

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Status of Telework in the Federal Government

Report to Congress

Fiscal Year 2016



Message from the Acting Director

I am pleased to present the fiscal year 2016 Status of Telework in the Federal Government report – the fifth 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 it shows that agencies have made progress in their use of telework.

Participation in telework continues to increase steadily, even while eligibility rates have remained stable. It is important for agencies to continue to offer flexibilities, like telework, to attract and retain a talented, engaged, and productive workforce. The U.S. Office of Personnel Management (OPM) is committed to assisting Federal employees in managing their work and family responsibilities.

Work-life flexibilities and support for employees constitute key drivers of employee engagement and organizational results. Data collected for this report and results from the 2016 Federal Employee Viewpoint Survey (FEVS) provide evidence of these positive outcomes associated with telework and demonstrate the success of Federal agencies in increasing telework participation to drive these positive outcomes. FEVS data specifically indicate that employees who telework report higher levels of accountability, engagement, innovation, and intent to remain at their agencies as compared to employees who do not telework due to a barrier.

Agencies are also increasingly relying on more accurate methods to collect information about their telework programs. To support continued progress in accurately reporting telework eligibility and participation, OPM is working with agencies to facilitate the transition to the use of telework data collected through automated reporting systems.

Findings in this report also show that agencies are very active in setting and assessing telework participation and outcome goals. Most agencies achieved at least one of the participation goals they set for fiscal year 2016, and agencies are using telework to drive Government performance through recruitment, retention, employee performance, environmental benefits, emergency preparedness, cost savings, and other outcomes. Federal leaders are active in promoting the use of telework to achieve these goals, and they are using a wide range of strategies to do so.

While Federal telework programs show many signs of progress, there are also some areas that need improvement. OPM encourages agencies to take steps, where appropriate, to revisit and expand telework eligibility, align data reporting practices with OPM data standards, and collect the information needed to assess any savings associated with telework programs. We are working closely with agency leaders to support these efforts.

Telework is an important tool for promoting Government efficiency, performance, and emergency preparedness. I commend Federal agencies for the remarkable evolution of telework as a strategic tool in support of agency missions and in service to the American people.



Kathleen M. McGettigan
Acting Director

Table of Contents

Message from the Acting Director	2
Executive Summary	5
Introduction	7
Research Design and Method	7
<i>Data Sources</i>	7
<i>Analysis</i>	7
Results	8
<i>Eligibility, Participation, and Frequency</i>	8
<i>Participation and Outcome Goals</i>	13
<i>Agency Management Efforts to Promote Telework</i>	27
<i>Employee Perspectives from the Federal Employee Viewpoint Survey</i>	29
Conclusion	31
Appendices	32

List of Appendices

<i>APPENDIX 1. Figure Descriptions and Data</i>	33
<i>APPENDIX 2. Federal Telework Logic Model</i>	37
<i>APPENDIX 3. 2016 Data Call Instrument</i>	39
<i>APPENDIX 4. Detailed Methodology Description</i>	70
<i>APPENDIX 5. List of Responding Agencies to the 2016 Data Call and Agencies Required under the Act to Participate</i>	75
<i>APPENDIX 6. List of Responding Subagencies</i>	79
<i>APPENDIX 7. Agency Telework Participation Data for 2016</i>	83
<i>APPENDIX 8. Agency Telework Frequency Data for 2016</i>	88
<i>APPENDIX 9. Subagency Telework Participation Data for 2016</i>	94
<i>APPENDIX 10. Subagency Telework Frequency Data for 2016</i>	107
<i>APPENDIX 11. Reasons for Changes in Participation by More or Less than 10%</i>	120
<i>APPENDIX 12. Agency Management Efforts to Plan, Implement and Evaluate Telework</i>	128
<i>APPENDIX 13. Agency Management Efforts to Promote Telework in Fiscal Year 2016</i>	143
<i>APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2016 Participation Goals</i>	150
<i>APPENDIX 15. Agencies' Reported Reasons for Missing Fiscal Year 2016 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals</i>	168
<i>APPENDIX 16. Fiscal Year 2017 Participation Goals - Type of Goal Set</i>	172
<i>APPENDIX 17. Fiscal Year 2017 Participation and Frequency Goals</i>	175
<i>APPENDIX 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2017 Participation Goal</i>	186
<i>APPENDIX 19. Selected Outcome Goals by Agency</i>	188
<i>APPENDIX 20. Agency Methods for Collecting Telework Data</i>	195
<i>APPENDIX 21. Calculating Days Teleworked</i>	200
<i>APPENDIX 22. Cost Savings</i>	204
<i>APPENDIX 23. Cost Savings Descriptions</i>	209

Executive Summary

Since 2010, when Congress passed the Telework Enhancement Act of 2010, Federal agencies have made remarkable progress in developing and utilizing telework programs to achieve mission objectives. The Telework Enhancement Act mandated that OPM provide an annual report to Congress addressing the telework programs of each Executive agency (5 U.S.C. § 6506). The current report fulfills OPM's reporting requirements for fiscal year 2016 and provides information on telework trends over a multi-year period, including 2011-2016.

This report includes a number of key findings: (1) employee eligibility to participate in telework is relatively stable; (2) employee participation in telework programs has steadily increased; (3) telework data collection is transitioning to more accurate methods; (4) agencies are leveraging telework to achieve critical goals, including in the areas of emergency preparedness, employee attitudes, recruitment, and retention; (5) agencies struggle to assess cost savings achieved through telework; and (6) agency leaders are actively promoting telework using strategic approaches.

Telework Eligibility is Relatively Stable

The percentage of employees who are eligible to telework remains relatively stable and does not appear to be increasing. In 2016, about 42 percent of Federal employees were eligible to telework compared with 44 percent reported in 2015. As we have consistently and regularly advised agencies, OPM again recommends that agencies support the use of telework by regularly reassessing individual employee eligibility determinations. Agencies are encouraged to pay particular attention to determinations made in the early stages of telework implementation or determinations that have not otherwise been recently updated in order to foster current and accurate determinations of telework eligibility.

Telework Participation Has Increased

Telework participation has continued to increase steadily over time. From 2015 to 2016, telework participation increased from 20 percent to 22 percent of all employees and from 46 to 51 percent of eligible employees. Situational telework remains the most common form of telework participation, with nearly half of teleworkers engaging in situational telework to some degree.

Telework Data Collection is Transitioning to More Accurate Methods

Agencies are investing in more accurate, systematic methods of telework data collection. In 2016, most agencies relied on data from their time and attendance system (66 percent of agencies) or time and attendance system together with a customized tracking system (10 percent) to track telework participation. This transition is partly attributable to OPM's efforts to improve telework reporting through the Enterprise Human Resources Integration (EHRI) database. Nevertheless, challenges to accurate data collection are widespread, and OPM expects agencies to align their systems with OPM data standards and provide training on telework reporting to their employees and managers.

Agencies are Using Telework to Achieve Valuable Goals

Agencies set goals and achieved both participation and outcome goals.

- Overall, 60 percent of agencies met at least one of their participation goals previously set for fiscal year 2016. Agencies were most likely to achieve total participation goals and least likely to meet goals centered on frequent routine use of telework (i.e., three or more days per two-week period). For fiscal year 2017, 84 percent of agencies set at least one participation goal. Agencies are increasingly likely to set both total participation and frequency of participation goals (71 percent of agencies did so for fiscal year 2017).
- The most common outcome goal areas were similar to those in previous years and included goals related to emergency preparedness (59 percent of agencies); improved employee attitudes (55 percent); recruitment (41 percent); and retention (40 percent). Fewer agencies set goals for the following: reduced employee commute miles (27 percent of agencies); improved employee performance (17 percent); reduced real estate costs (13 percent); and reduced energy use (13 percent).

Agencies Struggle to Assess Cost-Savings

Several agencies reported cost savings achieved through telework, especially in the areas of transit/commuting (14 percent of agencies) and rent/office space (10 percent). However, agencies still experience significant challenges in assessing cost-savings. A majority of agencies (56 percent) reported an inability to track cost savings. The most common barriers included the lack of a system to track telework cost savings; difficulty isolating costs associated specifically with telework; and lack of access to data (e.g., utility costs are managed and tracked by the landlord of an agency's facilities). OPM is working with agency leaders to address challenges and to improve data collection and tracking on cost savings.

Agency Leaders Are Actively Promoting Telework

Leadership support is critical for the success of telework programs. Agencies reported a wide range of management efforts to promote telework. The most common strategies were as follows: emphasizing telework as part of continuity of operations (79 percent of agencies); advocating telework in agency-wide meetings (57 percent); sending agency-wide emails of support (44 percent); and aligning telework with strategic goals/mission (43 percent). Many agencies reported additional efforts such as telework policy updates, strategic planning, and improved data collection and monitoring.

Agency efforts to promote and improve telework programs are also reflected in results from the 2016 Federal Employee Viewpoint Survey. Survey responses show that, compared to employees who do not telework due to a barrier, teleworkers report more positive attitudes about accountability (85 percent versus 78 percent), engagement (70 percent versus 61 percent), retention intent (68 percent versus 62 percent), and innovation (65 percent versus 52 percent).

Introduction

The Telework Enhancement Act (the Act) directs OPM to annually report to Congress on the status of Federal telework programs (5 U.S.C. § 6506). The purpose of this report is to satisfy OPM's reporting requirements under the law for fiscal year 2016. Specifically, this report addresses:

- Telework eligibility
- Telework participation and frequency
- Agency methods for gathering telework data
- Progress in setting and meeting participation and outcome goals
- Agency management efforts to promote telework
- Best practices in agency telework programs

Overall, the results show that agencies are taking steps to improve and expand their telework programs in support of a wide range of valuable outcomes. Based on data reported by agencies, telework participation has continued to increase over time, and agencies are making progress in goal-setting and increased leadership support for telework. Nevertheless, OPM believes many agencies still have opportunities to increase the rate of eligibility to telework, pursue accurate telework data collection, and assess cost savings achieved through telework.

Research Design and Method

Consistent with previous reports, the research for this report was informed by the telework logic model developed by OPM in 2011 to guide evaluation of the overall change initiative pursued under the Act. Guided by the conceptual principles of the logic model, which is shown in Appendix 2, the data from this report reflect both agency- and employee-level perspectives. The report methodology is summarized below and presented in greater detail in Appendix 4.

Data Sources

The primary data source for this report is OPM's 2016 Telework Data Call, an online survey administered by OPM to an individual point of contact in each Executive branch agency (see Appendix 3 for the Data Call instrument). The survey collected quantitative and qualitative data on telework eligibility, participation, frequency, goal-setting and achievement, cost savings, agency management efforts to promote telework, and best practices for fiscal year 2016. OPM distributed the survey to 89 agencies that provided a point of contact, and 86 agencies ultimately responded (see Appendices 5-6 for lists of responding agencies and subagencies).

In addition to the Data Call, this report includes information from the 2016 Federal Employee Viewpoint Survey (FEVS). The FEVS is an annual survey of Federal employees, and it provides employee-level data on telework participation, satisfaction, and teleworker characteristics. The FEVS also allows comparisons of teleworkers' and non-teleworkers' experiences and perceptions to assess the correlation between telework and employee outcomes. While these correlations do not necessarily reflect causal relationships, they provide some support for theoretical linkages between programs and outcomes.

Analysis

Most of the data collected through the Data Call consisted of numeric or categorical information. OPM used common statistical methods such as frequencies, percentages, and cross-tabulations to analyze these items. In some cases, results from previous reports were used to assess changes over time. The Data Call also included several open-ended questions. OPM analyzed open-ended survey responses by systematically coding them to identify themes. For qualitative responses submitted under the "Other" response categories of numeric and categorical questions, researchers analyzed the data to identify new themes as well as responses that overlapped with existing response categories. Finally, OPM selected promising responses to quote in part or in full in the "Agency Spotlight" boxes in the report.

The 2016 FEVS analysis focused on questions pertaining to telework participation and satisfaction among program participants. In addition, OPM used demographic variables to examine the characteristics of employees who telework. Finally, to assess the correlation between telework and employee outcomes, OPM compared the percentage of positive responses to several survey items among teleworkers and non-teleworkers who indicated that they do not telework due

to a barrier. All FEVS analyses used survey weights to produce estimates representative of the Federal workforce.

Results

Eligibility, Participation, and Frequency

The Act requires OPM to report information on telework eligibility, participation, and frequency of participation. Agencies were given the option to provide data for either the fiscal year or for a typical two-week period in September. As agencies have increased their capacity to collect and report telework data, OPM has encouraged reporting at the fiscal year level. Fiscal year data incorporate monthly or seasonal variation in participation and are more likely to include situational telework than a one-month snapshot. Approximately 90 percent of agencies (n=78) reported fiscal year data.

Table 1 shows the total reported numbers of employees, employees deemed eligible to telework, and employees who teleworked for each time period addressed in the survey. For the overall fiscal year, 78 agencies reported a total of 468,631 teleworkers in 2016, while for September estimates, eight agencies reported a total of 8,453 teleworkers.

Table 1. Telework Eligibility, Participation, and Frequency, FY 2016

	Number of Employees	Number of Responding Agencies
Total number of employees	2,175,317	85
Employees deemed eligible to telework	896,563	82
Employees teleworking		
Fiscal year data	468,631	78
September data	8,453	8
Total (FY and September)	477,084	86

Note: Each agency reported total number of employees and employees deemed eligible to telework as of September 30. For telework participation, each agency provided data for either fiscal year or a pay period in September. Agencies were asked to report September data only if fiscal year data were not available. Number of responding agencies varies because some agencies did not provide information for every question.

It is important to note that not all agencies were able to provide data for every question asked by OPM. This is evident from the varying number of agencies providing data for different questions shown in Table 1. Consequently, it is difficult to make accurate comparisons over time based solely on raw numbers. To address the issue of uneven data availability, the figures discussed below represent results using percentages for agencies able to provide data for all of the variables required to compute percentages for valid comparisons. Data for individual agencies and subagencies are reported in Appendices 7-10. OPM conducted extensive data quality reviews, and information on the process is included in Appendix 4.

Eligibility

As shown in [Figure 1](#), telework eligibility has remained relatively stable in recent years. Agencies reported that 42 percent of all Federal employees were eligible to telework in 2016 – two percentage points lower than the reported eligibility in 2015. It is unclear whether this change represents an actual decline in telework eligibility or whether it is related to changes in agency tracking systems for telework eligibility. As OPM has continued to work with agencies to improve telework data collection, many agencies have reported changes to their telework tracking systems, including systems for tracking telework eligibility. Consequently, the small decline in telework eligibility observed in the Data Call may be due to changes in telework data collection rather than any actual decline in telework eligibility.

Eligibility results from the FEVS indicate an increase from 2015 (not shown), which underscores the need for caution in interpreting the observed changes in eligibility in the Data Call. In the 2016 FEVS, 40 percent of employees reported they were notified that they were eligible to telework compared with 38 percent in 2015. Notably, the FEVS and Data Call differ with regard to level of data collection, question wording, and survey administration timeframe. The FEVS asked

individual employees about their notification of telework eligibility at the time of survey administration, while the Data Call asked agency-level respondents to report eligibility using administrative records for the fiscal year. Despite these important differences across the two data sources, the results together suggest that eligibility has not increased substantially in recent years.

The relative stability of telework eligibility rates may be a missed opportunity for agencies to fully leverage telework to achieve various goals. As OPM has

previously reported, many agencies have not revisited their telework eligibility criteria since the initial implementation of their programs. As telework policies, capacities, and norms have evolved, it is possible (e.g., due to changing conditions and improved technology) that some employees who were previously deemed ineligible to telework could now perform a portion of their work from an alternative location – particularly in emergency situations.

Participation

In contrast to telework eligibility, telework participation has continued to increase steadily over time. As shown in [Figure 2](#), telework participation has increased since 2012 as a percentage of all employees and as a percentage of eligible employees. From 2015 to 2016, participation increased from 20 percent to 22 percent of all employees, and from 46 to 51 percent of eligible employees.

The upward trend has remained fairly consistent over time and is also reflected in self-reported telework participation in the FEVS. As described in the section below and shown in Figure 11, 34 percent of all Federal employees reported teleworking in the 2016 FEVS – higher than the 31 percent who reported teleworking in 2015. The different telework participation estimates from the FEVS and Data Call reflect the differences described above in the nature of the two survey instruments. In combination, these estimates provide a plausible range for telework participation, and in both cases the trend shows increased participation over time.

FIGURE 1. Telework Eligibility, FY 2011-2016
42 percent of Federal employees were eligible to telework in 2016

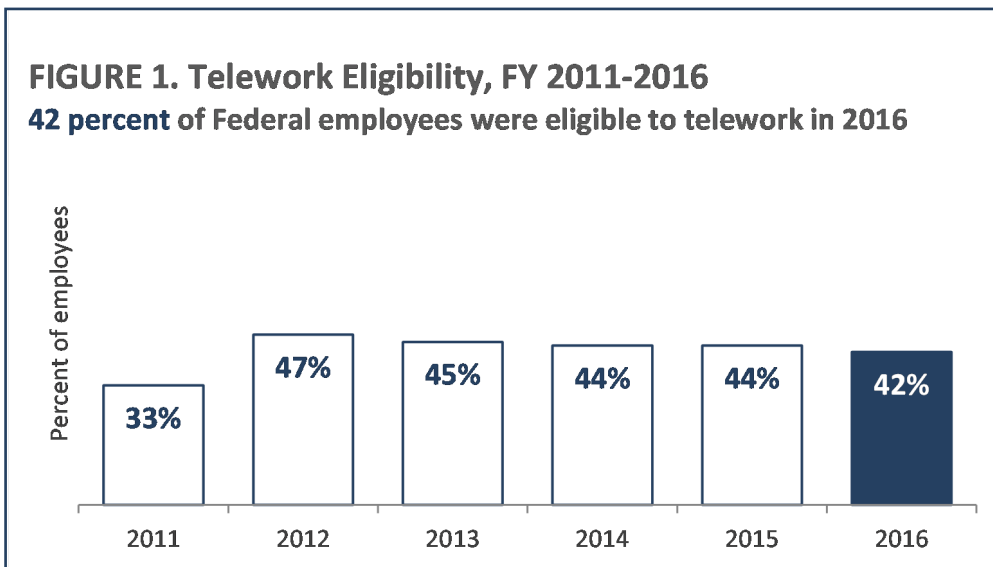
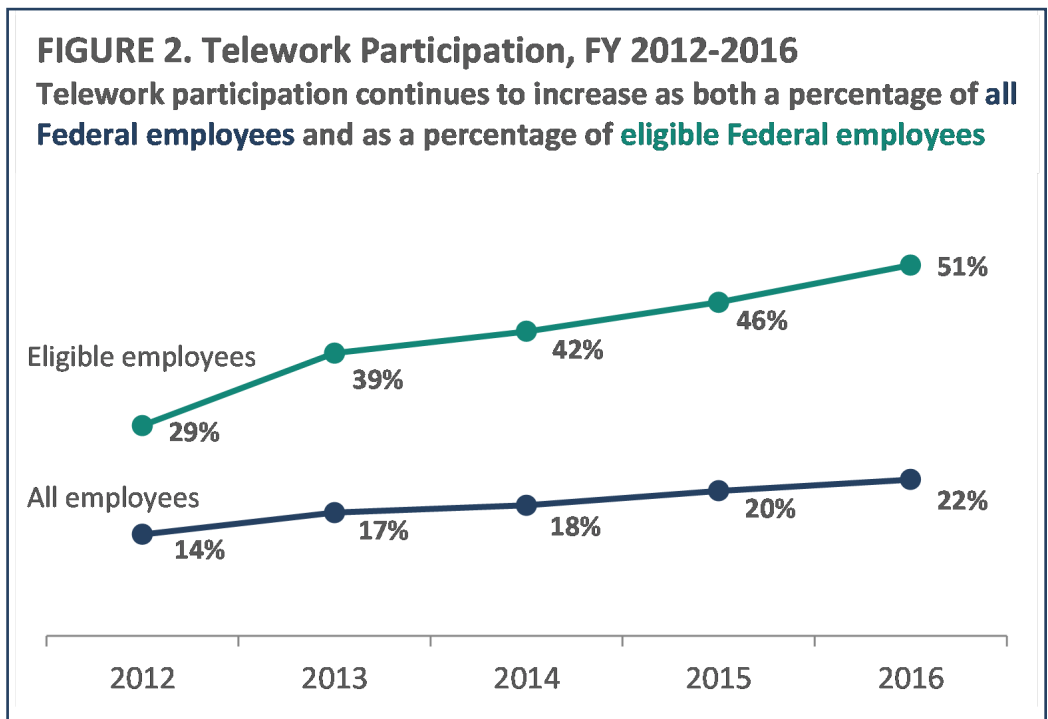
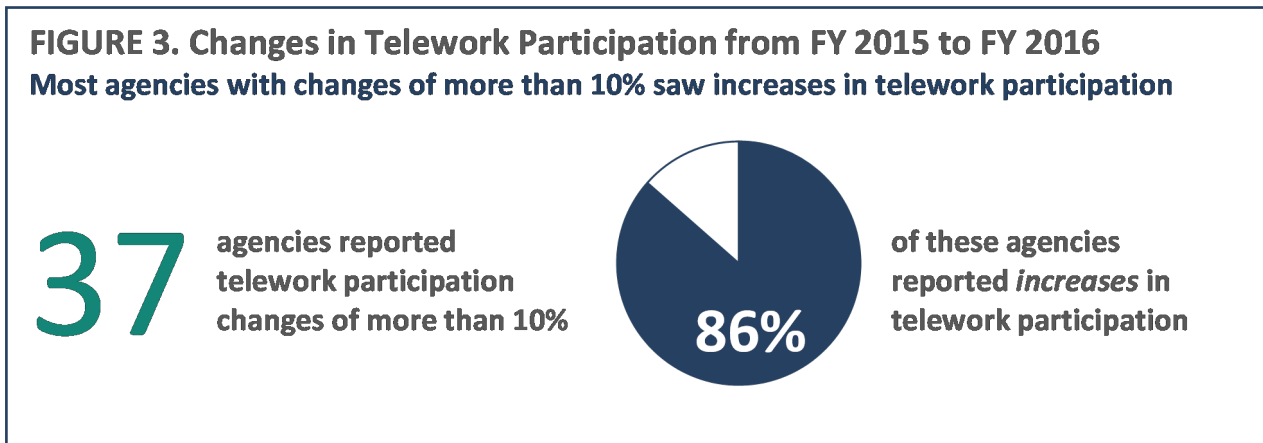


FIGURE 2. Telework Participation, FY 2012-2016
Telework participation continues to increase as both a percentage of all Federal employees and as a percentage of eligible Federal employees



Reasons for Changes in Participation

Agencies that reported a change in participation of more than 10 percent between 2015 and 2016 were asked to provide reasons for the change, as required by the Act. Detailed agency responses are included in Appendix 11. Of the 37 agencies that reported a change of more than 10 percent, the large majority (86 percent) reported participation increases (Figure 3).



