average). The additional PU capacity can also be represented as an avoidance of \$3.3 million in lost revenue per annum.</p> <p>By retaining 24 patent examiners, the USPTO avoids approximately \$1.2 million in training costs each year. Total cost avoidance due to reducing attrition of existing, experienced examiners, accounting production given to other examiners, training for new examiners, and production differential between old and new examiners) is \$9.1 million.</p> <p>24 examiners x (0.875 counts / PU x 1PU / 2 counts) x (1,664 hours / 18.8 hours / PU) x \$3,500 / PU = \$3,252,765.</p> <p>24 examiners x \$49,497.67 training cost per examiner = \$1,187,944.</p> <p>GS-12 examiners (1,664 hours / 18.84 hours / PU) = 88.3 PUs. GS-7 examiners (months 1-4 = 2 PUs) + (months 5-8 = 0.5 x 61.9 x 1/3 year = 10.3 PUs) + (months 9-12= 1.0 x 61.9 x 1/3 year) = 20.6 PUs. Delta between GS12 and GS7 = 88.3 -32.9 = 55.4 PUs; 55.4 PUs x 24 retained examiners = 1,329.6 PUs. 1,329.6 PUs x \$3,500 = \$4,653,600. \$3,252,765 + \$1,187,944 + \$4,653,600 = \$9,094,310</p>
Peace Corps	NA	NA
Pension Benefit Guaranty Corporation	NA	NA
Postal Regulatory Commission	NA	NA
Railroad Retirement Board	NA	NA
Securities and	NA	NA

Agency	Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money	Please describe your method for determining and assessing these cost savings
Exchange Commission		
Small Business Administration	NA	NA
Social Security Administration	NA	NA
Tennessee Valley Authority	NA	NA
Trade and Development Agency	NA	NA
U.S. Commission on Civil Rights	NA	NA
U.S. Interagency Council on Homelessness	NA	NA
U.S. International Trade Commission	NA	NA



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