Agencies' explanations were generally similar to those previously provided in past reports by agencies that had large participation changes. Specific to fiscal year 2016, however, several agencies cited the Washington, DC SafeTrack Metro repair project as an impetus for increased telework participation to: avoid work disruptions; reduce commute times; and facilitate continuity of operations.¹ Other common explanations included the following:

- Updated policies (e.g., expanded eligibility, access to more frequent telework)
- Improved telework tracking systems
- Telework awareness and marketing efforts
- Increased use of situational telework during agency closures
- Training for supervisors/managers
- Changes in the size or nature of the agency workforce
- Real estate reduction initiatives

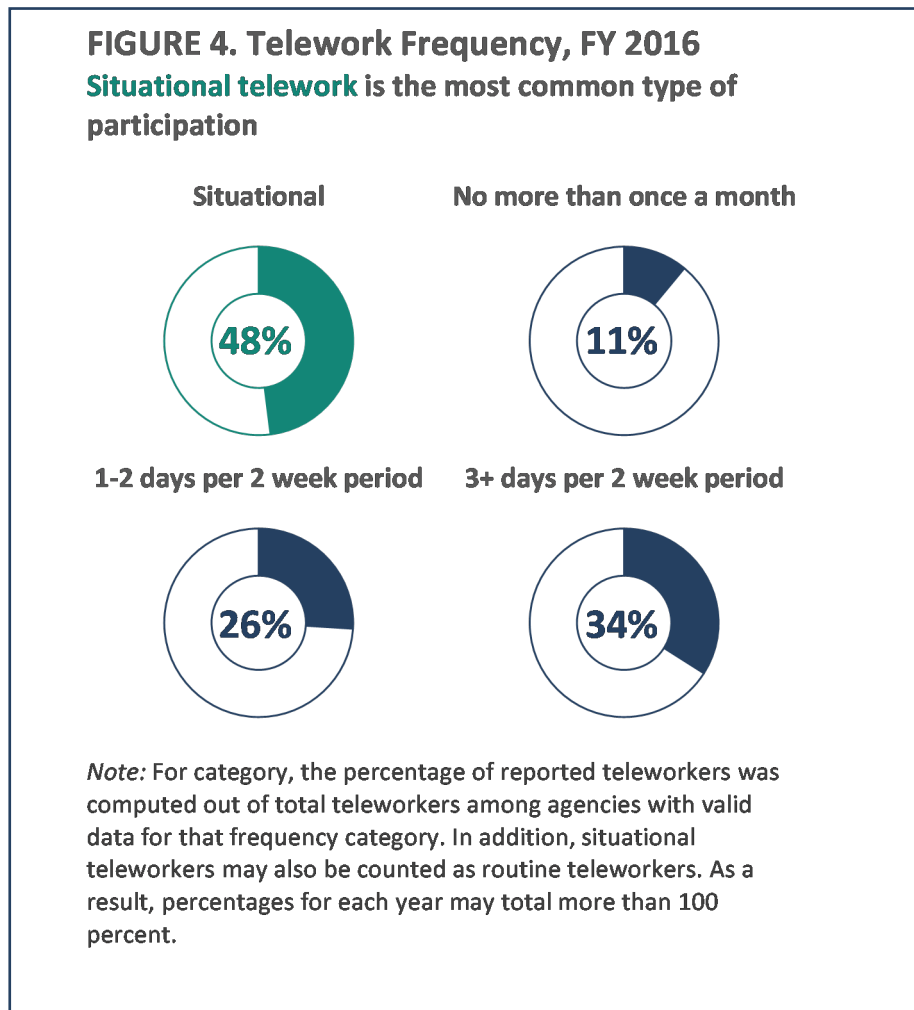
Four agencies reported a decrease of more than 10 percent, and they respectively attributed the change to one of the following: improved telework tracking methods; employee attrition; problems with remote access technology; and onboarding of new staff who were ineligible to telework due to tenure requirements.

1 For more information on SafeTrack, see <https://www.wmata.com/service/SafeTrack.cfm>.

Frequency of Participation

The frequency of telework participation is an important factor to consider in assessing the status of Federal telework programs because different levels of frequency can be used to achieve different goals. For example, situational telework may facilitate continuity of operations planning, while frequent routine telework may facilitate real estate reduction goals.

[Figure 4](#) shows the percentage of teleworkers participating at different frequency levels.² For fiscal year 2016, agencies reported that 48 percent of teleworkers teleworked on a situational basis, while for routine telework, 34 percent teleworked three or more days per two-week period, 26 percent teleworked 1-2 days per two-week period, and 11 percent teleworked no more than once per month.³



² Routine telework occurs as part of a previously approved, ongoing, and regular schedule. Situational telework is approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing, and regular telework schedule. Situational telework is sometimes also referred to as emergency, episodic, intermittent, unscheduled, or ad-hoc telework.

³ The 2016 FEVS collected data on telework frequency by asking employees to self-report participation in four categories: (1) I telework 3 or more days per week (17 percent of teleworkers); (2) I telework 1 or 2 days per week (35 percent of teleworkers); (3) I telework, but no more than 1 or 2 days per month (14 percent of teleworkers); and (4) I telework very infrequently, on an unscheduled or short-term basis (35 percent of teleworkers). These data are not comparable to Data Call results because the FEVS did not distinguish between routine and situational telework, and employees could only choose one response category.

Telework frequency results should be interpreted very cautiously because of wide variation in agency methods for computing frequency of participation. For example, some agencies compute frequency by having employees self-report on their time sheets, while others analyze raw payroll data or rely on reports provided by their payroll providers. This variation, together with the complexity of assigning each routine teleworker to a single frequency category, may result in considerable measurement error and inconsistency. As described in greater detail below, OPM’s ongoing transition to the use of automated data collected through payroll systems will facilitate improved accuracy and consistency in determining frequency of participation.

Methods for Gathering Telework Data

Over the past year, OPM has worked closely with agencies and payroll providers to improve the reporting of telework to OPM’s Enterprise Human Resources Integration (EHRI) database. Agencies experience significant challenges in tracking telework behavior as a result of a number of factors, including the following: employees incorrectly recording telework, time sheets misaligned with reporting requirements, and tracking technology limitations. As agencies improve their capabilities for automated data collection, the accuracy and consistency of their telework data collection and reporting will also improve. In fact, in open-ended responses throughout the Data Call, numerous agencies reported taking steps to improve their telework tracking systems, including improved tracking technology as well as training for employees and managers.

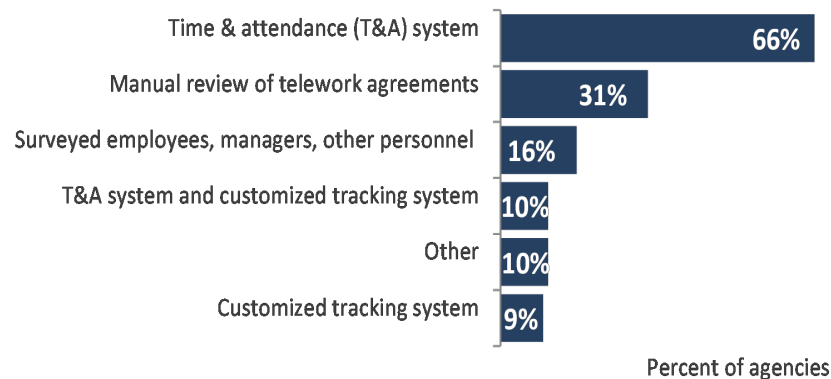
The use of systematic data collection methods will also enable agencies to significantly improve their data collection and reporting. As shown in [Figure 5](#), agencies continue to make progress in using more accurate methods to track telework participation, such as data collection through time and attendance systems. The large majority of agencies now rely on data from their time and attendance system (66 percent of agencies) or a time and attendance system in addition to a customized tracking system (10 percent). A smaller proportion of agencies reported manually reviewing telework agreements (31 percent), surveying agency personnel (16 percent), using a customized tracking system (9 percent), or other methods (10 percent). Specific responses for each agency are shown in Appendix 20.

As with tracking systems, agencies vary somewhat in how they calculate telework days to determine frequency of participation. Also shown in Figure 5, some agencies count only employees who work full days from an alternative location, while others also count employees who work any part of the day from an alternative location. Responses for each agency are shown in Appendix 21.

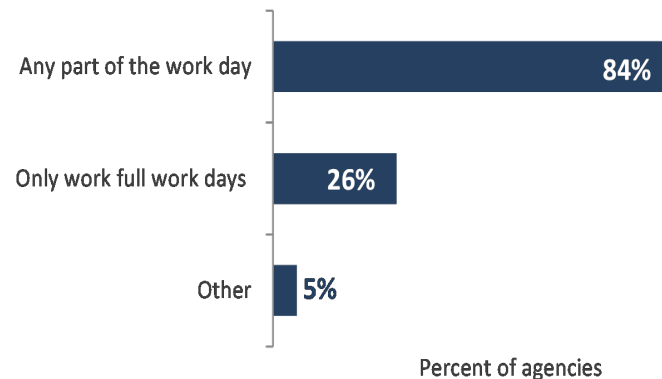
To improve the quality of telework data reporting, OPM continues to advance

FIGURE 5. Methods for Telework Calculations

How did you determine the number of teleworkers reported?



When calculating days teleworked, is it usual practice to include employees who telework...?



Note: Agencies were allowed to select multiple answers for both questions.

an initiative to transition data collection (for telework eligibility, participation, and frequency) to automated data submitted to OPM through the EHRI database. Under OPM data standards released in 2012, agencies are required to submit information on telework eligibility and participation through the monthly HR-status data feed and the bi-weekly payroll data feed.⁴ In September 2016, each Chief Human Capital Officer received an EHRI report for a single pay period to facilitate assessments of progress in complying with OPM telework data standards.⁵ Small agencies were invited to request a report through communication with the Small Agency Council. Subsequently, OPM convened agencies and payroll providers in a series of meetings in January and February 2017 to discuss challenges that may inhibit the transition to automated data reporting. OPM continues to work closely with agencies and payroll providers to address these challenges and support continued progress.

Participation and Outcome Goals

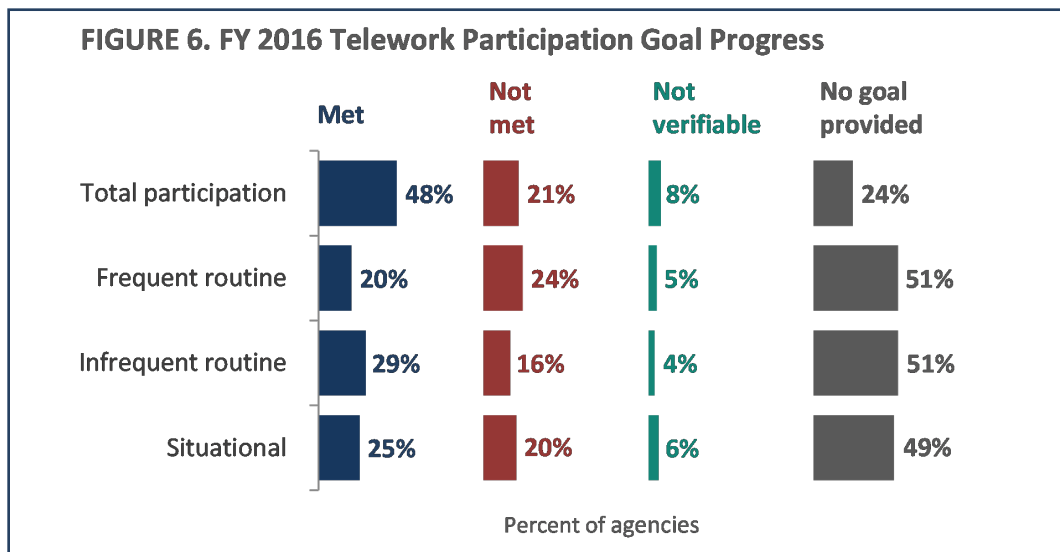
The Act directs OPM to assess agency progress in setting and achieving telework participation and outcome goals. OPM collected data on agency achievement of participation goals that were set for fiscal year 2016 and progress in setting and achieving telework outcome goals specified in the Act since the last Data Call.

Agency Goal-Setting: Telework Participation

Participation Goals: Fiscal Year 2016 Progress Assessments

The 2014-15 Data Call asked agencies to set telework participation goals for fiscal year 2016. Agencies were provided with opportunities to set goals for total telework participation as well as participation in frequent routine (3 or more days per two-week period), infrequent routine (1-2 days per two-week period), and situational telework. Agencies had the option of setting goals in one or more of these areas.⁶

To assess agency progress in meeting participation rate goals, OPM made a determination as to whether the fiscal year 2016 participation data submitted by agencies supported their self-assessments of progress, by comparing the 2016 goal stated in the 2014-15 Data Call to the 2016 participation data reported in the 2016 Data Call. In a small number of cases, progress could not be assessed due to data limitations (e.g., an agency set a goal for 2016 but did not report the relevant data). The results of OPM’s progress assessment are shown in Appendix 14 and summarized in [Figure 6](#).



4 OPM data standards require agencies to report telework eligibility, hours and instances of routine telework, and hours and instances of situational telework for each employee. These data standards are described in greater detail in OPM’s [Guide to Human Resources Reporting](#) (Chapter 3, *HR-Status Data Feed*, p. 3-70 [telework eligibility] and Chapter 4, *Payroll Data Feed*, pp. 4-81 to 4-84 [telework participation]).

5 OPM’s August 11, 2016, [Memorandum to Chief Human Capital Officers](#) described this effort.

6 Agencies were advised that the same employee could be counted in both routine (frequent or infrequent) and situational telework categories; however, frequent and infrequent routine telework are mutually exclusive participation categories.

The most common type of participation goal that agencies successfully achieved was for total participation, followed in order by infrequent routine, situational, and frequent routine telework. Overall, 60 percent of agencies met at least one of their participation goals based on data reported for fiscal year 2016 (not shown). The rate at which no goal was provided varied by type of goal, but most agencies did set at least one goal. Figure 7, which is discussed below, shows that only 18 percent of agency respondents to the 2014-15 Data Call did not set a participation goal for 2016.

Understanding Missed Goals and Efforts to Achieve Future Goals

As directed by the Act, OPM asked agencies that reported not meeting their participation goal to provide an explanation and describe any actions being taken to identify and eliminate barriers to maximizing telework participation for the next reporting period. Detailed responses for the agencies that provided this information are shown in Appendix 15 and summarized below.

Reasons cited for unmet participation goals included:

- Employee attrition
- Nature of the work inhibiting participation
- Equipment or technology limitations
- Data collection limitations
- Participation goal was too aggressive
- Policy confusion or restrictions
- Agency achieved a portion of the goal
- Agency culture not supportive of telework
- Management resistance
- Change in context (e.g., shift in priorities, security concerns)

Actions being taken to identify and eliminate barriers included:

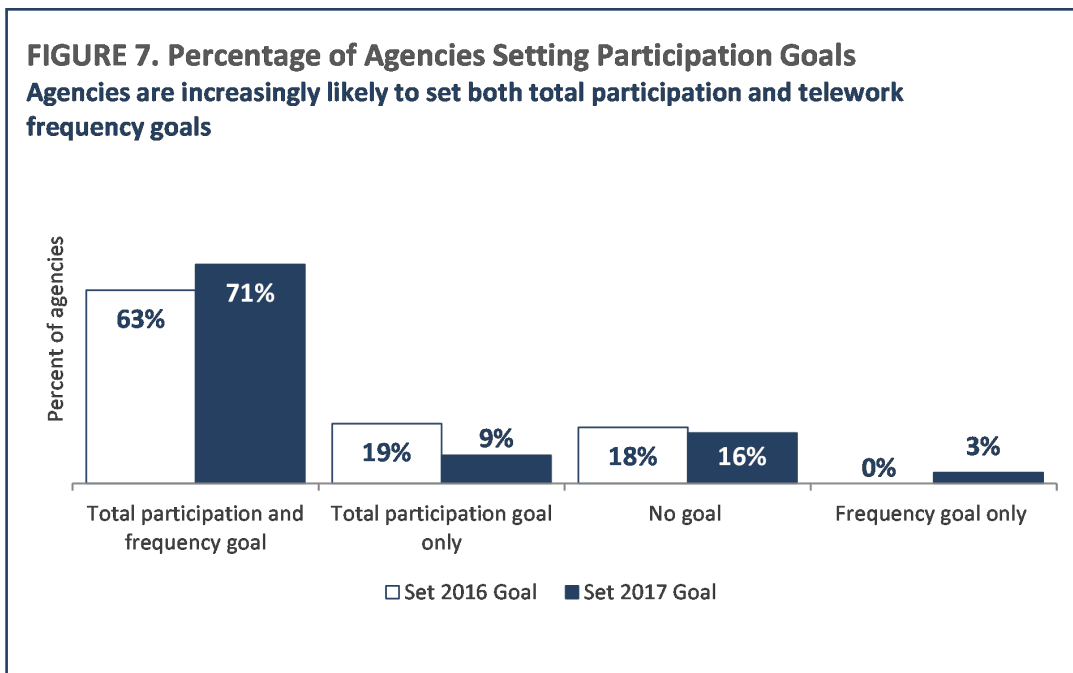
- Training for employees, managers, or human resources staff
- Updated telework policy
- Investment in technology
- Encouraging employees to telework if they wish
- Communications campaigns
- Filling leadership vacancies
- Improved data automation and tracking
- Engaging unions
- Implementing a telework pilot program
- Holding a focus group to assess barriers

Agencies also report that participation in telework has increased the implementation of programs that achieve reduced real estate footprint and cost savings.

Participation Goals: Fiscal Year 2017

Agencies responding to the 2016 Data Call were asked to provide goals for agency-wide telework participation for fiscal year 2017. As in the previous Data Call, agencies were able to set total participation goals and frequency of participation goals. Detailed agency responses are shown in Appendices 16-17.

[Figure 7](#) summarizes agency goal-setting for fiscal year 2017 in comparison to previous goal-setting for fiscal year 2016. The results show that, as a trend, agencies are now increasingly likely to set both total participation and frequency of participation goals (71 percent for 2017 compared to 63 percent for 2016). In addition, fewer agencies are providing no participation goal (16 percent for 2017 compared to 18 percent for 2016). These encouraging trends show that agencies are making progress in approaching their telework programs systematically and strategically.



Agencies that Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish participation goals for 2017 – either overall or a frequency of participation goal – were given an opportunity to explain what prevented them from establishing a numeric goal and the timeline for establishing such a goal. Detailed agency responses are shown in Appendix 18 and summarized in Table 2.

TABLE 2. Reasons for Not Setting Numeric Participation Goals

Reason for Not Setting Goals	Agencies
Nature of the work prohibits (e.g., classified work)	7
Data collection limitations	4
Set goal for overall telework participation rather than frequency goal	4
Other	4
Frequent telework goal not possible because of policy limits on number of telework days	3
Small agency size prohibits	3
Within-agency variations limits goal-setting at agency level	2
Goal-setting unnecessary to achieve agency telework vision	2
Goal-setting in process	1
Difficult to establish situational telework goals due to unpredictable need	1
Nature of the work limits frequent telework/goal-setting	1
At maximum level allowed to meet agency needs	1
Prefer to set non-numeric goal	1

Note: Some agencies were included in multiple categories.

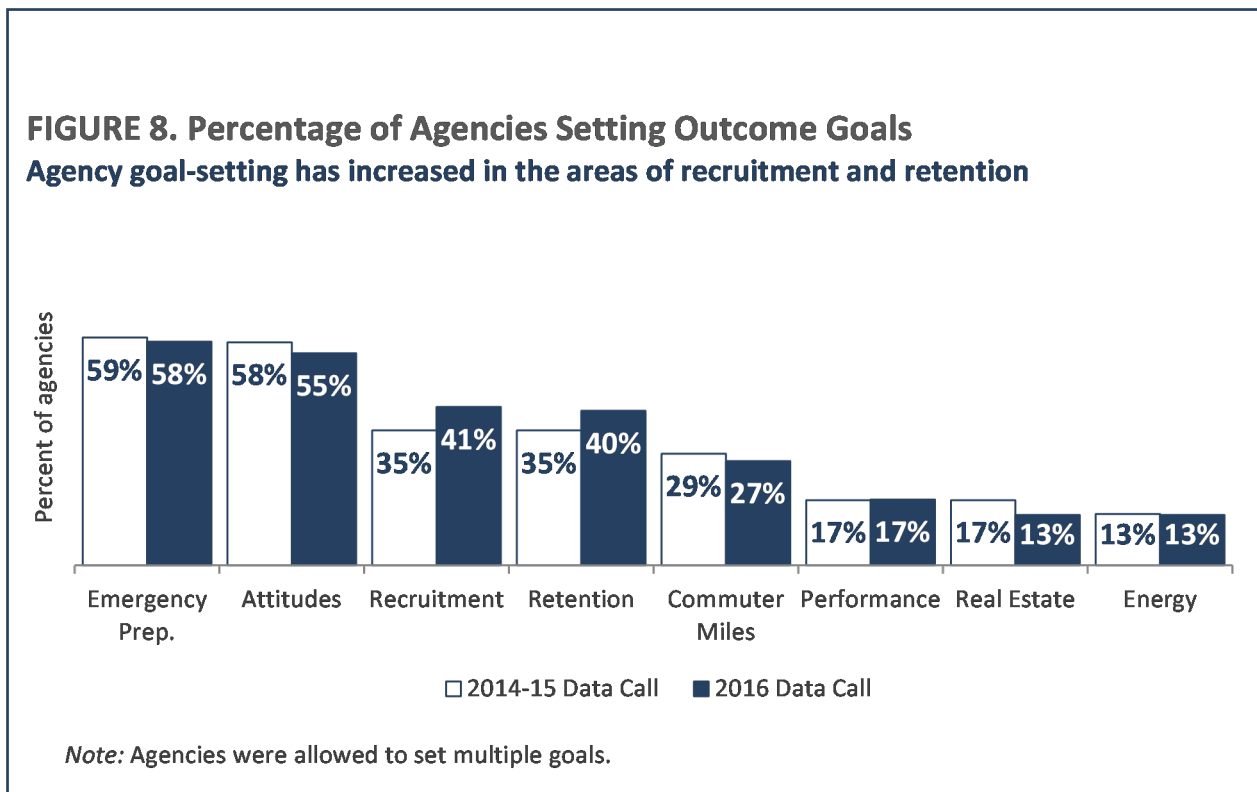
Among agencies that provided a clear explanation for not setting a participation goal, the most common reasons included the nature of the agency’s work (e.g., classified work), data collection limitations (e.g., systems under development), preferring to set an overall rather than a frequency of participation goal, policy restrictions on the number of telework days permitted, or small agency size limiting the ability to set goals. Agencies were also given the opportunity to describe any non-numeric goals, and two agencies did so. Of these agencies, one described improving telework tracking, and the other described aligning telework with performance management and continuity of operations planning.

Agency Outcomes: Assessing Agency Non-Participation Goals

The success of Federal telework programs is measured not only by participation but also by the extent to which agencies are effectively using telework to achieve valued outcomes for employees, agencies, and the community. To achieve the vision of telework as a strategic tool, the Act encourages Executive agencies to establish outcome goals for telework and to assess progress towards achieving those goals.

OPM provides training and support on an ongoing basis to assist agencies with goal-setting, measurement, and evaluation. As in the previous Data Call, OPM provided agencies with clear standards for goal-setting and assessments to use as a guide. These standards were reviewed during the 2016 Data Call training and included as an appendix to the survey. In addition, OPM resources included information posted on telework.gov, webinars for agency human resources professionals, and consultation as needed with individual agencies.

The 2016 Data Call required agencies to report on any goal-setting and achievement efforts related to telework outcomes since the previous Data Call. For each outcome listed in the Act, agencies were asked to describe their progress and were encouraged to include the specific goal(s), strategies, data, and methodology used to evaluate success. The Data Call also provided an opportunity for agencies to describe any other outcome goals not listed in the Act. Detailed agency responses are shown in Appendix 19 and summarized in [Figure 8](#).



As shown in Figure 8, the distribution of outcome goal-setting in 2016 was similar to the previous Data Call, and the most common goals were in the areas of emergency preparedness (58 percent) and employee attitudes (55 percent). Only two areas increased – recruitment (41 percent) and retention (40 percent). Agency efforts for each type of goal are described in the sections below, including a summary of the strategies and metrics. In addition, examples of agency best practices are highlighted in “Agency Spotlight” boxes.

Recruitment

Telework can be a valuable non-monetary incentive for attracting prospective employees to Federal service, and research shows that many employees view flexibility as a form of compensation. Agency efforts for recruitment (n=35) are summarized in Table 3.

Table 3: Summary of Goal-Setting: Employee Recruitment

Goal: Employee Recruitment	Agencies
Reported goal-setting	35
Strategies	
Include telework in job postings and/or interviews	13
Emphasize telework in recruitment materials and events	8
Advertise telework on social media	2
Advertise telework on public website	2
Improve telework eligibility and participation for new hires	1
Metrics	
Vacancy announcements	16
No metric given	6
Number/content of recruitment events and materials	2
Employee/candidate survey	2
FEVS	2
Records of telework participation among eligible new hires	1
Time and attendance/payroll records	1
Number of telework agreements	1
Social media metrics	1

Note: Some agencies were included in multiple categories.

Agencies reported the use of telework programs as a recruitment strategy, most frequently by advertising telework as a flexibility available for specific jobs announced to applicants (e.g., through job postings, recruitment materials and fairs, social media, or agency websites). Agencies also reported the metric they most frequently used to assess the effectiveness of this strategy involved the tracking of the number of references to telework in vacancy announcements. A few agencies also used more direct measures of recruitment, such as new employee surveys or records of telework participation and agreements among new hires.

Retention

As the demand for workplace flexibility continues to increase, telework can also be a useful tool for retaining high-performing employees. Agency efforts for employee retention (n=34) are summarized in Table 4.

TABLE 4. Summary of Goal-Setting: Employee Retention

Goal: Employee Retention	Agencies
Reported goal-setting	34
Strategies	
Unclear	9
Incentive for employees requiring geographic flexibility	9
Situational or medical telework to accommodate personal needs	4

Goal: Employee Retention	Agencies
Incentive for employees seeking retirement or other employment	4
Telework promotion campaign	3
Expanded telework frequency	3
Telework training for managers	2
Updated telework policy	1
Metrics	
No metric given	13
Retention of specific employees	5
FEVS	2
Exit interviews/surveys	2
Employee population/separation data	2
Time and attendance records	1
Feedback from agency offices	1

Note: Some agencies were included in multiple categories.

Several agencies cited the value of telework for retaining employees with specific skills and facilitating knowledge management among employees who would otherwise retire. The most common strategies included providing incentives for valued employees with family and medical needs or who may be inclined to retire or find work in other sectors. Consequently, the associated metric was typically a count of specific employees retained using telework opportunities.

AGENCY SPOTLIGHT: Employee Recruitment and Retention Goals

National Capital Planning Commission

Recruitment. This previously established goal is to recruit the top talent to fill our mission-critical position vacancies, as budget permits. Telework is promoted as a flexible work schedule option in our public recruitment efforts. This is an ongoing goal that is evaluated at end of the fiscal year. Telework participation is tracked regularly through the agency's telework agreement logs, time & attendance system, and NCPC's Who's In/Work Status email tracking system. 100% of our eligible new hires in FY2016 are telework-ready and participate in telework. In achieving this goal, telework promotion as a flexible work schedule option has contributed towards employee work/life balance and has been an effective recruitment tool at the advertisement (pre-employment) and orientation (post-employment) stages.

Retention. This previously established goal is to have an employee retention rate of 90%. Telework is an option available to NCPC employees to be used to the maximum extent possible without diminishing performance or the agency's overall mission and workflow. All employees and managers are informed that it is voluntary; and that it's a flexible work schedule arrangement that can assist in improving work-life balance while maintaining workplace productivity. This is an ongoing goal, assessed at the end of the fiscal year. In addition to using the continued telework tracking methods (as provided), the formula/metric used to measure employee retention is the number of employees at the start of the fiscal year divided by the number of employees who remained at the end of the fiscal year. NCPC's retention rate at the end of FY2016 was 97%.

Performance

Telework can promote improved performance and productivity by allowing employees to adapt work conditions to meet their needs and work preferences. Although the measurement of telework impacts on performance may be challenging, several agencies notably identified this as a goal area. Agency efforts for employee performance (n=15) are summarized in Table 5.

TABLE 5. Summary of Goal-Setting: Performance

Goal: Performance	Agencies
Reported goal-setting	15
Strategies	
Encouraging telework to reduce distractions	3
Reduced technology barriers	3
Unclear	2
New/updated policy	2
Training on telework and performance management	2
Encouraging situational telework	1
Results-oriented management strategies	1
Metrics	
No metric given	5
Employee comments	4
Performance ratings	2
FEVS	1

Note: Some agencies were included in multiple categories.

Most agencies identified strategies related to the encouragement of telework participation and the reduction of technological barriers to telework. Respondents often viewed telework as part of a broader effort to be an employer of choice or to meet agency performance goals by creating conditions most conducive to productivity (e.g., reduced distraction, improved work-life integration). The two systematic metrics reported were employee performance ratings and data from the FEVS.

Improved Employee Attitudes

Telework can have a positive effect on employee job attitudes through numerous mechanisms. For example, access to flexibility can promote feelings of empowerment, autonomy, or perceived support from the organization. Agency efforts for improved employee attitudes (n=47) are summarized in Table 6.

As in past years, agencies cited the improvement of employee attitudes as one of the most commonly identified goal-setting areas, and numerous agencies cited telework programs as a key factor in their employee engagement efforts. Agency strategies focused heavily on expanded access to telework participation or more frequent telework, including changes to agency policies. Agencies most commonly cited FEVS data as a metric, largely due to the availability and annual administration of the survey.

AGENCY SPOTLIGHT: Performance Goals

Institute of Museum and Library Services

Our agency introduced Surface Pro laptops and upgraded our VPN connectivity to make teleworking easier for all staff. Our goal was for everyone to be able to telework during our office move in March of 2016. All staff were able to work remotely with very few issues as we transitioned to a new building over the course of a week. We are a small agency and did not track this formally, but we have heard from many staff members who had not teleworked previously that they are far more interested and willing to telework as a result of this experience.

TABLE 6. Summary of Goal-Setting: Employee Attitudes

Goal: Employee Attitudes	Agencies
Reported goal-setting	47
Strategies	
Unclear	27
Expand access to telework (e.g., encourage use, review eligibility)	7
Updated policy	5
Increase access to more frequent telework	4
Training for employees or managers	3
Use telework during closures/emergencies	2
Pilot study	1
Use telework to retain valued employees	1
Improved equipment/technology (e.g., lighter laptops, document sharing)	1
Metrics	
FEVS	31
No metric given	11
Employee survey	2
Employee comments	2

Note: Some agencies were included in multiple categories.

AGENCY SPOTLIGHT: Employee Attitudes Goals

Equal Employment Opportunity Commission

Consistent with the Telework Enhancement Act, EEOC has used increased telework for employees as a means of promoting job satisfaction and value. The goal set was to increase the maximum number of days employees may telework per pay period in order to improve morale and satisfaction. EEOC recently increased the number of telework days from 4 to 5 each pay period for bargaining unit employees through negotiations with EEOC's Union, at the request of upper management. One position that was previously not allowed to telework now has the option of full-time [remote work] in a 2-year pilot program in order to improve morale and reduce turnover. The EEOC's Employee Viewpoint Survey will be used to determine whether increased telework has improved morale and to assess the value employees placed on their jobs through work-at-home policies.

Emergency Preparedness

The Act requires Executive agencies to incorporate telework into their continuity of operations (COOP) planning, and telework is central to OPM's Washington, DC, Area Dismissal and Closure Procedures.⁷ Thus, as telework programs have expanded, goal-setting around emergency planning has become a top priority for many agencies. Agency efforts for emergency preparedness (n=50) are summarized in Table 7.

⁷ Agencies outside of the Washington metropolitan area have similar policies and procedures in place, but dismissal and closure decisions are delegated to the Federal Executive Boards and local agency heads. See <https://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/dcdismisal.pdf>

TABLE 7. Summary of Goal-Setting: Emergency Preparedness

Goal: Emergency Preparedness	Agencies
Reported goal-setting	50
Strategies	
Emphasize telework in COOP plan or guidance	26
Telework exercises/drills	9
Encourage or require telework during closures (e.g., weather, special events)	7
Improve information technology (e.g., laptops, VPN)	6
Encourage employees to become telework ready (e.g., sign situational agreement)	6
Communication initiative	4
Include emergency expectations in telework agreements	3
Ensure telework agreements for essential employees	3
Unclear	3
Updated telework policy/guidance	2
Review telework agreements annually for situational telework	2
Improved tracking of emergency telework (e.g., revised timesheets)	1
Expand telework program or eligibility	1
Encourage preparation for telework when closures expected	1
Telework centers outside of DC area	1
Metrics	
No metric given	18
Results of emergency test drills (e.g., system capacity, employee survey)	11
Telework participation records (often during building closures or special events)	8
Continued essential operations during recent closures or special events	5
Telework agreements among all or subsets (e.g., essential) employees	2
Resolution of technical issues (e.g., VPN, security, connectivity)	2
Employee survey	2
Number of telework-ready or telework-eligible employees	1
Administrative leave, situational telework, and emergency telework hours	1
Use of remote servers during emergency closures	1
Number of employees equipped with laptops/cell phones	1

Note: Some agencies were included in multiple categories.

Many respondents reported emphasizing telework in COOP plans or guidance and conducting regular telework drills. Another common strategy included encouraging or requiring those employees under a telework agreement to telework during closures such as weather emergencies and special events, as specified in agency telework policies. In 2016, many agencies leveraged telework to reduce disruptions during the DC metro SafeTrack repair project. The most widely cited metrics included emergency test drill results, telework participation during closures, and continued operations during specific disruptions such as SafeTrack.

Energy Use

Reduced energy use through telework can produce environmental benefits while reducing the costs associated with managing Federal buildings. Agency efforts for energy use reduction (n=11) are summarized in Table 8.

The two specific strategies reported for this goal area were increasing telework participation and encouraging more routine telework. The metrics reported included sustainability measures (e.g., emissions estimates, energy use intensity), use of office resources, and telework participation. Agencies may experience great challenges in the tracking of impacts of telework on energy use due to a myriad of related behaviors and factors involved (including, for example, increased energy use in the community where the alternative workplace is located). To assist in this endeavor, OPM has promoted the use of GSA’s Carbon Footprint Tool to facilitate estimates of energy impacts.⁸ Additionally, agencies are encouraged to leverage information on reducing greenhouse gas emissions collected under Executive Order 13693, Planning for Sustainability in the Next Decade.

AGENCY SPOTLIGHT: Emergency Preparedness Goals
Environmental Protection Agency

EPA regularly uses telework as an emergency preparedness tool and proactively promotes telework for employees. As an example, in January 2016, Winter Storm Jonas struck the Washington, DC, area, causing OPM to order several days of closures, early dismissals, and delayed openings. During this time, many of EPA’s telework-ready employees continued working in accordance with their telework agreement, enabling the mission to continue despite the disruption to the official worksite. Episodic telework during Winter Storm Jonas was about 2.5 times greater than the FY2016 average. Episodic telework in the DC area averaged 9,905 hours per pay period, but during the storm period EPA saw the use of over 25,000 episodic telework hours. Similarly, EPA’s telework data shows an increase on March 16 when the Metrorail system closed unexpectedly. Episodic telework was about 3.5 times greater on this day than a typical Wednesday. There were 3,944 episodic hours this day compared to 1,125 on the average Wednesday in FY2016.

TABLE 8. Summary of Goal-Setting: Energy Use

Goal: Energy Use	Agencies
Reported goal-setting	11
Strategies	
Unclear	6
Increase telework participation	4
Encourage routine telework	1
Metrics	
Sustainability measures (e.g., emissions estimates, energy use intensity)	4
No metric given	2
Use of office resources (e.g., printers)	2
Telework participation records	1

Note: Some agencies were included in multiple categories.

AGENCY SPOTLIGHT: Energy Use Goals
Department of Homeland Security

U.S. Citizenship and Immigration Services (USCIS) started developing its telework expansion plan in anticipation of the space consolidation initiative. This plan includes a Road Map for Telework, additional telework training, benchmarking (internally and externally) for best practices, site visits, etc. USCIS has been aggressively expanding hoteling and remote worker programs to reduce the component’s carbon footprint, which reduces energy use. In addition, they have engaged in pre-decisional involvement with their union partners to solicit feedback and gain buy-in to avoid any future delays in the space consolidation project. In the future, USCIS will rely on the results of the General Services Administration’s commuting survey to estimate greenhouse emissions resulting from employees’ commutes as part of an annual requirement to inventory all greenhouse gas emissions.

Real Estate Costs

Similarly, telework may also reduce costs associated with managing Federal buildings by reducing the amount of required physical real estate when employees work from alternative locations. Agency efforts for reducing real estate costs (n=14) are summarized in Table 9.

TABLE 9. Summary of Goal-Setting: Real Estate Costs

Goal: Real Estate Costs	Agencies
Reported goal-setting	11
Strategies	
Encourage use of telework	6
Hoteling	4
Increase access to more frequent telework	2
Metrics	
Cost of office space (e.g., rent for leased space)	7
Amount of office space (e.g., floors, buildings, square footage)	6
No metric given	1
Telework participation records	1

Note: Some agencies were included in multiple categories.

AGENCY SPOTLIGHT: Real Estate Cost Goals

Federal Deposit Insurance Corporation

The FDIC plans to reduce/avoid real estate costs by Fiscal Year 2017 by reducing the amount of leased space in current buildings. This goal was set in 2013 and we continue to make progress towards the goal as we reduce the amount of term staff currently on board, as well as increasing the eligible positions for the full-time telework option. In 2016, the FDIC continued to reduce space in both Regional and Field offices. We are able to track cost savings based on the square footage required per Field Office lease and the required number of floors for Regional offices.

The strategies reported by agencies for reduced real estate costs included the encouragement of telework, hoteling, and increased access to more frequent telework. The most common metrics reported by agencies involved the cost of office space (e.g., rent for leased space) and amount of office space (e.g., floors, buildings, square footage). As in past years, agencies were more likely to cite specific strategies, metrics, or achieved goals for real estate costs than energy use goals due to the ready availability of metrics. To foster continued progress, agencies are encouraged to leverage information on efficient use of office space collected under OMB Management Procedures Memorandum 2015-01.

Commute Miles

Telework has long been recognized as a strategy for mitigating the negative impact of commuting on employees and the environment. Similar to the strategy of reducing energy use, agencies may help employees reduce the amount of their commute miles as an effective strategy to help agencies pursue sustainability goals under Executive Order 13693 (see above). Agency efforts for commute miles (n=23) are summarized in Table 10.

TABLE 10. Summary of Goal-Setting: Commute Miles

Goal: Commute Miles	Agencies
Reported goal-setting	23
Strategies	
Unclear	13
Encourage situational telework during major commute disruptions	4
Increase access to more frequent telework	3
Increase telework participation	1
Metrics	
Commute distance/miles	9
No metric given	6
Telework participation records	4
Commuter survey	2
Transit subsidy expenditures	2
Number of commute days/hours avoided	2
Telework agreements	1
Commuting time	1

Note: Some agencies were included in multiple categories.

Agencies cited the benefits of reduced commute miles for a range of other outcomes, including the efficient use of employee time, reduced costs associated with commuting, and reduced greenhouse gas emissions. Strategies in this area included encouraging situational telework during major commute disruptions (e.g., SafeTrack) and increasing telework participation, particularly more frequent routine telework. The most common metrics reported were commute distance/miles telework participation records, commuter surveys, and transit subsidy expenditures.

Other Goals

A total of eight agencies provided information on a specific non-numeric goal. Two agencies cited environmental goals related to greenhouse gas emissions and climate change planning. Two agencies also cited health-related goals, including using telework to facilitate transitions to work following medical leave, improved employee health, reduced use of sick leave, and reduced worker's compensation costs. Additional non-numeric goals included the following:

- Using telework to facilitate completion of specific major projects
- Making upgrades to time and attendance systems
- Establishing compliance protocols and management controls
- Improving customer service

AGENCY SPOTLIGHT: Commute Miles Goals

Department of Labor

DOL has made significant progress using telework to reduce commuter days traveled and miles. Commuter trip reductions are a strategy employed to achieve DOL's Strategic Sustainability Performance Plan goals to reduce greenhouse gas emissions. Using DOL's total telework days in the National Office area and regions, and the average FY 2016 population of 15,851 employees, teleworking is estimated to have reduced the average of 230 commuting workdays per employee to 196.3 commuting workdays annually. DOL uses statistical studies of D.C. and regional commuting patterns to estimate teleworking's influence on reducing the commuter miles traveled based on a reduction in commuting days. A National Capital Region Transportation Planning Board and Metropolitan Washington Council of Governments survey shows that the average one-way employee commute in Washington, D.C., is 16.0 miles (32 miles roundtrip). A survey report published by IBM in 2009, "The Commuter's Challenge: The impact of traffic congestion in the U.S.," estimates that the typical one-way commute is 16.7 miles (33.4 miles roundtrip) based on data collected from drivers in ten major U.S. cities. Using these statistical estimates, DOL calculates that in FY 2016 teleworking reduced the amount of employee automobile miles commuted by 8,255,738 miles.

Other Cost Savings

The 2016 Data Call asked agencies to identify any areas in which they achieved cost savings from implementing or maintaining telework since the previous Data Call. Agencies that reported savings in specific areas were then asked to describe the savings in detail, including dollar amounts and the method for determining and assessing cost savings. Agencies that reported they had not achieved cost savings, were unable to track cost savings, or were planning for assessing cost savings were also asked to provide explanations for their responses. Responses by agency are shown in Appendix 22.

As shown in [Figure 9](#), agencies reported cost savings in each area, with the most commonly reported savings relating to transit/commuting costs (14 percent), rent/office space (10 percent), human capital (6 percent), reduced absences (6 percent), utilities (3 percent), and training (1 percent). Agency descriptions of these cost savings are shown in Appendix 23 and summarized in Table 11. In reviewing these descriptions, it is important to note variation in the timeframe and recurring nature of the cost savings agencies reported. For example, some cost savings are one-time savings, while others are recurring annually. Similarly, some agencies reported savings for individual subagencies, while other estimates were agency-wide.

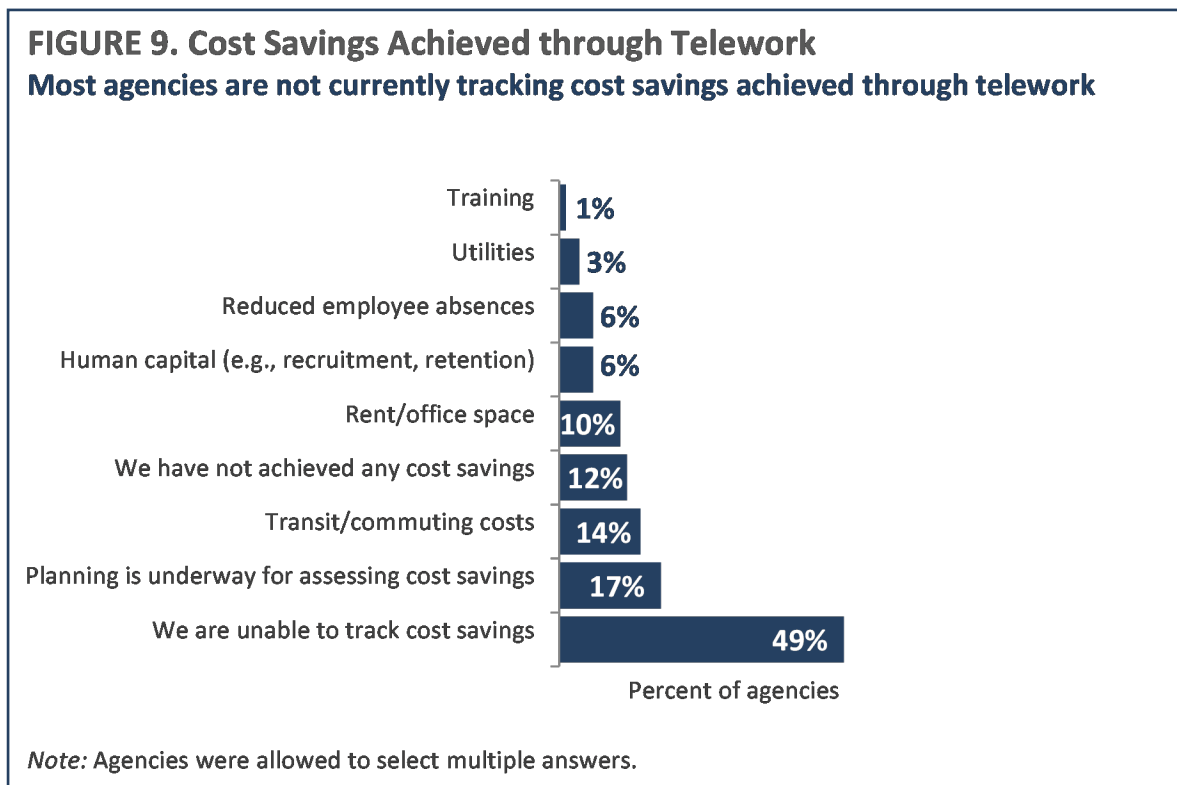


Table 11. Agency Descriptions of Cost Savings Achieved through Telework

Agency	Cost Savings Area(s)	\$ Amount(s)
Agency for International Development	Rent/office space Transit/commuting Equipment	\$240,000 \$12,000 \$75,000
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Rent/office space	\$7,000
Chemical Safety and Hazard Investigation Board	Rent/office space	\$500,000
Court Services and Offender Supervision Agency	Transit/commuting	\$611,951
Department of Education	Transit/commuting	\$116,540.38
Department of Homeland Security	Rent/office space Transit/commuting Combined rent/real estate, utilities, equipment, and waste	\$3,087,500 \$40 million \$702,277
Department of Labor	Rent/office space	\$555,555
Department of the Treasury	Rent/office space	\$88,773
Federal Deposit Insurance Corporation	Rent/real estate	-
General Services Administration	Rent/office space Transit/commuting Administrative costs Employee absences Utilities	\$24.6 million \$926,871.80 \$6 million - -
Japan-United States Friendship Commission	Transit/commuting	-
Marine Mammal Commission	Recruitment	\$3,000
National Aeronautics and Space Administration	Utilities	\$85,000
National Council on Disability	Transit/commuting	\$2,400
Occupational Safety and Health Review Commission	Transit/commuting	-
Patent and Trademark Office	Rent/real estate Transit/commuting	\$43 million \$6,981,835
U.S. International Trade Commission	Transit/commuting	-

Notes: This table includes results for agencies that provided open-ended responses describing specific cost savings. Dollar amounts may refer to different timeframes (e.g., annual recurring, one-time) and may refer to individual subagencies or agency-wide estimates. A hyphen for dollar amount indicates that the agency provided a narrative description of the cost savings but did not provide a specific dollar amount. In some cases, agencies provided metrics other than dollar amounts. For full agency responses, see Appendix 23.

Although numerous agencies reported specific cost savings associated with telework, most agencies were not able to provide such information. A majority of agencies (56 percent) reported that they are unable to track cost savings. These respondents were asked to explain their inability to report cost savings, and the most common explanations included lack of a system to track telework cost savings; difficulty isolating costs associated specifically with telework; and a lack of access to data (e.g., utility costs are managed by the landlord). A few agencies also reported significant limitations in their telework programs and the lack of staff resources or in-house skills to systematically assess cost savings.

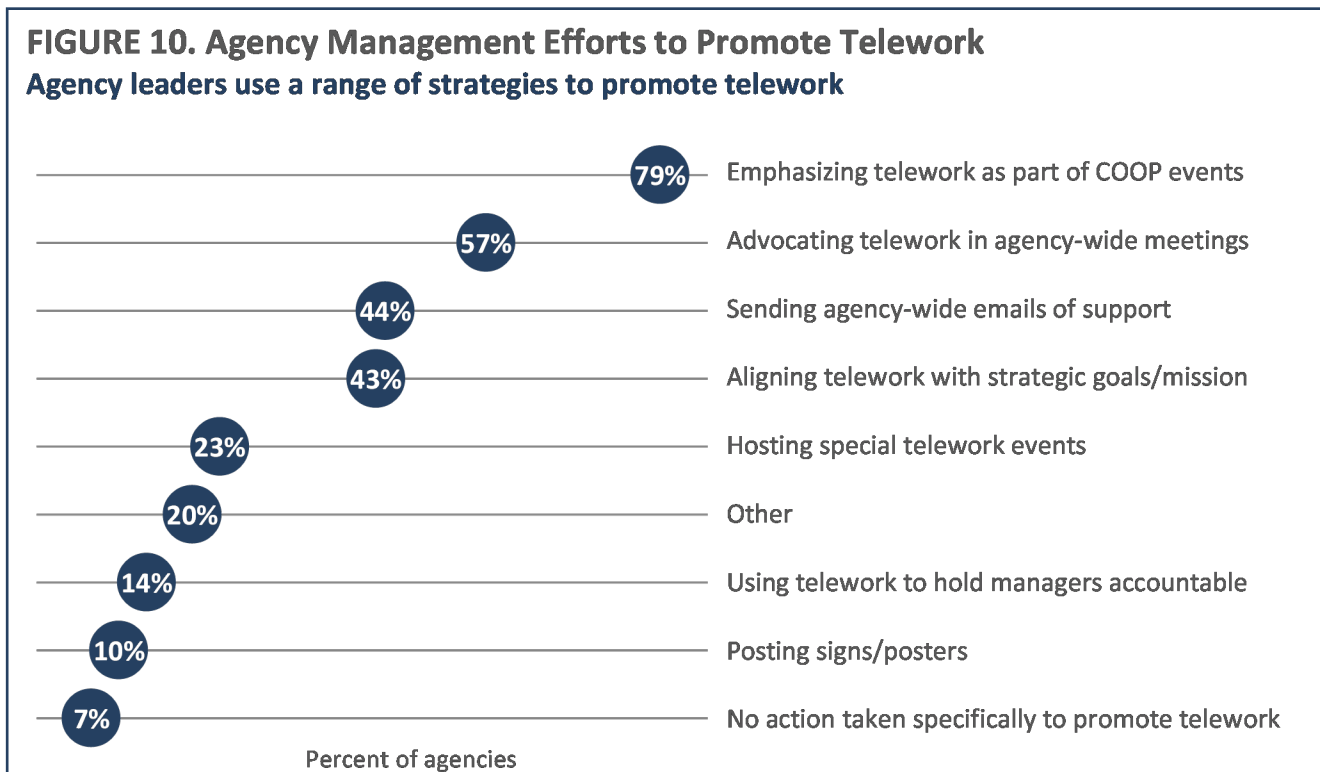
Of the remaining agencies, 15 reported that planning is underway for achieving cost savings, and nine reported no cost savings achieved. Agencies with planning underway were asked to specify when they expect to report on achieving cost savings from telework; about half of these agencies set a goal of reporting on cost savings for calendar or fiscal year 2017, while the remaining agencies indicated that they are in the process of assessing methods for tracking cost savings.

Agencies that have not achieved cost savings were asked to describe any action being taken to identify opportunities for achieving future cost savings through telework. These respondents reported efforts to expand their telework programs through signed telework agreements or by focusing on specific areas such as energy use, transit subsidies, or seeking out new office space. Additionally, one agency indicated an intention to initiate a shared space pilot in fiscal year 2017.

Cost savings are a key policy goal of Federal telework programs. Nevertheless, as evidenced by the agency responses described above, challenges exist in the assessment of these cost savings. In particular, agencies may have difficulty isolating costs and benefits attributable specifically to telework. To support agency efforts, OPM is further working with the Chief Human Capital Officers (CHCO) Council to develop clarifying guidance for agencies on assessing telework costs and benefits and plans to host a CHCO Academy session addressing this topic.⁹

Agency Management Efforts to Promote Telework

The Telework Enhancement Act tasks the CHCO Council with collecting and reporting information regarding agency management efforts to promote telework. To assist with this requirement, the 2016 Data Call asked agencies to select from a list of efforts as well as to describe the specific nature of those efforts. Detailed agency responses are shown in Appendices 12-13 and summarized in [Figure 10](#).



The results in Figure 10 show that agencies continue to take action at the leadership level to promote telework. Overall, agency responses are very similar to the pattern observed in previous reporting.

Agency leaders continue to most commonly promote telework through their COOP events and planning (79 percent of agencies). Other common strategies reported by agencies in 2016 included promoting telework in agency-wide meetings (57 percent), agency-wide emails of support for telework (44 percent), and aligning telework with agency strategic goals and mission (43 percent).

9 See the OPM response to GAO report GAO-16-551, *Better Guidance Could Help Agencies Calculate Benefits and Costs* (June 2016). <http://www.gao.gov/assets/680/678465.pdf>

In open-ended responses, agencies described a wide range of management efforts to support telework programs, particularly in the areas of telework policy updates, strategic planning, and improved data collection and monitoring. Numerous agencies reported leadership initiatives to modernize and improve telework policies by expanding access and promoting integration with other agency goals. Several respondents specified strategic goals of their programs or indicated integrating telework into the agency's annual strategic plan, continuity of operations plan, diversity and inclusion strategic plan, real estate reduction plan, or broad agency mobility/flexibility initiative. Agencies cited systematic action planning and strategic partnerships (e.g., unions, cross-office collaboration) as key tools.

AGENCY SPOTLIGHT: Action Planning

Department of Agriculture

The USDA leadership develops an Annual Action Plan with base numbers for participation and set goals for the year. Reports are submitted monthly with a summary of each sub-agencies progress. We continue to develop additional training, provide resources and initiate ways to further promote the program and keep Telework in the forefront. Monthly training sessions are held USDA-wide to targeted audiences, Telework Week is hosted each year in April and we have developed Telework Assessments to identify continued barriers.

AGENCY SPOTLIGHT: Strategic Partnerships

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. The CHCO meets with ED's senior leadership to emphasize the Department's dedication to expanding our telework program. Human Resources have also hosted management training sessions as well as conference calls to help first and second level supervisors understand the importance of telework. We have also worked with offices to provide them with assistance in effectively managing telework, ensuring that arrangements are successful. We also work with our union officials to identify employee concerns about telework, and address those concerns collaboratively.

Agencies also commonly described management efforts to improve telework data collection and systems for verifying compliance with telework policies. For example, agencies reported transitioning to the use of electronic telework agreements; developing time codes specifically for telework; implementing requirements for annual training, telework recertification, eligibility reviews, or updates to telework agreements; providing guidance to managers on telework implementation; and providing guidance to employees to support more accurate telework reporting through time and attendance systems.

AGENCY SPOTLIGHT: Program Management and Compliance

Department of the Treasury

In FY2016 Treasury took major steps to improve overall program management.

Two bureaus have created electronic telework agreements including a process to route for signature and upload into an electronic Telework Agreement Library. One bureau is doing the same for Telework Denials and has created a Telework Dashboard database as a management tool for program oversight and compliance.

Telework is being strategically used in 3 bureaus to support real estate reductions. In addition, all bureaus continue to expand emergency telework to maintain operations and serve their customers during severe weather or other emergencies.

Treasury continues to show very favorable satisfaction scores for telework from the Federal Employee Viewpoint Survey. Treasury's FY2016 score topped out at 89% favorable. This represents a 10% higher score than the government wide score, and an overall growth in satisfaction from 57% in 2010, to 89% in 2016. Based on agency exit surveys-telework is not a significant factor for employees who leave Treasury.

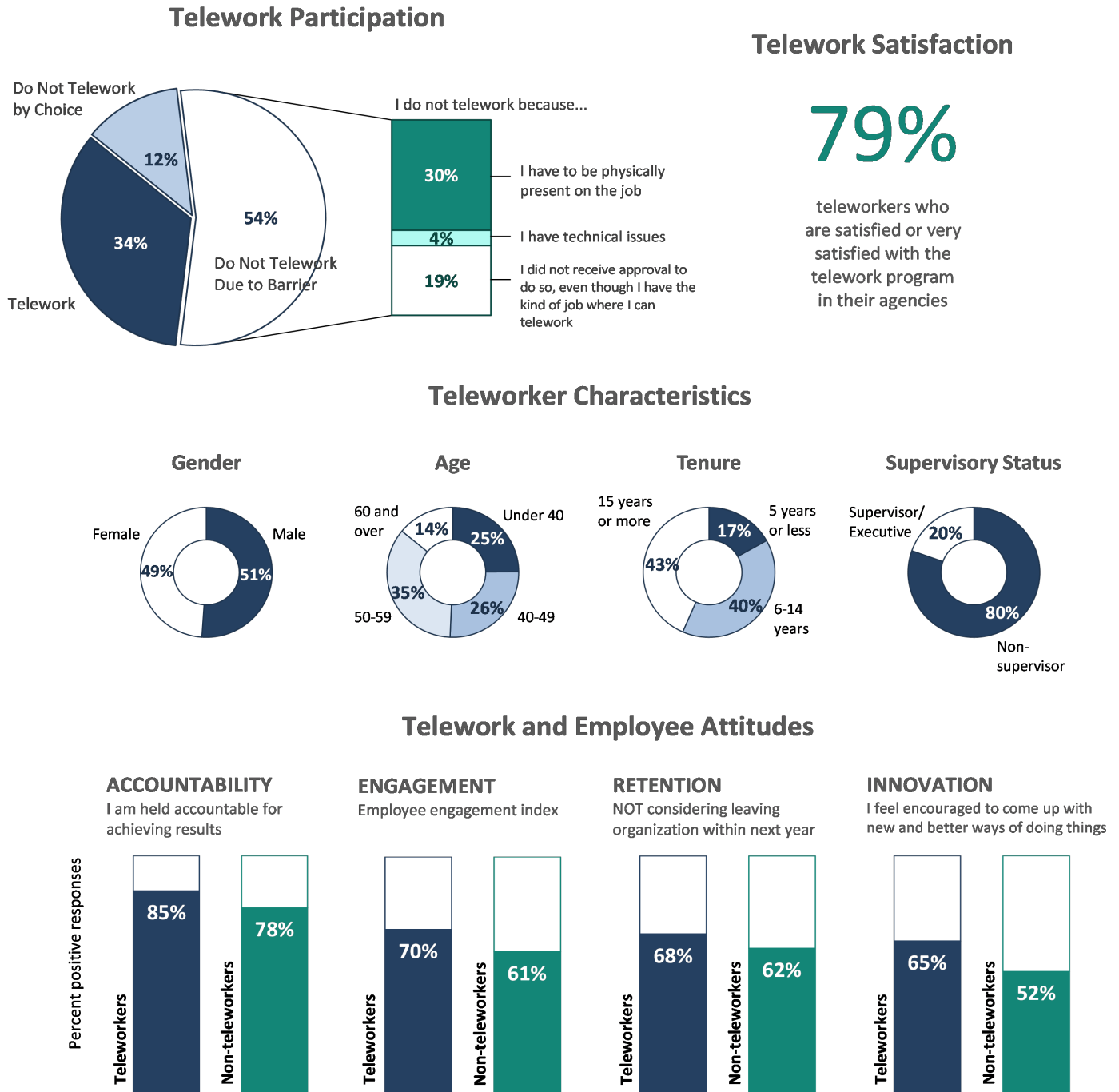
Finally, two bureaus have successfully implemented a telework compliance program to ensure compliance with the requirements of the Telework Enhancement Act of 2010, bureau telework policies, and collective bargaining provisions. For training compliance, one bureau added required telework training to their employee's learning plan to make it easier for them to complete the appropriate training.

Employee Perspectives from the Federal Employee Viewpoint Survey

FEVS data provide additional information on the status of Federal telework programs from the employee perspective. [Figure 11](#) shows results from the 2016 FEVS to assess employee-reported telework participation, telework satisfaction among participants, characteristics of teleworkers, and comparisons of those who telework versus those who do not.

As noted above, FEVS telework participation data provide an independent source of evidence for assessing participation and changes in participation over time. Item response options also provide an opportunity to explore barriers to participation. Employee self-reports parallel the general upward trend in telework participation, providing substantiating evidence for the trend observed in agency data reported through the 2016 Data Call.

Figure 11. Results from the Federal Employee Viewpoint Survey



In 2016, 34 percent of Federal employees reported telework to some degree, an increase of three percentage points since 2015. Of the remaining employees, 12 percent did not telework by choice and 54 percent did not telework due to a barrier. As in past years, the most common barrier to teleworking cited by employees was having to be physically present on the job (31 percent) followed by not receiving approval to telework despite having a job that is suitable for telework (19 percent) (in the employee's view) and technical issues (4 percent). These results are consistent with previously reported findings from 2015, and they suggest room for continued progress in the reduction of unnecessary barriers to telework.

The results of this report indicate employees who telework are largely satisfied with their telework programs—79 percent of teleworkers reported that they were “satisfied” or “very satisfied.” Additionally, demographic data show that the typical teleworker is equally likely to be male or female and is most likely to be 40 or older (75 percent of teleworkers), have 6 or more years of Federal tenure (83 percent of teleworkers), and be in a non-supervisory position (80 percent of teleworkers).

Results from the 2016 FEVS also speak to the many potential benefits of telework for improving Government performance. Figure 11 shows comparisons of key attitudes for teleworkers and non-teleworkers due to a barrier. The comparisons focus on employees who do not telework due to barrier because non-teleworkers by choice tend to exhibit similar attitudes to teleworkers, as discussed in previous OPM reports. The 2016 results show that teleworkers exhibit higher self-reported accountability (85 percent versus 78 percent), engagement scores (70 percent versus 61 percent), retention intent (68 percent versus 62 percent), and innovation (65 percent versus 52 percent). While these correlations do not necessarily reflect causal relationships, they support widely accepted theoretical linkages between programs and outcomes.

Conclusion

The results of this report show that Federal agencies continue to improve and expand their telework programs in support of a wide range of valuable outcomes. Telework participation continues to increase as a percentage of both eligible employees and all employees, and situational telework remains the most common form of telework participation. Tracking participation is also improving as agencies increasingly rely on more accurate methods of data collection.

Agencies reported considerable progress in meeting telework participation goals, with 60 percent of agencies meeting at least one participation goal set for fiscal year 2016. In addition, agencies are very active in using telework to achieve outcome goals that drive Government performance, especially in the areas of emergency preparedness, employee attitudes, recruitment, and retention. To achieve these goals, agency leaders are leveraging a wide range of strategies to promote and improve telework programs. For example, agencies described management efforts to modernize telework policies, integrate telework with strategic planning, and improve telework data collection and compliance.

Nevertheless, opportunities continue to exist for additional improvement. Telework eligibility rates have remained relatively stable in recent years. However, as appropriate, agencies may be able to increase eligibility by revisiting determinations made early in the implementation of telework programs or not otherwise recently updated. Additionally, despite progress in improving data collection methods, many agencies still face challenges to accurately tracking eligibility and participation. OPM is working closely with agencies to facilitate the transition to automated data collected through the EHRI database. Ultimately, all agencies must align time and attendance systems, eligibility tracking systems, and EHRI reporting practices with OPM data standards. In addition, it is important to provide training for employees and managers to pursue accurate telework reporting.

Improved reporting accuracy will also support agency efforts to assess the costs and benefits of their telework programs. While many agencies reported progress in setting and assessing outcome goals, fewer agencies were able to provide information on cost savings associated with their telework programs. To support agency efforts, OPM is working with the CHCO Council to develop clarifying guidance for agencies on assessing telework costs and benefits and plans to host a CHCO Academy session addressing this topic. These efforts reflect OPM's commitment to promoting robust Federal telework programs that yield benefits for employees, agencies, and the community.

Appendices

APPENDIX 1. Figure Descriptions and Data

Figure 1: Telework Eligibility, FY 2011-2016

“42 percent of Federal employees were eligible to telework in 2016”

Year	Percent of eligible employees
2011	33%
2012	47%
2013	45%
2014	44%
2015	44%
2016	42%

Figure 2: Telework Participation, FY 2012-2016

“Telework participation continues to increase as both a percentage of all Federal employees and as a percentage of eligible Federal employees”

Year	Percent of all employees	Percent of eligible employees
2016	22%	51%
2015	20%	46%
2014	18%	42%
2013	17%	39%
2012	14%	29%

Figure 3: Changes in Telework Participation from FY 2015 to FY 2016

“Most agencies with changes of more than 10% saw increases in telework participation”

- 37 agencies reported telework participation changes of more than 10%
- 86 percent of these agencies reported increases in telework participation

Figure 4: Telework Frequency, FY 2016

“Situational Telework is the most common type of participation”

Frequency category	Percent of teleworkers
Situational	48%
1-2 days	26%
3+ days	34%
No more than once monthly	11%

Figure 5: Methods for Telework Calculations

“How did you determine the number of teleworkers reported?”

Method for calculating number of teleworkers	Percent of agencies
Customized tracking system	9%
Other	10%
T&A system and customized tracking system	10%
Surveyed employees, managers, other personnel	16%
Manual review of telework agreements	31%
Time & attendance (T&A) system	66%

“When calculating days teleworked, is it usual practice to include employees who telework....?”

Calculating days teleworked	Percent of agencies
Only work full work days	26%
Any part of the work day	84%
Other	5%

Figure 6: FY 2016 Telework Participation Goal Progress

Type of goal	Met	Not met	Not verifiable	No goal provided
Situational	25%	20%	6%	49%
Infrequent routine	29%	16%	4%	51%
Frequent routine	20%	24%	5%	51%
Total participation	48%	21%	8%	24%

Figure 7: Percentage of Agencies Setting Participation Goals

“Agencies are increasingly likely to set both total participation and telework frequency goals”

Type of Goal	Set 2016 Goal	Set 2017 Goal
Total and frequency goal	63%	73%
Total participation goal only	19%	7%
No goal	18%	16%
Frequency goal only	0%	3%

Figure 8: Percentage of Agencies Setting Outcome Goals

“Agency goal-setting has increased in the areas of recruitment and retention”

Outcome goal	2014-15 Data Call	2016 Data Call
Emergency Preparation	59%	58%
Attitudes	58%	55%
Recruitment	35%	41%
Retention	35%	40%
Commuter Miles	29%	27%
Performance	17%	17%
Real Estate	17%	13%
Energy	13%	13%

Figure 9: Cost Savings Achieved through Telework

“Most agencies are not currently tracing cost savings achieved through telework”

Cost savings achieved	Percent of agencies
We are unable to track cost savings	49%
Planning is underway for assessing cost savings	17%
Transit/commuting costs	14%
We have not achieved any cost savings	12%
Rent/office space	10%
Human capital (e.g., recruitment, retention)	6%
Reduced employee absences	6%
Utilities	3%
Training	1%

Figure 10: Agency Management Efforts to Promote Telework

“Agency leaders use a range of strategies to promote telework”

Efforts to promote telework	Percent of agencies
Emphasizing telework as part of COOP events	79%
Advocates telework in agency-wide meetings	57%
Sending agency-wide emails of support	44%
Aligning telework with agency strategic goals and mission	43%
Hosting special telework events	23%
Other	20%
Uses telework goals/measurement to hold managers accountable	14%
Posting signs/posters	10%
No action specifically taken to promote telework	7%

Figure 11: Results from the 2016 Federal Employee Viewpoint Survey

Telework Participation	Percentage
Teleworker	34%
Non-teleworker - choice	12%
Do not telework - must be physically present on the job	30%
Do not telework - technical issues	4%
Do not telework - did not receive approval to do so	19%

Telework Satisfaction

- 79%: Percentage of teleworkers who are satisfied or very satisfied with the telework program in their agencies

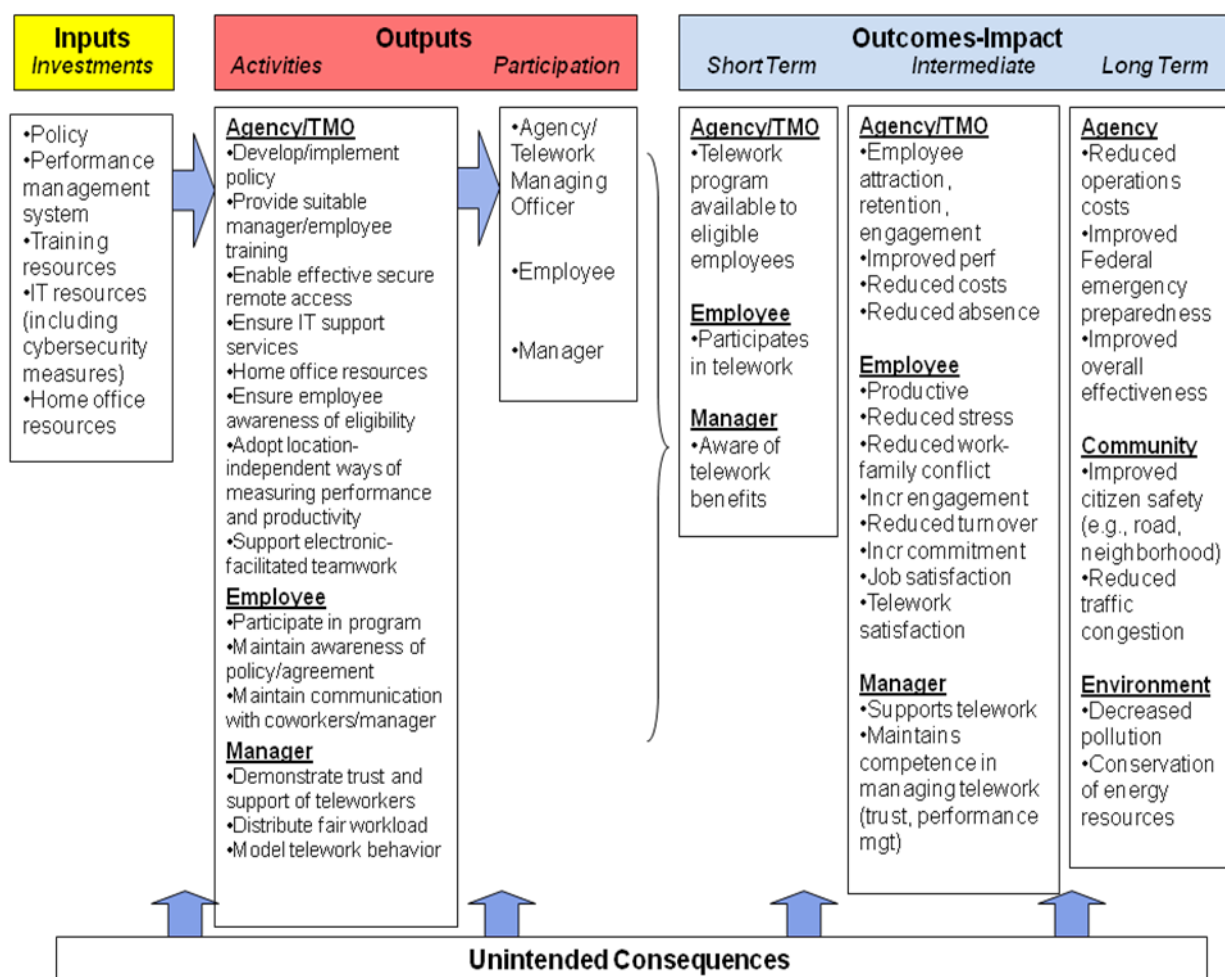
Teleworker Characteristics

Gender	Percentage
Male	51%
Female	49%
Age	Percentage
Under 40	25%
40-49	26%
50-59	35%
60 and over	14%
Supervisory status	Percentage
Non-supervisor	80%
Supervisor/Executive	20%
Tenure	Percentage
5 years or less	17%
6 to 14 years	40%
15 years or more	44%

Telework and Employee Attitudes

Employee attitudes	Teleworkers	Non-teleworkers
Innovation	65%	52%
Engagement	70%	61%
Job satisfaction	70%	62%
Accountability	85%	78%
Retention	68%	62%

APPENDIX 2. Federal Telework Logic Model



OPM developed a logic model in 2011 to guide evaluation of the overall change initiative pursued under the Telework Enhancement Act. The model is a roadmap for understanding the evaluation process and goal objectives guiding agency efforts to promote telework. The logic model includes three central components that are theorized to occur in order: 1) inputs, 2) outputs, and 3) outcomes and impacts.

Inputs are the resources that go into a program. These include the following investments:

- Policy
- Performance management system
- Training resources
- IT resources (including cybersecurity measures)
- Home office resources

Outputs are the direct results or products that result from the activities of participants. These include:

Agency/TMO

- Develop/implement policy
- Provide suitable manager/employee training
- Enable effective secure remote access
- Ensure IT support services
- Provide home office resources
- Ensure employee awareness of eligibility

- Adopt location-independent ways of measuring performance and productivity
- Support electronic-facilitated teamwork

Employee

- Participate in program
- Maintain awareness of policy/agreement
- Maintain communication with coworkers/manager

Manager

- Demonstrate trust and support of teleworkers
- Distribute fair work load
- Model telework behavior

Outcomes and impacts are changes or benefits resulting from the program at multiple levels. These include the following short-term, intermediate-term, and long-term effects:

<i>Short-Term</i>	<i>Intermediate-Term</i>	<i>Long-Term</i>
<p>Agency/TMO</p> <ul style="list-style-type: none"> • Telework program available to eligible employees <p>Employee</p> <ul style="list-style-type: none"> • Participates in telework <p>Manager</p> <ul style="list-style-type: none"> • Aware of telework benefits 	<p>Agency/TMO</p> <ul style="list-style-type: none"> • Employee attraction, retention, engagement • Improved performance • Reduced costs • Reduced absence <p>Employee</p> <ul style="list-style-type: none"> • Productive • Reduced stress • Reduced work-family conflict • Increased engagement • Reduced turnover • Increased commitment • Job satisfaction • Telework satisfaction <p>Manager</p> <ul style="list-style-type: none"> • Supports telework • Maintains competence in managing telework (trust, performance management) 	<p>Agency</p> <ul style="list-style-type: none"> • Reduced operations costs • Improved Federal emergency preparedness • Improved overall effectiveness <p>Community</p> <ul style="list-style-type: none"> • Improved citizen safety (e.g., road, neighborhood) • Reduced traffic congestion <p>Environment</p> <ul style="list-style-type: none"> • Decreased pollution • Conservation of energy resources

Unintended consequences are a risk at all stages of the process.

APPENDIX 3. 2016 Data Call Instrument**2016 Telework Data Call**

Please enter your password to begin the 2016 Telework Data Call.

Password: _____

(End of Page 1)

You are completing this survey on behalf of:

Agency: _____ *[Prepopulated]*

Subagency (if applicable): _____ *[Prepopulated]*

(End of Page 2)

Welcome to the U.S. Office of Personnel Management's (OPM's) 2016 Call for Telework Data. Agency participation in this annual survey 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.

The site to enter data will be open as of **November 2, 2016**. All responses must be received by COB **December 12, 2016**.

(End of Page 3)

REPORTING INSTRUCTIONS

The questions in this survey ask for information about your telework 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

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 survey 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 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.

Avoid skipping questions

We encourage agencies to avoid skipping questions. It is important for us to have the most complete information possible. The answers you provide to this survey 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.

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.” Select “Not applicable/no record” only for questions for which the data required to answer are not available to you OR the question is not applicable due to restrictions in your telework policy.

Please complete and submit the requested information by the deadline

All responses must be received by December 12, 2016. 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 annual report 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, please contact us at TeleworkQuestion@opm.gov.

(End of Page 4)

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 survey 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.

- **Remote work:** 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.

- **Mobile work:** Work that 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.

Employee

For the purposes of this survey, 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 the purposes of this survey, we have combined eligibility and participation into a single factor: *eligibility to participate* in telework. For the purposes of this survey, 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 day basis (ALL DAY, every work day):
 - direct handling of secure materials determined to be in appropriate for telework by the agency head; or
 - on-site activity that cannot be handled remotely or at an alternative 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 survey, there are two types of telework:

Routine: Telework that occurs as part of a previously approved, ongoing, and regular schedule.

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. This includes emergency telework. *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.*

(End of Page 5)

General Questions

1. Are you replying on behalf of an:

- Agency
- Subagency

2. Please provide the following information about your agency/subagency telework representative who prepared out this 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 _____

(End of Page 6)

Telework Eligibility, Participation, and Frequency

2016 Telework Eligibility and Participation

4. What was the total number of employees in your agency/subagency as of **September 30, 2016** (or the closest date for which you have data)?

Please provide a number: _____

Not applicable/no record

5. What was the total number of employees determined eligible to participate in telework under the Act's requirements and any additional agency/subagency policy as of **September 30, 2016** (or the closest date for which you have data)?

Please provide a number: _____

Not applicable/no record

6. Consider the entire **Fiscal Year 2016**. How many employees teleworked during this time period?

Please provide a number: _____

Our data collection system does not permit us to collect annual data for 2016 *[Skip to question 10]*

(End of Page 7)

Changes in Telework Participation, FY 2015 to FY 2016

Please note your percent change in participation from FY 2015 to FY 2016. A positive value indicates an *increase* in telework participation, while a negative value indicates a *decrease* in telework participation. For example, a percent change of 12 means that your telework participation increased by 12 percent from FY 2015 to FY 2016, while a percent change of -12 means that your telework participation decreased by 12 percent from FY 2015 to FY 2016. *[Display only for agencies, not subagencies]*

Your reported telework participation for FY 2016 (from question 6): _____
[Prepopulated]

Your reported telework participation for FY 2015 (from 2014-15 Data Call): _____
[Prepopulated]

Your percent change in participation from FY 2015 to FY 2016: _____ *[Prepopulated]*

7. If the percent change in participation displayed above is larger than 10 (positive or negative), please describe the reason for this increase or decrease in telework participation between FY 2015 and FY 2016. *[Ask only of agencies, not subagencies]*

(End of Page 8)

Fiscal Year 2016 Telework Frequency

8. Consider the **entire Fiscal Year 2016**. How many employees teleworked in each of the following frequency categories? Note that employees may be counted towards both situational telework and a routine frequency category if they participate in both forms of telework.

Please remember to only provide ONE response per row (either a number *or* not applicable/no record).

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

(End of Page 9)

9. How many employees conducted remote work during **Fiscal Year 2016**?

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

(End of Page 10)

[Ask questions 9.1 and 9.2 if respondent provides a number for remote workers in question 9]

9.1. Are these remote workers included in your reported telework totals for **Fiscal Year 2016**?

- Yes
- No
- Other. Please describe: _____

9.2. Do these remote workers include employees whose official duty station has changed to an alternative worksite?

- Yes
- No
- Other. Please describe: _____

(End of Page 11)

2016 Non-Fiscal Year Telework Participation and Frequency

[Ask questions 10 through 13 only if respondent answers “Our data collection system does not permit us to collect annual data for 2016” for question 6]

Since you reported that your data collection system does not permit you to collect annual data for 2016, the following participation and frequency questions ask you to report data based on the month of September.

September 2016 Telework Participation

Please consider the month of **September 2016**. Prior data calls have specified pay period, but because this may be four weeks for some agencies, please consider a *typical* two-week period in September. If possible, please use the same timeframe you used for the last Data Call.

10. Please describe which time period in **2016** your data represent.

10.1. How many employees teleworked during the time period you selected for **2016**?

Please provide a number: _____

(End of Page 12)

Changes in Telework Participation, September 2015 to September 2016

Please note your percent change in participation from September 2015 to September 2016. A positive value indicates an *increase* in telework participation, while a negative value indicates a *decrease* in telework participation. For example, a percent change of 12 means that your telework participation increased by 12 percent from 2015 to 2016, while a percent change of -12 means that your telework participation decreased by 12 percent from 2015 to 2016. *[Display only for agencies, not subagencies]*

Your telework participation for September 2016 (from question 10.1): _____
[Prepopulated]

Your telework participation for September 2015 (from 2014-15 Data Call): _____
[Prepopulated]

Your percent change in participation from 2015 to 2016:
 _____ *[Prepopulated]*

11. If the percent change in participation displayed above is larger than 10 (positive or negative), please describe the reason for this increase or decrease in telework participation between September 2015 and September 2016. *[Ask only of agencies, not subagencies]*

(End of Page 13)

2016 Telework Frequency

12. Consider the same two-week time period you used to answer question 10 for **September 2016**. How many employees teleworked in each of the following frequency categories? Note that employees may be counted towards both situational telework and a routine frequency category if they participate in both forms of telework.

Please remember to only provide ONE response per row (either a number *or* not applicable/no record).

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

(End of Page 14)

13. How many employees conducted remote work during the same two-week **September 2016** period specified in question 10?

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

(End of Page 15)

[Ask questions 13.1 and 13.2 if respondent provides a number for remote workers in question 13]

13.1. Are these remote workers included in your reported telework totals for **September 2016**?

- Yes
- No
- Other. Please describe: _____

13.2. Do these remote workers include employees whose official duty station has changed to an alternative worksite?

- Yes
- No
- Other. Please describe: _____

(End of Page 16)

SURVEY ENDS HERE FOR SUBAGENCY RESPONDENTS

Data Collection Methods

14. When calculating the *number of days* teleworked, is it the usual practice in your agency to include: (Mark all that apply)

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

15. How did you determine the number of teleworkers reported in the telework participation and frequency questions above? (Mark all that apply)

- Tracked telework through a time and attendance system
- Used a customized telework electronic tracking system
- Manual review of telework agreements
- Surveyed employees, managers, or other personnel
- Other. Please describe: _____

(End of Page 17)

Telework Goals

Fiscal Year 2017 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.

16. Enter your agency goals for the following categories for **Fiscal Year 2017**. Note that employees may be counted towards both situational and routine (frequent or infrequent) telework goals if they are expected participate in both forms of telework.

Please remember to only provide ONE response per row (either a number *or* percentage *or* not applicable/no record).

Goals for Fiscal Year 2017	Goal for number of employees teleworking	Goal for percentage of eligible employees teleworking (e.g., 14%)	Not applicable/no record
Total participation goal	_____	_____	<input type="checkbox"/>
Situational telework	_____	_____	<input type="checkbox"/>
Infrequent routine telework, that is, 2 or fewer days per two-week period	_____	_____	<input type="checkbox"/>
Frequent routine telework, that is, 3 or more days per two-week period	_____	_____	<input type="checkbox"/>

(End of Page 18)

[Ask questions 16.1 and 16.2 if respondent selects “Not applicable/no record” for any of the categories in question 16]

16.1. If you selected “Not applicable/no record” for any of the categories in question 16, please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.

16.2. If you selected “Not applicable/no record” for any of the categories in question 16 and would like to provide a non-numeric goal (i.e., description of the goal), please use this space:

(End of Page 19)

Meeting Fiscal Year 2016's Participation Goals

The Telework Enhancement Act of 2010 requires agencies to report on their progress towards meeting participation goals. If you believe there is a discrepancy between the goal in our records (shown next) and what you submitted in the last Data Call, please contact OPM staff at TeleworkQuestion@opm.gov.

The following is your agency's reported 2016 participation goal from the last (2014-15) Data Call.

PLEASE NOTE: Fields will appear blank where information was not provided.

Goal for number of employees teleworking: *[Prepopulated]*

Total telework participation:

Frequent routine telework:

Infrequent routine telework:

Situational telework:

Goal for percentage of eligible employees teleworking: *[Prepopulated]*

Total telework participation:

Frequent routine telework:

Infrequent routine telework:

Situational telework:

17. Did you meet your goal(s) for 2016?

- Yes
- No
- Not applicable (no numeric goal provided in 2014-15 Data Call)

(End of Page 20)

[Ask questions 17.1 and 17.2 if respondent selects "No" for question 17]

17.1. Please explain why you were not able to meet your Fiscal Year 2016 participation goal.

17.2. Please describe any action being taken at your agency to identify and eliminate barriers to maximizing telework participation for the next reporting period.

(End of Page 21)

Setting and Assessing Telework Outcome Goals

18. Since the last Data Call (2014-15), has your agency made progress in using telework to further any of the following goals? (Mark all that apply)

PLEASE NOTE: Subsequent questions will ask you to describe your efforts for each goal you select.

- Employee recruitment
- Employee retention
- Improved employee performance
- Improved employee attitudes (e.g, job satisfaction)
- Emergency preparedness
- Reduced energy use
- Reduced/avoided real estate costs
- Reduced commuter miles

- Other goals
- Our agency does not use telework to further any specific outcome goals

(End of Page 22)

[Ask each of the following questions only if respondent selects the applicable goal in question 18]

18.1. Please describe the progress your agency has made in using telework to achieve the goal of **employee recruitment**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.2. Please describe the progress your agency has made in using telework to achieve the goal of **employee retention**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.3. Please describe the progress your agency has made in using telework to achieve the goal of **improved employee performance**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.4. Please describe the progress your agency has made in using telework to achieve the goal of **improved employee job attitudes (e.g., job satisfaction)**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.5. Please describe the progress your agency has made in using telework to achieve the goal of **emergency preparedness**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.6. Please describe the progress your agency has made in using telework to achieve the goal of **reduced energy use**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.7. Please describe the progress your agency has made in using telework to achieve the goal of **reduced/avoided real estate costs**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.8. Please describe the progress your agency has made in using telework to achieve the goal of **reduced commuter miles**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

18.9. Please describe the progress your agency has made in using telework to achieve **any other goals**. Please include the goal you set, the strategies you have used to achieve it, and the data and methodology you have used to evaluate your progress.

(End of Page 23)

[Ask questions 19 and 19.1 if respondent selects “Our agency does not use telework to further any specific outcome goals” in question 18]

19. Please describe why you do not use telework to further any specific outcome goals.

19.1. Do you expect to use telework to further any specific outcome goals in the future? If so, please provide a timetable, including milestones and action steps, for your agency’s efforts to establish and report on the use of telework to further specific outcome goals. If not, please explain why.

(End of Page 24)

Achieving Cost Savings through Telework

20. Since the last (2014-15) data call, has your agency achieved *cost savings* from implementing or maintaining telework in any of the following areas? (Mark all that apply)

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

(End of Page 25)

[Ask questions 20.1 and 20.2 if respondent selects an area of cost savings in question 20]

20.1. 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., \$50,000 saved on office space).

20.2. 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).

(End of Page 26)

[Ask question 20.3 if respondent selects “Planning is underway for achieving our cost savings” in question 20]

20.3. Please specify when your agency expects to be able to report on achieving cost savings through telework.

(End of Page 27)

[Ask question 20.4 if respondent selects “We are unable to track cost savings” in question 20]

20.4. Please describe what has prevented you from tracking cost savings achieved through telework.

(End of Page 28)

[Ask question 20.5 if respondent selects “We have not achieved any cost savings” in question 20]

20.5. Please describe any action being taken at your agency to identify opportunities for achieving future cost savings through telework.

(End of Page 29)

Best Practices and Success Stories

21. If you have compelling success stories of met goals or other telework achievements from a pilot or division within your agency and would like to report those, please use the space here. Please be as specific and detailed as possible.

(End of Page 30)

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.

22. Consider **Fiscal Year 2016**. Please describe 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.

23. In what ways has your agency's management (e.g., agency leadership, TMO, CHCO) promoted your telework program in **Fiscal Year 2016**? (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 taken no action to specifically promote telework since the last data call

(End of Page 29)

Congratulations! If you are seeing this page, you are nearly finished with data entry. The next step is to submit your data to make certain it is sent to OPM.

To submit data, please go to the next page and select SUBMIT. A summary of the questions and your answers will appear after you choose submit – **be sure to print the summary for your records**. If you find that you made mistakes in entering the data, you will be able to get back into this Data Call site to correct them. Just use the link and password you used to get in initially.

As a reminder, if you are required to report for subagencies, please do so using the separate link and password you should have received for each of them.

(End of Page 30)

Submit Survey

* **PLEASE NOTE:** After you click “Submit,” a summary page will display your answers to the survey questions. Some questions may not appear due to skip patterns in the survey. Please print a copy of this for your records! If you notice a mistake, you can log back into the survey, make the correction, and click “Submit” again during the open survey period.

(End of Page 31)

END OF SURVEY – THANK YOU!

Appendix A: 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 B: 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 went 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

There are many possible data sources for evaluating the impacts of your telework program. As you evaluate your program, consider both costs and benefits. Examples of commonly used data sources include:

- Past and current internal surveys (e.g., employee satisfaction, supervisor, new hire, exit)
- Focus groups or interviews with employees, managers, senior leaders, or program staff
- Federal Employee Viewpoint Survey (includes information on telework eligibility, participation, satisfaction, and employee characteristics and work attitudes): <http://www.fedview.opm.gov/>
- GSA's Carbon Footprint Survey (includes information on telework, greenhouse gas emissions, and transportation topics): <https://www.carbonfootprint.gsa.gov/>
- OPM's annual Telework Data Call (includes information on agency telework programs for benchmarking and assessing progress over time)
- FedScope (includes employee population data broken down by various factors): <http://www.fedscope.opm.gov>.
- Time and attendance system data (includes information on telework participation, telework eligibility, employee absences, leave usage, etc.)
- Utility and building/office space data (helpful for assessing real estate costs and energy use)
- Transit subsidy data (helpful for assessing commuting costs)
- Employee salary data (helpful for estimating program administration costs and assessing outcomes such as recruitment, retention, absences, continuity of operations, etc.)
- Employee performance reviews (helpful for assessing performance impacts)
- Accession and separation data (helpful for assessing recruitment and retention)
- Information technology purchase data (helpful for assessing program costs)
- Productivity data for jobs with clear outputs (e.g., claims processed)

As you identify data sources for evaluating your program, be sure to leverage data your agency is required to report under other initiatives. For example:

- Information on efficient use of office space collected under OMB Management Procedures Memorandum 2015-01: <https://www.whitehouse.gov/sites/default/files/omb/financial/memos/implementation-reduce-the-footprint.pdf>
- Information on reducing greenhouse gas emissions collected under Executive Order 13693, *Planning for Federal Sustainability in the Next Decade*: <https://www.gpo.gov/fdsys/pkg/FR-2015-03-25/pdf/2015-07016>.

pdf

For More Information on Evaluation

See the Government Accountability Office’s 2012 “Designing Evaluations” Guide:

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

See the Office of Management and Budget Circular A-94 for guidance on conducting cost-benefit and cost-effectiveness analysis:

https://www.whitehouse.gov/omb/circulars_a094#5

See telework.gov for tips on action planning, goal-setting, and evaluation:

<https://www.telework.gov/federal-community/telework-managing-officers-coordinators/change-tools/#evaluating>

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 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 you will 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 4. Detailed Methodology Description

Data for the 2017 Status of Telework in the Federal Government Report to Congress come from the 2016 OPM Telework Data Call and the 2016 Federal Employee Viewpoint Survey. Results from previous Data Calls were also utilized for comparative purposes to illustrate trends for some questions.

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 2016 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 80 agencies participated in the survey effort, consisting of 37 Departments/large agencies and 43 small/independent agencies. These agencies comprise 97 percent of the executive branch workforce. A total of 407,789 employees responded to the survey, resulting in a response rate of 45.8 percent.

Three items in the FEVS address telework. The first item asks respondents to identify whether they have been notified of their eligibility to telework. The second item asks employees to choose an answer that best describes their 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.¹

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 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 eligibility, participation, frequency, methods for gathering telework data, progress in setting and meeting participation and outcome goals, agency management efforts to promote telework, and agency best practices. In addition to these areas that the Act requires to be reported to Congress, Data Calls from 2011 to 2013 contained questions about program implementation to facilitate a comprehensive evaluation of agency progress in meeting the requirements and vision of the Act. Given findings that agencies have largely met the basic implementation requirements of the Act, the 2014-15 Data Call was considerably streamlined to address the specific reporting requirements of the Act. The 2016 Data Call built on this instrument but was limited to data collection for a single year and added survey items assessing cost savings achieved through telework.

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. Changes to the Data Call over time are described in greater detail below.

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,

1 See www.fedview.opm.gov

Office of Personnel Management. Members included acknowledged leaders and experts in Federal telework.² 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 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.

The 2014-15 Data Call was streamlined to meet the specific reporting requirements of the Act. This decision was based on evidence from the 2013 Data Call that agencies had largely met the basic implementation requirements of the law. In addition, the 2013 Data Call culminated a comprehensive, three-year evaluation of progress in Federal telework programs.

The 2016 Data Call was based on the 2014-15 instrument, but the survey was limited to single year of data collection. In addition, OPM added questions assessing cost savings achieved through telework programs. The 2016 Data Call, like the 2014-15 Data Call, represents a transitional period during which OPM is advancing an initiative to move towards use of automated eligibility, participation, and frequency data reported through agency payroll systems.

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.³ 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, and thus not required to participate, have nonetheless elected to do so each year.

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 to contact agencies for previous reports was compared to the list of Executive agencies maintained by OPM's statisticians in the Planning and Analysis

2 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.

3 Section 6501(2) states that Executive agencies are those set forth in section 105.

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.

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. Each agency was contacted several times and asked to provide researchers 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 89 agencies that responded to OPM's request for a survey POC, OPM received responses from 86 agencies and 162 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.

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 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. 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 password assigned to each agency data entry POC. To protect data integrity, only one agency POC was supplied with access to the data entry system. Links to the electronic data entry platform for the Data Call were forwarded to agencies in an email invitation to POCs on November 2, 2016, with an initial deadline December 12, 2016. To maximize participation, the deadline was extended in a few cases. To encourage participation, reminder emails were sent throughout the data collection period.

Data Quality Control. Prior to issuance of the Data Call, data POCs were invited to attend one of two training sessions designed to brief agencies on the Data Call's content and timeframe as well as to address any questions (October 18 and 25, 2016). 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, changes to the survey, and the importance of data quality in an effort to support reporting of valid and reliable telework data.

In addition, the training included guidance on goal-setting and evaluation, including a review of the *Standards for Setting and Evaluation Telework Program Goals* included as an appendix to the Data Call.

Handouts and slides from these sessions were distributed to all invitees. 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 via conference call for data POCs during survey administration. These sessions were held on November 16 and 30, 2016.

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.

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.

OPM also conducted several additional quality checks. Researchers 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.

In addition, OPM conducted several quality checks for specific issues, as described below. When issues were discovered, OPM contacted agencies to obtain corrected data. In most cases, agencies were able to provide corrected data, particularly when issues were due to data entry errors. In other cases, OPM worked with individual agencies to identify an appropriate solution, such as applying a different methodology or timeframe. Occasionally, OPM advised agencies not to submit data for elements if they were unable to provide reasonably accurate estimates.

Missing data. To ensure as comprehensive an analysis as possible, OPM identified agencies that were missing data for key variables required to produce statistics on telework eligibility and participation. Agencies that did not have values for employee population, eligibility, participation, or frequency were asked to provide this information. In most cases, they were able to do so, but a few agencies were unable to provide information due to the classified nature of their work or because accurate records were not available.

Eligibility and participation. To assess data quality for reported telework eligibility and participation, researchers systematically compared the reported numbers of employees, eligible employees, and teleworkers for each agency and subagency. OPM identified several instances in which agencies reported a higher number of eligible employees than total employees or a higher number of teleworkers than eligible employees. Agencies were contacted individually about any such discrepancies and provided with an opportunity to submit corrections. In many cases, these discrepancies were due to data entry errors. However, in a few cases agencies were unable to provide corrections due to outdated telework eligibility records, updates to telework eligibility tracking systems being in process, or differences in the timeframe for collecting data on eligibility and participation.

Frequency of participation. Computing frequency of participation can be challenging. For example, an employee may report different numbers of telework instances across pay periods due to reporting errors, schedule changes, or other factors. Particularly for routine telework, agencies often find it difficult to assign each employee a single frequency category. OPM discussed several strategies for doing so in the 2016 Data Call training. In addition, as a quality check, researchers computed the sum total of teleworkers in all routine frequency categories and identified cases in which this sum exceeded the total number of teleworkers. Most commonly, these issues were due to confusion about the mutual exclusivity of categories, limitations in the reports provided to agencies by payroll providers, methodological challenges in assigning each employee to a single routine telework category, or limitations in the data structure exported by agency data collection systems.

Participation goals. To identify possible reporting errors for telework participation goals, OPM compared submitted goals to submissions from the prior year to identify any obvious issues. In addition, OPM assessed whether agencies were reporting incompatible goals, such as goals for routine frequency categories that summed to more than 100 percent of teleworkers. Issues related to goals were typically due to data entry errors. In a few cases, issues were due to confusion about appropriate strategies for setting telework goals.

Timeframe changes. The 2016 Data Call allowed agencies to report data for the fiscal year or for a two-week period in September. OPM identified agencies that changed their reporting timeframe from the previous Data Call to ensure that agencies entered their data correctly and were making appropriate comparisons in assessing changes in telework participation from 2015 to 2016. Researchers contacted agencies that changed their reporting timeframe (fiscal year to September or September to fiscal year) to ensure the accuracy of their submissions and an appropriate strategy for reporting on changes in telework participation.

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.

Nevertheless, 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.

OPM also urges and exercises caution in understanding any practice as a “best practice.” While the Act directs OPM to identify and share best practices, lacking the means to adequately analyze and compare practices between agencies, it is best to understand such examples as promising practices. That said, the examples described in this report 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 Data 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 it 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. In addition, administration timelines differ for the two surveys. Additionally, the Data Call was administered in November/December 2015, while the FEVS was administered during the previous spring. Finally question wording varies by survey.

APPENDIX 5. List of Responding Agencies to the 2016 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	No	No	No
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Yes	No	No
Broadcasting Board of Governors	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	No	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
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

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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
Farm Credit System Insurance Corporation	Yes	Yes	No	No
Federal Communications Commission	Yes	No	No	No
Federal Deposit Insurance Corporation	Yes	Yes	No	No
Federal Election Commission	Yes	No	No	No
Federal Energy Regulatory Commission	Yes**	Yes	No	No
Federal Housing Finance Agency	Yes	Yes	No	No
Federal Labor Relations Authority	Yes	No	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	No	No	No
International Broadcasting Bureau	Yes	No	No	No
Japan-United States Friendship Commission	Yes	Yes	No	No
Marine Mammal Commission	Yes	Yes	No	No
Merit Systems Protection Board	Yes	Yes	No	No
Millennium Challenge Corporation	Yes	Yes	No	No
National Aeronautics and Space Administration	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
National Archives and Records Administration	Yes	Yes	No	No
National Capital Planning Commission	Yes	Yes	No	No
National Council on Disability	Yes	No	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
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	Yes	No	No
Office of the Director of National Intelligence	No	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
Privacy and Civil Liberties Oversight Board	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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***
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	No	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 6. List of Responding Subagencies

Agency	Subagency
Department of Agriculture	Departmental Administration (DA/DM)
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)
Department of Agriculture	Food Safety (FS)
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)
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	Office of the Chief Financial Officer
Department of Agriculture	Office of the General Counsel (OGC)
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	Federal Student Aid (EN)
Department of Education	Imm Office of Sec 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)
Department of Education	Office of Career, Technical, and Adult Education (EV)
Department of Education	Office of Communications and Outreach (EO)
Department of Education	Office of Elem and Sec Ed (ES)
Department of Education	Office of Innovation and Improvement (EU)
Department of Education	Office of Inspector General (EF)
Department of Education	Office of Legis and Congressional Affairs (EJ)

Agency	Subagency
Department of Education	Office of Management (EM)
Department of Education	Office of Planning, Eval and Policy Develop (ED)
Department of Education	Office of Postsecondary Education (EP)
Department of Education	Office of Spec Ed and Rehab Serv (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 Deputy Secretary of Education (EB)
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 on 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
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	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 Justice	Antitrust Division
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives
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 for Immigration Review
Department of Justice	Executive Office for the US Attorneys
Department of Justice	Federal Bureau of Investigation

Agency	Subagency
Department of Justice	Federal Bureau of Prisons
Department of Justice	Justice Management Division Offices Boards and Divisions
Department of Justice	Office of Justice Programs
Department of Justice	Office of the Inspector General
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 (ILAB)
Department of Labor	Bureau of Labor Statistics (BLS)
Department of Labor	Employee Benefits Security Administration (EBSA)
Department of Labor	Employment and Training Administration (ETA)
Department of Labor	Mine Safety and Health Administration (MSHA)
Department of Labor	Occupational Safety and Health Administration (OSHA)
Department of Labor	Office of Administrative Law Judges (OALJ)
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)
Department of Labor	Office of Disability Employment Policy (ODEP)
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 (OPA)
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)
Department of Labor	Office of the Assistant Secretary for Policy (ASP)
Department of Labor	Office of the Chief Financial Officer (OCFO)
Department of Labor	Office of the Inspector General (OIG)
Department of Labor	Office of the Secretary (OSEC)
Department of Labor	Office of the Solicitor (SOL)
Department of Labor	Office of Workers' Compensation Programs (OWCP)
Department of Labor	Veterans Employment and Training Services (VETS)
Department of Labor	Wage and Hour Division (WHD)
Department of Labor	Women's Bureau (WB)
Department of State	International Boundary and Water Commission - United States and Mexico
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 Natural Resource Revenue
Department of the Interior	Office Of Indian Ed Programs
Department of the Interior	Office Of Surface Mining, Reclamation & Enf

Agency	Subagency
Department of the Interior	Office Of The Inspector General
Department of the Interior	Office Of The Sec, IBC
Department of the Interior	Office Of The Secretary Of The Interior
Department of the Interior	Office Of The Solicitor
Department of the Interior	Office of the Special Trustee
Department of the Interior	OS, Asst Sec Indian Affairs
Department of the Interior	U.S. Geological Survey
Department of the Treasury	Bureau of Engraving & Printing (BEP)
Department of the Treasury	Bureau of the Fiscal Service (BFS)
Department of the Treasury	Departmental Offices
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)
Department of the Treasury	Internal Revenue Service (IRS)
Department of the Treasury	IRS Chief Counsel
Department of the Treasury	Office of Inspector General (OIG)
Department of the Treasury	Office of The Comptroller of The Currency (OCC)
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)
Department of the Treasury	U.S. Mint
Department of Transportation	Federal Aviation Administration
Department of Transportation	Federal Highway Administration
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	St. Lawrence Seaway Dev Corp
Department of Transportation	Surface Transportation Board

APPENDIX 7. Agency Telework Participation Data for 2016

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Access Board	29	27	-	-	-	26	96%	90%
Agency for International Development	3,908	2,695	-	-	-	2,048	76%	52%
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	12	-	-	-	12	100%	100%
Broadcasting Board of Governors	1,521	1,268	235	19%	15%	-	-	-
Central Intelligence Agency	-	-	-	-	-	179	-	-
Chemical Safety and Hazard Investigation Board	40	39	-	-	-	38	97%	95%
Commodity Futures Trading Commission	725	725	-	-	-	581	80%	80%
Consumer Financial Protection Bureau	1,649	1,140	656	58%	40%	-	-	-
Consumer Product Safety Commission	564	478	-	-	-	356	74%	63%
Corporation for National and Community Service	650	600	-	-	-	550	92%	85%
Court Services and Offender Supervision Agency	1,163	1,133	-	-	-	715	63%	61%
Defense Nuclear Facilities Safety Board	116	110	-	-	-	103	94%	89%
Denali Commission	17	8	-	-	-	13	163%*	76%
Department of Agriculture	97,289	58,635	-	-	-	32,356	55%	33%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Commerce	46,122	-	-	-	-	13,836	-	30%
Department of Defense	776,408	326,128	-	-	-	121,503	37%	16%
Department of Education	4,388	4,358	-	-	-	4,118	94%	94%
Department of Energy	13,647	12,809	-	-	-	5,898	46%	43%
Department of Health and Human Services	85,199	51,419	-	-	-	37,364	73%	44%
Department of Homeland Security	193,318	56,788	-	-	-	30,194	53%	16%
Department of Housing and Urban Development	7,477	-	4,069	-	54%	-	-	-
Department of Justice	116,801	38,137	-	-	-	8,334	22%	7%
Department of Labor	15,770	15,055	-	-	-	10,997	73%	70%
Department of State	25,127	17,506	-	-	-	6,003	34%	24%
Department of the Interior	83,394	56,843	-	-	-	17,789	31%	21%
Department of the Treasury	97,892	53,361	-	-	-	45,894	86%	47%
Department of Transportation	54,764	24,402	-	-	-	18,559	76%	34%
Department of Veterans Affairs	369,940	47,035	-	-	-	28,894	61%	8%
Election Assistance Commission	26	26	-	-	-	20	77%	77%
Environmental Protection Agency	15,739	15,673	-	-	-	11,615	74%	74%
Equal Employment Opportunity Commission	2,148	1,996	-	-	-	1,089	55%	51%
Executive Office of the President (Science and Technology)	30	30	10	33%	33%	-	-	-
Export-Import Bank of the United States	459	448	-	-	-	417	93%	91%
Farm Credit Administration	314	307	-	-	-	261	85%	83%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Farm Credit System Insurance Corporation	11	11	-	-	-	11	100%	100%
Federal Deposit Insurance Corporation	6,453	6,235	-	-	-	5,029	81%	78%
Federal Energy Regulatory Commission	1,490	1,440	-	-	-	1,268	88%	85%
Federal Housing Finance Agency	588	492	-	-	-	463	94%	79%
Federal Maritime Commission	120	120	-	-	-	62	52%	52%
Federal Mediation and Conciliation Service	236	170	25	15%	11%	-	-	-
Federal Mine Safety and Health Review Commission	72	72	-	-	-	50	69%	69%
Federal Retirement Thrift Investment Board	244	233	142	61%	58%	-	-	-
Federal Trade Commission	1,153	1,088	-	-	-	943	87%	82%
General Services Administration	11,552	10,996	-	-	-	9,773	89%	85%
Institute of Museum and Library Services	63	63	-	-	-	63	100%	100%
Japan-United States Friendship Commission	4	3	-	-	-	3	100%	75%
Marine Mammal Commission	13	12	-	-	-	11	92%	85%
Merit Systems Protection Board	217	215	-	-	-	157	73%	72%
Millennium Challenge Corporation	278	278	-	-	-	239	86%	86%
National Aeronautics and Space Administration	18,054	17,519	-	-	-	10,131	58%	56%
National Archives and Records Administration	2,988	1,133	-	-	-	957	84%	32%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
National Capital Planning Commission	31	29	-	-	-	33	114%*	106%*
National Council on Disability	11	11	-	-	-	10	91%	91%
National Credit Union Administration	1,214	457	-	-	-	350	77%	29%
National Endowment for the Arts	157	157	-	-	-	136	87%	87%
National Endowment for the Humanities	158	120	-	-	-	68	57%	43%
National Labor Relations Board	1,545	1,525	-	-	-	953	62%	62%
National Mediation Board	41	41	-	-	-	29	71%	71%
National Science Foundation	1,457	1,456	-	-	-	1,331	91%	91%
National Transportation Safety Board	430	430	-	-	-	381	89%	89%
Nuclear Regulatory Commission	3,459	3,459	-	-	-	2,300	66%	66%
Nuclear Waste Technical Review Board	21	11	-	-	-	11	100%	52%
Office of Government Ethics	68	64	-	-	-	53	83%	78%
Office of Management and Budget (EOP)	640	557	-	-	-	274	49%	43%
Office of National Drug Control Policy	78	78	-	-	-	62	79%	79%
Office of Navajo and Hopi Indian Relocation	34	34	-	-	-	0	0%	0%
Office of Personnel Management	5,374	4,470	2,295	51%	43%	-	-	-
Office of the Director of National Intelligence	100	100	-	-	-	1	1%	1%
Office of the United States Trade Representative (EOP)	234	228	-	-	-	130	57%	56%
Overseas Private Investment Corporation	271	271	-	-	-	187	69%	69%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Patent and Trademark Office	12,745	11,934	-	-	-	10,879	91%	85%
Peace Corps	1,096	1,096	-	-	-	230	21%	21%
Pension Benefit Guaranty Corporation	985	907	-	-	-	819	90%	83%
Postal Regulatory Commission	73	73	-	-	-	53	73%	73%
Privacy and Civil Liberties Oversight Board	28	28	-	-	-	28	100%	100%
Railroad Retirement Board	914	550	-	-	-	293	53%	32%
Securities and Exchange Commission	4,678	4,650	-	-	-	2,977	64%	64%
Small Business Administration	4,403	-	1,021	-	23%	-	-	-
Social Security Administration	63,402	23,076	-	-	-	17,218	75%	27%
Tennessee Valley Authority	10,797	10,797	-	-	-	325	3%	3%
Trade and Development Agency	55	55	-	-	-	47	85%	85%
U.S. AbilityOne Commission	26	26	-	-	-	24	92%	92%
U.S. Commission on Civil Rights	35	27	-	-	-	25	93%	71%
U.S. International Trade Commission	382	382	-	-	-	333	87%	87%
U.S. Office of Special Counsel	138	138	-	-	-	117	85%	85%

*Note: In cases where the percentage of eligible employees teleworking and/or percentage of all employees teleworking exceeds 100%, the total number of employees and/or eligible teleworkers at the agency during the time of data collection was **smaller** than number of employees who participated in telework over the course of the fiscal year.

APPENDIX 8. Agency Telework Frequency Data for 2016

Agency	FY 2016						September 2016					
	3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers	
Access Board	12 (41%)	12 (41%)	2 (7%)	-	-		-	-	-	-	-	
Agency for International Development	707 (18%)	680 (17%)	-	661 (17%)	15 (0%)	* ^	-	-	-	-	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	5 (42%)	2 (17%)	-	5 (42%)	2 (17%)	* ^	-	-	-	-	-	
Broadcasting Board of Governors	-	-	-	-	-		96 (6%)	139 (9%)	-	38 (2%)	-	
Central Intelligence Agency	-	-	-	-	-	*	-	-	-	-	-	
Chemical Safety and Hazard Investigation Board	11 (28%)	17 (43%)	10 (25%)	8 (20%)	6 (15%)	* ^	-	-	-	-	-	
Commodity Futures Trading Commission	-	335 (46%)	-	246 (34%)	-		-	-	-	-	-	
Consumer Financial Protection Bureau	-	-	-	-	-		132 (8%)	291 (18%)	53 (3%)	233 (14%)	-	
Consumer Product Safety Commission	127 (23%)	99 (18%)	-	20 (4%)	-		-	-	-	-	-	
Corporation for National and Community Service	-	250 (38%)	50 (8%)	250 (38%)	-		-	-	-	-	-	
Court Services and Offender Supervision Agency	160 (14%)	325 (28%)	-	464 (40%)	-		-	-	-	-	-	
Defense Nuclear Facilities Safety Board	6 (5%)	24 (21%)	-	95 (82%)	4 (3%)	* ^	-	-	-	-	-	
Denali Commission	5 (29%)	7 (41%)	-	1 (6%)	4 (24%)	^	-	-	-	-	-	

Agency	FY 2016						September 2016					
	3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers	
Department of Agriculture	9623 (10%)	8243 (8%)	-	14490 (15%)	-		-	-	-	-	-	
Department of Commerce	-	-	-	-	-		-	-	-	-	-	
Department of Defense	24317 (3%)	27495 (4%)	9158 (1%)	91033 (12%)	-		-	-	-	-	-	
Department of Education	711 (16%)	1291 (29%)	-	2116 (48%)	-		-	-	-	-	-	
Department of Energy	-	-	-	3322 (24%)	9 (0%)	* ^	-	-	-	-	-	
Department of Health and Human Services	15911 (19%)	11366 (13%)	-	14296 (17%)	-		-	-	-	-	-	
Department of Homeland Security	8468 (4%)	11224 (6%)	1783 (1%)	8719 (5%)	-		-	-	-	-	-	
Department of Housing and Urban Development	-	-	-	-	-		2365 (32%)	1704 (23%)	-	672 (9%)	-	
Department of Justice	1409 (1%)	3281 (3%)	1177 (1%)	3310 (3%)	54 (0%)	* ^	-	-	-	-	-	
Department of Labor	2799 (18%)	3596 (23%)	4602 (29%)	8936 (57%)	-		-	-	-	-	-	
Department of State	295 (1%)	1483 (6%)	1263 (5%)	3109 (12%)	88 (0%)	* ^	-	-	-	-	-	
Department of the Interior	14694 (18%)	3095 (4%)	-	616 (1%)	-		-	-	-	-	-	
Department of the Treasury	24177 (25%)	6974 (7%)	9196 (9%)	14145 (14%)	215 (0%)	* ^	-	-	-	-	-	
Department of Transportation	7283 (13%)	7328 (13%)	3280 (6%)	668 (1%)	-		-	-	-	-	-	
Department of Veterans Affairs	14692 (4%)	3162 (1%)	315 (0%)	10725 (3%)	3344 (1%)	* ^	-	-	-	-	-	
Election Assistance Commission	3 (12%)	17 (65%)	-	6 (23%)	3 (12%)	*	-	-	-	-	-	

Agency	FY 2016						September 2016					
	3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers	
Environmental Protection Agency	-	-	-	9497 (60%)	-		-	-	-	-	-	
Equal Employment Opportunity Commission	1 (0%)	1314 (61%)	4 (0%)	417 (19%)	7 (0%)	* ^	-	-	-	-	-	
Executive Office of the President(Science and Technology)	-	-	-	-	-		-	3 (10%)	1 (3%)	6 (20%)	-	
Export-Import Bank of the United States	41 (9%)	93 (20%)	26 (6%)	256 (56%)	-		-	-	-	-	-	
Farm Credit Administration	189 (60%)	54 (17%)	18 (6%)	240 (76%)	6 (2%)	* ^	-	-	-	-	-	
Farm Credit System Insurance Corporation	-	2 (18%)	-	11 (100%)	-		-	-	-	-	-	
Federal Deposit Insurance Corporation	398 (6%)	578 (9%)	224 (3%)	4722 (73%)	-		-	-	-	-	-	
Federal Energy Regulatory Commission	608 (41%)	304 (20%)	-	690 (46%)	11 (1%)	*	-	-	-	-	-	
Federal Housing Finance Agency	-	-	-	366 (62%)	-		-	-	-	-	-	
Federal Maritime Commission	6 (5%)	22 (18%)	10 (8%)	44 (37%)	-		-	-	-	-	-	
Federal Mediation and Conciliation Service	-	-	-	-	-		-	10 (4%)	-	15 (6%)	-	
Federal Mine Safety and Health Review Commission	4 (6%)	16 (22%)	-	2 (3%)	2 (3%)	* ^	-	-	-	-	-	
Federal Retirement Thrift Investment Board	-	-	-	-	-		82 (34%)	51 (21%)	29 (12%)	32 (13%)	-	
Federal Trade Commission	375 (33%)	459 (40%)	-	348 (30%)	-		-	-	-	-	-	
General Services Administration	5010 (43%)	2129 (18%)	335 (3%)	1889 (16%)	410 (4%)	* ^	-	-	-	-	-	

Agency	FY 2016						September 2016					
	3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers	
Institute of Museum and Library Services	-	35 (56%)	15 (24%)	63 (100%)	-		-	-	-	-	-	
Japan-United States Friendship Commission	-	2 (50%)	-	3 (75%)	-		-	-	-	-	-	
Marine Mammal Commission	4 (31%)	-	-	7 (54%)	1 (8%)	* ^	-	-	-	-	-	
Merit Systems Protection Board	79 (36%)	41 (19%)	-	37 (17%)	-		-	-	-	-	-	
Millennium Challenge Corporation	11 (4%)	47 (17%)	-	239 (86%)	3 (1%)	* ^	-	-	-	-	-	
National Aeronautics and Space Administration	1895 (10%)	35 (0%)	26 (0%)	8174 (45%)	-		-	-	-	-	-	
National Archives and Records Administration	-	-	-	-	35 (1%)	* ^	-	-	-	-	-	
National Capital Planning Commission	-	10 (32%)	-	24 (77%)	-		-	-	-	-	-	
National Council on Disability	6 (55%)	10 (91%)	-	10 (91%)	-		-	-	-	-	-	
National Credit Union Administration	69 (6%)	109 (9%)	-	383 (32%)	62 (5%)	* ^	-	-	-	-	-	
National Endowment for the Arts	17 (11%)	41 (26%)	-	78 (50%)	-		-	-	-	-	-	
National Endowment for the Humanities	14 (9%)	46 (29%)	-	-	1 (1%)	*	-	-	-	-	-	
National Labor Relations Board	70 (5%)	529 (34%)	-	53 (3%)	2 (0%)	* ^	-	-	-	-	-	
National Mediation Board	27 (66%)	2 (5%)	-	5 (12%)	-		-	-	-	-	-	
National Science Foundation	111 (8%)	228 (16%)	416 (29%)	1185 (81%)	6 (0%)	* ^	-	-	-	-	-	

Agency	FY 2016						September 2016						
	3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers		
National Transportation Safety Board	-	-	-	-	91 (21%)	* ^	-	-	-	-	-	-	
Nuclear Regulatory Commission	512 (15%)	520 (15%)	-	-	69 (2%)	* ^	-	-	-	-	-	-	
Nuclear Waste Technical Review Board	-	2 (10%)	-	9 (43%)	-		-	-	-	-	-	-	
Office of Government Ethics	13 (19%)	16 (24%)	-	41 (60%)	-		-	-	-	-	-	-	
Office of Management and Budget (EOP)	5 (1%)	189 (30%)	91 (14%)	194 (30%)	-		-	-	-	-	-	-	
Office of National Drug Control Policy	-	2 (3%)	-	60 (77%)	-		-	-	-	-	-	-	
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	* ^	-	-	-	-	-	-	
Office of Personnel Management	-	-	-	-	-		1206 (22%)	654 (12%)	60 (1%)	375 (7%)	-	-	
Office of the Director of National Intelligence	-	-	-	1 (1%)	-		-	-	-	-	-	-	
Office of the United States Trade Representative (EOP)	-	76 (32%)	54 (23%)	130 (56%)	-	*	-	-	-	-	-	-	
Overseas Private Investment Corporation	-	82 (30%)	-	128 (47%)	-		-	-	-	-	-	-	
Patent and Trademark Office	6139 (48%)	4428 (35%)	-	312 (2%)	2315 (18%)	* ^	-	-	-	-	-	-	
Peace Corps	107 (10%)	122 (11%)	-	-	-		-	-	-	-	-	-	
Pension Benefit Guaranty Corporation	319 (32%)	308 (31%)	-	192 (19%)	-		-	-	-	-	-	-	
Postal Regulatory Commission	3 (4%)	29 (40%)	-	51 (70%)	2 (3%)	* ^	-	-	-	-	-	-	

Agency	FY 2016						September 2016						
	3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers		
Privacy and Civil Liberties Oversight Board	-	5 (18%)	28 (100%)	28 (100%)	1 (4%)	*	-	-	-	-	-	-	-
Railroad Retirement Board	152 (17%)	65 (7%)	32 (4%)	168 (18%)	-		-	-	-	-	-	-	-
Securities and Exchange Commission	615 (13%)	397 (8%)	-	1965 (42%)	127 (3%)	* ^	-	-	-	-	-	-	-
Small Business Administration	-	-	-	-	-		91 (2%)	326 (7%)	-	604 (14%)	-	-	-
Social Security Administration	4944 (8%)	12274 (19%)	-	-	154 (0%)	* ^	-	-	-	-	-	-	-
Tennessee Valley Authority	20 (0%)	6 (0%)	-	299 (3%)	-		-	-	-	-	-	-	-
Trade and Development Agency	3 (5%)	-	-	44 (80%)	3 (5%)	* ^	-	-	-	-	-	-	-
U.S. AbilityOne Commission	10 (38%)	1 (4%)	-	8 (31%)	3 (12%)	* ^	-	-	-	-	-	-	-
U.S. Commission on Civil Rights	-	22 (63%)	-	3 (9%)	1 (3%)	*	-	-	-	-	-	-	-
U.S. International Trade Commission	61 (16%)	153 (40%)	-	119 (31%)	4 (1%)	* ^	-	-	-	-	-	-	-
U.S. Office of Special Counsel	24 (17%)	67 (49%)	26 (19%)	11 (8%)	3 (2%)	* ^	-	-	-	-	-	-	-

Note: Percentage is equal to number of teleworkers divided by total number of employees.

* 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 9. Subagency Telework Participation Data for 2016

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Agriculture	Departmental Administration (DA/DM)	1,657	1,539	995	65%	60%	-	-	-
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)	5,782	5,532	1,545	28%	27%	-	-	-
Department of Agriculture	Food Safety (FS)	9,675	1,815	890	49%	9%	-	-	-
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	1,599	1,582	872	55%	55%	-	-	-
Department of Agriculture	Marketing and Regulatory Programs (MRP)	12,882	7,894	3,652	46%	28%	-	-	-
Department of Agriculture	National Appeals Division (NAD)	82	76	69	91%	84%	-	-	-
Department of Agriculture	Natural Resources and Environment (NRE)	48,864	27,063	7,613	28%	16%	-	-	-
Department of Agriculture	Office of Inspector General (OIG)	500	500	286	57%	57%	-	-	-
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	142	124	96	77%	68%	-	-	-
Department of Agriculture	Office of the Chief Financial Officer	1,567	1,567	822	52%	52%	-	-	-
Department of Agriculture	Office of the General Counsel (OGC)	287	259	220	85%	77%	-	-	-
Department of Agriculture	Research, Education and Economics (REE)	9,255	6,925	2,296	33%	25%	-	-	-
Department of Agriculture	Rural Development (RD)	4,818	3,759	2,111	56%	44%	-	-	-
Department of Commerce	Bureau of Economic Analysis	493	493	-	-	-	399	81%	81%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Commerce	Bureau of Industry and Security	822	379	-	-	-	238	63%	29%
Department of Commerce	Economic Development Administration (EDA)	187	187	-	-	-	131	70%	70%
Department of Commerce	Economics and Statistics Administration (ESA)	48	40	-	-	-	32	80%	67%
Department of Commerce	International Trade Administration (ITA)	1,624	1,624	-	-	-	950	58%	58%
Department of Commerce	Minority Business Development Agency (MBDA)	58	58	-	-	-	46	79%	79%
Department of Commerce	National Institute of Standards and Technology (NIST)	3,443	2,822	-	-	-	1,491	53%	43%
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,559	9,500	-	-	-	5,329	56%	46%
Department of Commerce	National Technical Information Service (NTIS)	99	99	-	-	-	84	85%	85%
Department of Commerce	National Telecommunications and Information Administration (NTIA)	503	486	-	-	-	308	63%	61%
Department of Commerce	Office of the Inspector General	168	168	-	-	-	117	70%	70%
Department of Commerce	Office of the Secretary	822	622	-	-	-	582	94%	71%
Department of Commerce	U.S. Census Bureau	14,264	6,546	-	-	-	4,008	61%	28%
Department of Defense	Department of Air Force	148,148	38,170	-	-	-	7,831	21%	5%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Defense	Department of Army	226,415	89,946	-	-	-	22,013	24%	10%
Department of Defense	Department of Navy	208,619	86,591	-	-	-	41,369	48%	20%
Department of Defense	Other Department of Defense	193,226	111,421	-	-	-	50,290	45%	26%
Department of Education	Advisory Councils and Committees (EY)	12	11	-	-	-	-	-	-
Department of Education	Edet-Office of English Language Acquisition (ET)	16	16	-	-	-	16	100%	100%
Department of Education	Federal Student Aid (EN)	1,369	1,363	-	-	-	1,352	99%	99%
Department of Education	Imm Office of Sec of Education (EA)	114	108	-	-	-	57	53%	50%
Department of Education	Institute of Education Sciences (ER)	194	194	-	-	-	190	98%	98%
Department of Education	National Assessment Governing Board (EZ)	34	34	-	-	-	12	35%	35%
Department of Education	Office For Civil Rights (EC)	612	609	-	-	-	566	93%	92%
Department of Education	Office of Career, Technical, and Adult Education (EV)	74	74	-	-	-	74	100%	100%
Department of Education	Office of Communications and Outreach (EO)	125	123	-	-	-	64	52%	51%
Department of Education	Office of Elem and Sec Ed (ES)	245	245	-	-	-	224	91%	91%
Department of Education	Office of Innovation and Improvement (EU)	86	86	-	-	-	80	93%	93%
Department of Education	Office of Inspector General (EF)	233	229	-	-	-	213	93%	91%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Education	Office of Legis and Congressional Affairs (EJ)	20	20	-	-	-	17	85%	85%
Department of Education	Office of Management (EM)	206	203	-	-	-	202	100%	98%
Department of Education	Office of Planning, Eval and Policy Develop (ED)	108	106	-	-	-	92	87%	85%
Department of Education	Office of Postsecondary Education (EP)	191	191	-	-	-	184	96%	96%
Department of Education	Office of Spec Ed and Rehab Serv (EH)	210	210	-	-	-	210	100%	100%
Department of Education	Office of The Chief Financial Officer (EL)	181	180	-	-	-	176	98%	97%
Department of Education	Office of The Chief Information Officer (EI)	127	126	-	-	-	122	97%	96%
Department of Education	Office of The Deputy Secretary of Education (EB)	45	45	-	-	-	43	96%	96%
Department of Education	Office of The General Counsel (EG)	118	117	-	-	-	94	80%	80%
Department of Education	Office of The Under Secretary (EE)	67	67	-	-	-	24	36%	36%
Department of Energy	Bonneville Power Administration	2,906	2,142	-	-	-	1,437	67%	49%
Department of Energy	National Nuclear Security Administration	2,354	2,351	-	-	-	620	26%	26%
Department of Energy	Other Department of Energy	8,387	8,316	-	-	-	3,841	46%	46%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Health and Human Services	Administration for Children and Families	1,354	1,336	-	-	-	783	59%	58%
Department of Health and Human Services	Administration on Community Living	195	190	-	-	-	115	61%	59%
Department of Health and Human Services	Agency for Health Care Research and Quality	295	295	-	-	-	261	88%	88%
Department of Health and Human Services	Centers for Disease Control and Prevention	9,936	9,200	-	-	-	5,933	64%	60%
Department of Health and Human Services	Centers for Medicare and Medicaid Services	6,505	6,505	-	-	-	3,220	50%	50%
Department of Health and Human Services	Food and Drug Administration	17,000	11,963	-	-	-	10,785	90%	63%
Department of Health and Human Services	Indian Health Service	15,160	500	-	-	-	203	41%	1%
Department of Health and Human Services	National Institutes of Health	19,052	14,033	-	-	-	10,645	76%	56%
Department of Health and Human Services	Office of the Inspector General	1,591	1,584	-	-	-	1,170	74%	74%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Health and Human Services	Office of the Secretary	10,908	2,885	-	-	-	2,044	71%	19%
Department of Health and Human Services	Program Support Center	460	389	-	-	-	373	96%	81%
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	614	558	-	-	-	468	84%	76%
Department of Homeland Security	DHS Headquarters	3,726	3,726	-	-	-	3,215	86%	86%
Department of Homeland Security	Federal Emergency Management Agency	15,407	13,482	-	-	-	6,586	49%	43%
Department of Homeland Security	Federal Law Enforcement Training Center	1,232	1,190	-	-	-	105	9%	9%
Department of Homeland Security	National Protection and Programs Directorate	3,192	2,786	-	-	-	1,533	55%	48%
Department of Homeland Security	Transportation Security Administration	61,574	4,035	-	-	-	3,421	85%	6%
Department of Homeland Security	US Citizenship and Immigration Services	14,332	13,482	-	-	-	7,156	53%	50%
Department of Homeland Security	US Coast Guard	8,345	6,588	-	-	-	2,046	31%	25%
Department of Homeland Security	US Customs and Border Protection	59,221	9,751	-	-	-	3,303	34%	6%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Homeland Security	US Immigration and Customs Enforcement	19,487	5,798	-	-	-	2,631	45%	14%
Department of Homeland Security	US Secret Service	6,518	837	-	-	-	88	11%	1%
Department of Justice	Antitrust Division	703	664	-	-	-	295	44%	42%
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	5,191	2,023	-	-	-	1,431	71%	28%
Department of Justice	Civil Division	1,415	1,309	-	-	-	969	74%	68%
Department of Justice	Civil Rights Division	634	623	-	-	-	398	64%	63%
Department of Justice	Criminal Division	1,085	-	-	-	-	382	-	35%
Department of Justice	Drug Enforcement Administration	8,907	2,762	-	-	-	388	14%	4%
Department of Justice	Environment and Natural Resources Division	624	419	149	-	24%	-	-	-
Department of Justice	Executive Office for Immigration Review	1,471	299	-	-	-	200	67%	14%
Department of Justice	Executive Office for the US Attorneys	11,303	-	-	-	-	609	-	5%
Department of Justice	Federal Bureau of Investigation	36,060	22,539	-	-	-	35	0%	0%
Department of Justice	Federal Bureau of Prisons	39,633	2,422	-	-	-	1,190	49%	3%
Department of Justice	Justice Management Division Offices Boards and Divisions	1,791	1,159	-	-	-	1,053	91%	59%
Department of Justice	Office of Justice Programs	710	689	-	-	-	638	93%	90%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Justice	Office of the Inspector General	487	483	-	-	-	406	84%	83%
Department of Justice	Tax Division	498	498	109	-	22%	-	-	-
Department of Justice	US Marshals Service	5,211	1,272	-	-	-	340	27%	7%
Department of Justice	US Trustee Program	1,078	976	448	-	42%	-	-	-
Department of Labor	Adjudicatory Boards	109	109	-	-	-	97	89%	89%
Department of Labor	Bureau of International Labor Affairs (ILAB)	115	109	-	-	-	93	85%	81%
Department of Labor	Bureau of Labor Statistics (BLS)	2,441	2,360	-	-	-	1,928	82%	79%
Department of Labor	Employee Benefits Security Administration (EBSA)	974	924	-	-	-	682	74%	70%
Department of Labor	Employment and Training Administration (ETA)	1,136	1,068	-	-	-	1,001	94%	88%
Department of Labor	Mine Safety and Health Administration (MSHA)	2,264	2,225	-	-	-	422	19%	19%
Department of Labor	Occupational Safety and Health Administration (OSHA)	2,061	2,061	-	15-23%	-	1,539	75%	75%
Department of Labor	Office of Administrative Law Judges (OALJ)	151	99	-	-	-	68	69%	45%
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	28	19	-	-	-	2	11%	7%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Labor	Office of Disability Employment Policy (ODEP)	51	53	-	-	-	53	100%	104%
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	565	565	-	-	-	507	90%	90%
Department of Labor	Office of Labor-Management Standards (OLMS)	203	177	-	-	-	152	86%	75%
Department of Labor	Office of Public Affairs (OPA)	57	57	-	-	-	57	100%	100%
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	778	737	-	-	-	666	90%	86%
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	36	35	-	-	-	28	80%	78%
Department of Labor	Office of the Chief Financial Officer (OCFO)	90	91	-	-	-	90	99%	100%
Department of Labor	Office of the Inspector General (OIG)	354	354	-	-	-	287	81%	81%
Department of Labor	Office of the Secretary (OSEC)	66	58	-	-	-	38	66%	58%
Department of Labor	Office of the Solicitor (SOL)	727	672	-	-	-	581	86%	80%
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,537	1,272	-	-	-	1,198	94%	78%
Department of Labor	Veterans Employment and Training Services (VETS)	246	233	-	-	-	233	100%	95%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Labor	Wage and Hour Division (WHD)	1,731	1,731	-	-	-	1,228	71%	71%
Department of Labor	Women's Bureau (WB)	50	49	-	-	-	46	94%	92%
Department of State	International Boundary and Water Commission - United States and Mexico	45	125	-	-	-	45	36%	100%
Department of State	International Boundary Commission - United States and Canada	8	6	-	-	-	5	83%	63%
Department of State	International Joint Commission - United States and Canada	20	10	-	-	-	10	100%	50%
Department of the Interior	Bureau of Indian Affairs	4,977	1,972	-	-	-	414	21%	8%
Department of the Interior	Bureau of Land Management	12,555	10,482	-	-	-	1,971	19%	16%
Department of the Interior	Bureau of Ocean Energy Management	622	616	-	-	-	371	60%	60%
Department of the Interior	Bureau of Reclamation	5,984	5,526	-	-	-	1,581	29%	26%
Department of the Interior	Bureau of Safety and Environmental Enforcement	949	907	-	-	-	397	44%	42%
Department of the Interior	Fish and Wildlife Service	10,562	9,962	-	-	-	2,916	29%	28%
Department of the Interior	National Park Service	29,265	13,263	-	-	-	3,353	25%	11%
Department of the Interior	Office Natural Resource Revenue	679	679	-	-	-	537	79%	79%
Department of the Interior	Office Of Indian Ed Programs	3,743	128	-	-	-	3	2%	0%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of the Interior	Office Of Surface Mining, Reclamation & Enf	493	489	-	-	-	314	64%	64%
Department of the Interior	Office Of The Inspector General	291	288	-	-	-	254	88%	87%
Department of the Interior	Office Of The Sec, IBC	986	956	-	-	-	588	62%	60%
Department of the Interior	Office Of The Secretary Of The Interior	1,545	1,508	-	-	-	1,019	68%	66%
Department of the Interior	Office Of The Solicitor	456	453	-	-	-	302	67%	66%
Department of the Interior	Office of the Special Trustee	639	496	-	-	-	212	43%	33%
Department of the Interior	OS, Asst Sec Indian Affairs	251	235	-	-	-	112	48%	45%
Department of the Interior	U.S. Geological Survey	9,397	8,910	-	-	-	3,445	39%	37%
Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,828	666	-	-	-	455	68%	25%
Department of the Treasury	Bureau of the Fiscal Service (BFS)	3,539	3,096	-	-	-	2,103	68%	59%
Department of the Treasury	Departmental Offices	2,129	1,008	-	-	-	1,008	100%	47%
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	275	274	-	-	-	177	65%	64%
Department of the Treasury	Internal Revenue Service (IRS)	80,825	40,650	-	-	-	35,601	88%	44%
Department of the Treasury	IRS Chief Counsel	2,014	1,663	-	-	-	1,512	91%	75%
Department of the Treasury	Office of Inspector General (OIG)	184	142	-	-	-	168	118%*	91%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	3,982	3,957	-	-	-	3,421	86%	86%
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	137	137	-	-	-	114	83%	83%
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	487	409	-	-	-	408	100%	84%
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	810	772	-	-	-	698	90%	86%
Department of the Treasury	U.S. Mint	1,704	587	-	-	-	308	52%	18%
Department of Transportation	Federal Aviation Administration	45,285	15,670	-	-	-	11,721	75%	26%
Department of Transportation	Federal Highway Administration	2,783	2,700	-	-	-	2,206	82%	79%
Department of Transportation	Federal Motor Carrier Safety Administration	1,175	954	-	-	-	527	55%	45%
Department of Transportation	Federal Railroad Administration	947	947	-	-	-	880	93%	93%
Department of Transportation	Federal Transit Administration	561	549	-	-	-	492	90%	88%
Department of Transportation	Maritime Administration	766	597	-	-	-	311	52%	41%
Department of Transportation	National Highway Traffic Safety Administration	544	475	-	-	-	465	98%	85%
Department of Transportation	Office of Inspector General	404	404	-	-	-	371	92%	92%
Department of Transportation	Office of Secretary of Transportation	1,486	1,415	-	-	-	964	68%	65%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2016	Percentage of all eligible employees teleworking in Sept. 2016	Percentage of employees teleworking in Sept. 2016	Number of employees teleworking in FY 2016	Percentage of eligible employees teleworking in FY 2016	Percentage of employees teleworking in FY 2016
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	544	544	-	-	-	485	89%	89%
Department of Transportation	St. Lawrence Seaway Dev Corp	133	26	-	-	-	16	62%	12%
Department of Transportation	Surface Transportation Board	136	121	-	-	-	121	100%	89%

* Note: In cases where the percentage of eligible employees teleworking and/or percentage of all employees teleworking exceeds 100%, the total number of employees and/or eligible teleworkers at the subagency during the time of data collection was **smaller** than number of employees who participated in telework over the course of the fiscal year.

APPENDIX 10. Subagency Telework Frequency Data for 2016

Department	Subagency	FY 2016						September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers	
Department of Agriculture	Departmental Administration (DA/DM)	-	-	-	-	-		346 (21%)	250 (15%)	-	399 (24%)	-		
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)	-	-	-	-	-		331 (6%)	580 (10%)	-	634 (11%)	-		
Department of Agriculture	Food Safety (FS)	-	-	-	-	-		248 (3%)	312 (3%)	-	330 (3%)	-		
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	-	-	-	-	-		489 (31%)	310 (19%)	-	73 (5%)	-		
Department of Agriculture	Marketing and Regulatory Programs (MRP)	-	-	-	-	-		1489 (12%)	1400 (11%)	-	763 (6%)	-		
Department of Agriculture	National Appeals Division (NAD)	-	-	-	-	-		45 (55%)	16 (20%)	-	8 (10%)	-		
Department of Agriculture	Natural Resources and Environment (NRE)	-	-	-	-	-		1602 (3%)	1883 (4%)	-	4128 (8%)	-		
Department of Agriculture	Office of Inspector General (OIG)	-	-	-	-	-		71 (14%)	25 (5%)	-	190 (38%)	-		
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	-	-	-	-	-		37 (26%)	39 (27%)	-	20 (14%)	-		
Department of Agriculture	Office of the Chief Financial Officer	-	-	-	-	-		100 (6%)	466 (30%)	-	256 (16%)	-		
Department of Agriculture	Office of the General Counsel (OGC)	-	-	-	-	-		50 (17%)	145 (51%)	-	25 (9%)	-		
Department of Agriculture	Research, Education and Economics (REE)	-	-	-	-	-		760 (8%)	750 (8%)	-	786 (8%)	-		
Department of Agriculture	Rural Development (RD)	-	-	-	-	-		666 (14%)	784 (16%)	-	661 (14%)	-		
Department of Commerce	Bureau of Economic Analysis	-	-	-	-	3 (1%)	* ^	-	-	-	-	3 (1%)		

Department	Subagency	FY 2016						September 2016							
		3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers			
Department of Commerce	Bureau of Industry and Security	-	-	-	-	2 (0%)	*	^	-	-	-	-	2 (0%)		
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)	-	-	-	-	27 (1%)	*	^	-	-	-	-	27 (1%)		
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	-	-	-	-	2 (0%)	*	^	-	-	-	-	2 (0%)		
Department of Commerce	U.S. Census Bureau	-	-	-	-	114 (1%)	*	^	-	-	-	-	114 (1%)		
Department of Defense	Department of Air Force	742 (1%)	1531 (1%)	163 (0%)	6011 (4%)	-			-	-	-	-	-		
Department of Defense	Department of Army	1155 (1%)	4509 (2%)	475 (0%)	19158 (8%)	-			-	-	-	-	-		

Department	Subagency	FY 2016					September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Defense	Department of Navy	3102 (1%)	7531 (4%)	4013 (2%)	27918 (13%)	-	-	-	-	-	-	-	-
Department of Defense	Other Department of Defense	19318 (10%)	13924 (7%)	4507 (2%)	37946 (20%)	-	-	-	-	-	-	-	-
Department of Education	Advisory Councils and Committees (EY)	-	-	-	-	-	-	-	-	-	-	-	-
Department of Education	Edet-Office of English Language Acquisition (ET)	1 (6%)	10 (63%)	-	10 (63%)	-	-	-	-	-	-	-	-
Department of Education	Federal Student Aid (EN)	206 (15%)	741 (54%)	-	487 (36%)	-	-	-	-	-	-	-	-
Department of Education	Imm Office of Sec of Education (EA)	6 (5%)	42 (37%)	-	9 (8%)	-	-	-	-	-	-	-	-
Department of Education	Institute of Education Sciences (ER)	30 (15%)	104 (54%)	-	68 (35%)	-	-	-	-	-	-	-	-
Department of Education	National Assessment Governing Board (EZ)	8 (24%)	-	-	4 (12%)	-	-	-	-	-	-	-	-
Department of Education	Office For Civil Rights (EC)	77 (13%)	339 (55%)	-	150 (25%)	-	-	-	-	-	-	-	-
Department of Education	Office of Career, Technical, and Adult Education (EV)	14 (19%)	44 (59%)	-	16 (22%)	-	-	-	-	-	-	-	-
Department of Education	Office of Communications and Outreach (EO)	9 (7%)	40 (32%)	-	15 (12%)	-	-	-	-	-	-	-	-
Department of Education	Office of Elem and Sec Ed (ES)	35 (14%)	113 (46%)	-	76 (31%)	-	-	-	-	-	-	-	-
Department of Education	Office of Innovation and Improvement (EU)	14 (16%)	21 (24%)	-	45 (52%)	-	-	-	-	-	-	-	-
Department of Education	Office of Inspector General (EF)	51 (22%)	135 (58%)	-	27 (12%)	-	-	-	-	-	-	-	-
Department of Education	Office of Legis and Congressional Affairs (EJ)	2 (10%)	15 (75%)	-	-	-	-	-	-	-	-	-	-

Department	Subagency	FY 2016					September 2016							
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers			
Department of Education	Office of Management (EM)	47 (23%)	51 (25%)	-	104 (50%)	-			-	-	-	-		
Department of Education	Office of Planning, Eval and Policy Develop (ED)	10 (9%)	66 (61%)	-	16 (15%)	-			-	-	-	-		
Department of Education	Office of Postsecondary Education (EP)	35 (18%)	75 (39%)	-	74 (39%)	-			-	-	-	-		
Department of Education	Office of Spec Ed and Rehab Serv (EH)	109 (52%)	54 (26%)	-	47 (22%)	-			-	-	-	-		
Department of Education	Office of The Chief Financial Officer (EL)	25 (14%)	95 (52%)	-	63 (35%)	-			-	-	-	-		
Department of Education	Office of The Chief Information Officer (EI)	22 (17%)	57 (45%)	-	43 (34%)	-			-	-	-	-		
Department of Education	Office of The Deputy Secretary of Education (EB)	6 (13%)	25 (56%)	-	12 (27%)	-			-	-	-	-		
Department of Education	Office of The General Counsel (EG)	9 (8%)	66 (56%)	-	19 (16%)	-			-	-	-	-		
Department of Education	Office of The Under Secretary (EE)	3 (4%)	15 (22%)	-	6 (9%)	-			-	-	-	-		
Department of Energy	Bonneville Power Administration	-	-	-	1076 (37%)	-			-	-	-	-		
Department of Energy	National Nuclear Security Administration	-	-	-	307 (13%)	2 (0%)	*		-	-	-	-	2 (0%)	
Department of Energy	Other Department of Energy	-	-	-	1939 (23%)	7 (0%)	*	^	-	-	-	-	7 (0%)	
Department of Health and Human Services	Administration for Children and Families	490 (36%)	293 (22%)	-	447 (33%)	-			-	-	-	-		

Department	Subagency	FY 2016					September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Health and Human Services	Administration on Community Living	37 (19%)	39 (20%)	-	39 (20%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Agency for Health Care Research and Quality	138 (47%)	52 (18%)	-	71 (24%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Centers for Disease Control and Prevention	3271 (33%)	1855 (19%)	-	37 (0%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Centers for Medicare and Medicaid Services	2225 (34%)	1007 (15%)	-	2263 (35%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Food and Drug Administration	4927 (29%)	2796 (16%)	-	3588 (21%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Health Resources and Services Administration	747 (35%)	614 (29%)	-	782 (37%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Indian Health Service	150 (1%)	53 (0%)	-	80 (1%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	National Institutes of Health	1940 (10%)	3487 (18%)	-	5218 (27%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Office of the Inspector General	511 (32%)	194 (12%)	-	465 (29%)	-	-	-	-	-	-	-	-

Department	Subagency	FY 2016					September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Health and Human Services	Office of the Secretary	1101 (10%)	721 (7%)	-	854 (8%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Program Support Center	129 (28%)	129 (28%)	-	115 (25%)	-	-	-	-	-	-	-	-
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	245 (40%)	126 (21%)	-	337 (55%)	-	-	-	-	-	-	-	-
Department of Homeland Security	DHS Headquarters	912 (24%)	1102 (30%)	228 (6%)	973 (26%)	-	-	-	-	-	-	-	-
Department of Homeland Security	Federal Emergency Management Agency	2035 (13%)	2394 (16%)	428 (3%)	1729 (11%)	-	-	-	-	-	-	-	-
Department of Homeland Security	Federal Law Enforcement Training Center	10 (1%)	28 (2%)	7 (1%)	60 (5%)	-	-	-	-	-	-	-	-
Department of Homeland Security	National Protection and Programs Directorate	418 (13%)	603 (19%)	91 (3%)	421 (13%)	-	-	-	-	-	-	-	-
Department of Homeland Security	Transportation Security Administration	472 (1%)	769 (1%)	-	2180 (4%)	-	-	-	-	-	-	-	-
Department of Homeland Security	US Citizenship and Immigration Services	3068 (21%)	2093 (15%)	416 (3%)	1579 (11%)	-	-	-	-	-	-	-	-
Department of Homeland Security	US Coast Guard	520 (6%)	906 (11%)	112 (1%)	508 (6%)	-	-	-	-	-	-	-	-
Department of Homeland Security	US Customs and Border Protection	556 (1%)	1887 (3%)	-	860 (1%)	-	-	-	-	-	-	-	-

Department	Subagency	FY 2016					September 2016							
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers			
Department of Homeland Security	US Immigration and Customs Enforcement	374 (2%)	966 (5%)	191 (1%)	1100 (6%)	-			-	-	-	-		
Department of Homeland Security	US Secret Service	6 (0%)	30 (0%)	7 (0%)	45 (1%)	-			-	-	-	-		
Department of Justice	Antitrust Division	3 (0%)	65 (9%)	-	272 (39%)	1 (0%)	*	^	-	-	-	-	1 (0%)	
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	361 (7%)	482 (9%)	-	588 (11%)	-			-	-	-	-	-	
Department of Justice	Civil Division	46 (3%)	443 (31%)	-	480 (34%)	36 (3%)	*	^	-	-	-	-	36 (3%)	
Department of Justice	Civil Rights Division	59 (9%)	190 (30%)	-	351 (55%)	-			-	-	-	-	-	
Department of Justice	Criminal Division	9 (1%)	90 (8%)	51 (5%)	232 (21%)	2 (0%)	*	^	-	-	-	-	2 (0%)	
Department of Justice	Drug Enforcement Administration	71 (1%)	197 (2%)	-	227 (3%)	4 (0%)	*	^	-	-	-	-	4 (0%)	
Department of Justice	Environment and Natural Resources Division	-	-	-	-	-			-	126 (20%)	-	-	-	
Department of Justice	Executive Office for Immigration Review	132 (9%)	148 (10%)	26 (2%)	44 (3%)	-			-	-	-	-	-	
Department of Justice	Executive Office for the US Attorneys	32 (0%)	129 (1%)	49 (0%)	399 (4%)	-			-	-	-	-	-	
Department of Justice	Federal Bureau of Investigation	9 (0%)	6 (0%)	5 (0%)	29 (0%)	-			-	-	-	-	-	
Department of Justice	Federal Bureau of Prisons	228 (1%)	501 (1%)	-	461 (1%)	-			-	-	-	-	-	
Department of Justice	Justice Management Division Offices Boards and Divisions	-	-	-	-	17 (1%)	*	^	-	-	-	-	17 (1%)	

Department	Subagency	FY 2016					September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Justice	Office of Justice Programs	316 (45%)	158 (22%)	164 (23%)	-	11 (2%)	*	^	-	-	-	-	11 (2%)
Department of Justice	Office of the Inspector General	25 (5%)	406 (83%)	-	2 (0%)	-			-	-	-	-	-
Department of Justice	Tax Division	-	-	-	-	-			-	49 (10%)	-	65 (13%)	-
Department of Justice	US Marshals Service	167 (3%)	78 (1%)	-	225 (4%)	-			-	-	-	-	-
Department of Justice	US Trustee Program	-	-	-	-	-			30 (3%)	302 (28%)	116 (11%)	-	-
Department of Labor	Adjudicatory Boards	27 (25%)	35 (32%)	35 (32%)	-	-			-	-	-	-	-
Department of Labor	Bureau of International Labor Affairs (ILAB)	12 (10%)	44 (38%)	37 (32%)	-	-			-	-	-	-	-
Department of Labor	Bureau of Labor Statistics (BLS)	617 (25%)	699 (29%)	612 (25%)	-	-			-	-	-	-	-
Department of Labor	Employee Benefits Security Administration (EBSA)	109 (11%)	196 (20%)	377 (39%)	-	-			-	-	-	-	-
Department of Labor	Employment and Training Administration (ETA)	346 (30%)	310 (27%)	345 (30%)	-	-			-	-	-	-	-
Department of Labor	Mine Safety and Health Administration (MSHA)	41 (2%)	108 (5%)	273 (12%)	-	-			-	-	-	-	-
Department of Labor	Occupational Safety and Health Administration (OSHA)	224 (11%)	469 (23%)	846 (41%)	-	-			-	-	-	-	-
Department of Labor	Office of Administrative Law Judges (OALJ)	5 (3%)	27 (18%)	36 (24%)	-	-			-	-	-	-	-
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	1 (4%)	-	1 (4%)	-	-			-	-	-	-	-

Department	Subagency	FY 2016					September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Labor	Office of Disability Employment Policy (ODEP)	9 (18%)	25 (49%)	19 (37%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	159 (28%)	171 (30%)	177 (31%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of Labor-Management Standards (OLMS)	37 (18%)	36 (18%)	79 (39%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of Public Affairs (OPA)	10 (18%)	16 (28%)	31 (54%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	138 (18%)	276 (35%)	252 (32%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	1 (3%)	3 (8%)	24 (67%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of the Chief Financial Officer (OCFO)	20 (22%)	29 (32%)	42 (47%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of the Inspector General (OIG)	83 (23%)	78 (22%)	126 (36%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of the Secretary (OSEC)	-	6 (9%)	32 (48%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of the Solicitor (SOL)	67 (9%)	221 (30%)	293 (40%)	-	-	-	-	-	-	-	-	-
Department of Labor	Office of Workers' Compensation Programs (OWCP)	559 (36%)	404 (26%)	235 (15%)	-	-	-	-	-	-	-	-	-
Department of Labor	Veterans Employment and Training Services (VETS)	45 (18%)	87 (35%)	101 (41%)	-	-	-	-	-	-	-	-	-
Department of Labor	Wage and Hour Division (WHD)	280 (16%)	335 (19%)	613 (35%)	-	-	-	-	-	-	-	-	-

Department	Subagency	FY 2016					September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Labor	Women's Bureau (WB)	9 (18%)	21 (42%)	16 (32%)	-	-	-	-	-	-	-	-	-
Department of State	International Boundary and Water Commission - United States and Mexico	4 (9%)	2 (4%)	30 (67%)	36 (80%)	1 (2%)	*	-	-	-	-	1 (2%)	-
Department of State	International Boundary Commission - United States and Canada	-	-	-	6 (75%)	-	-	-	-	-	-	-	-
Department of State	International Joint Commission - United States and Canada	-	2 (10%)	6 (30%)	2 (10%)	-	-	-	-	-	-	-	-
Department of the Interior	Bureau of Indian Affairs	303 (6%)	111 (2%)	-	10 (0%)	-	-	-	-	-	-	-	-
Department of the Interior	Bureau of Land Management	1570 (13%)	401 (3%)	-	117 (1%)	-	-	-	-	-	-	-	-
Department of the Interior	Bureau of Ocean Energy Management	311 (50%)	60 (10%)	-	1 (0%)	-	-	-	-	-	-	-	-
Department of the Interior	Bureau of Reclamation	1222 (20%)	359 (6%)	-	163 (3%)	-	-	-	-	-	-	-	-
Department of the Interior	Bureau of Safety and Environmental Enforcement	354 (37%)	43 (5%)	-	5 (1%)	-	-	-	-	-	-	-	-
Department of the Interior	Fish and Wildlife Service	2361 (22%)	1110 (11%)	-	46 (0%)	-	-	-	-	-	-	-	-
Department of the Interior	National Park Service	2776 (9%)	577 (2%)	-	104 (0%)	-	-	-	-	-	-	-	-
Department of the Interior	Office Natural Resource Revenue	491 (72%)	46 (7%)	-	2 (0%)	-	-	-	-	-	-	-	-
Department of the Interior	Office Of Indian Ed Programs	2 (0%)	1 (0%)	-	-	-	-	-	-	-	-	-	-
Department of the Interior	Office Of Surface Mining, Reclamation & Enf	270 (55%)	44 (9%)	-	9 (2%)	-	-	-	-	-	-	-	-

Department	Subagency	FY 2016						September 2016					
		3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers	
Department of the Interior	Office Of The Inspector General	234 (80%)	20 (7%)	-	-	-		-	-	-	-	-	
Department of the Interior	Office Of The Sec, IBC	527 (53%)	61 (6%)	-	10 (1%)	-		-	-	-	-	-	
Department of the Interior	Office Of The Secretary Of The Interior	909 (59%)	110 (7%)	-	79 (5%)	-		-	-	-	-	-	
Department of the Interior	Office Of The Solicitor	259 (57%)	43 (9%)	-	6 (1%)	-		-	-	-	-	-	
Department of the Interior	Office of the Special Trustee	185 (29%)	1 (0%)	-	4 (1%)	-		-	-	-	-	-	
Department of the Interior	OS, Asst Sec Indian Affairs	97 (39%)	15 (6%)	-	3 (1%)	-		-	-	-	-	-	
Department of the Interior	U.S. Geological Survey	2823 (30%)	622 (7%)	-	57 (1%)	-		-	-	-	-	-	
Department of the Treasury	Bureau of Engraving & Printing (BEP)	193 (11%)	247 (14%)	13 (1%)	180 (10%)	4 (0%)	* ^	-	-	-	-	4 (0%)	
Department of the Treasury	Bureau of the Fiscal Service (BFS)	1351 (38%)	716 (20%)	-	1089 (31%)	5 (0%)	* ^	-	-	-	-	5 (0%)	
Department of the Treasury	Departmental Offices	156 (7%)	97 (5%)	-	755 (35%)	2 (0%)	* ^	-	-	-	-	2 (0%)	
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	38 (14%)	62 (23%)	-	113 (41%)	1 (0%)	*	-	-	-	-	1 (0%)	
Department of the Treasury	Internal Revenue Service (IRS)	21332 (26%)	4291 (5%)	8565 (11%)	7716 (10%)	38 (0%)	* ^	-	-	-	-	38 (0%)	
Department of the Treasury	IRS Chief Counsel	244 (12%)	812 (40%)	456 (23%)	-	-		-	-	-	-	-	
Department of the Treasury	Office of Inspector General (OIG)	27 (15%)	72 (39%)	61 (33%)	112 (61%)	-		-	-	-	-	-	
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	37 (1%)	223 (6%)	51 (1%)	3373 (85%)	-		-	-	-	-	-	

Department	Subagency	FY 2016					September 2016							
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers			
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	3 (2%)	78 (57%)	33 (24%)	56 (41%)	-			-	-	-	-		
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	378 (78%)	15 (3%)	15 (3%)	168 (34%)	141 (29%)	*	^	-	-	-	-	141 (29%)	
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	404 (50%)	215 (27%)	-	265 (33%)	18 (2%)	*	^	-	-	-	-	18 (2%)	
Department of the Treasury	U.S. Mint	15 (1%)	148 (9%)	-	178 (10%)	6 (0%)	*	^	-	-	-	-	6 (0%)	
Department of Transportation	Federal Aviation Administration	5307 (12%)	4670 (10%)	1744 (4%)	-	-			-	-	-	-	-	
Department of Transportation	Federal Highway Administration	203 (7%)	801 (29%)	679 (24%)	523 (19%)	-			-	-	-	-	-	
Department of Transportation	Federal Motor Carrier Safety Administration	289 (25%)	184 (16%)	49 (4%)	5 (0%)	-			-	-	-	-	-	
Department of Transportation	Federal Railroad Administration	427 (45%)	233 (25%)	180 (19%)	40 (4%)	-			-	-	-	-	-	
Department of Transportation	Federal Transit Administration	328 (58%)	137 (24%)	5 (1%)	22 (4%)	-			-	-	-	-	-	
Department of Transportation	Maritime Administration	93 (12%)	110 (14%)	73 (10%)	35 (5%)	-			-	-	-	-	-	
Department of Transportation	National Highway Traffic Safety Administration	77 (14%)	246 (45%)	137 (25%)	5 (1%)	-			-	-	-	-	-	
Department of Transportation	Office of Inspector General	192 (48%)	67 (17%)	112 (28%)	-	-			-	-	-	-	-	
Department of Transportation	Office of Secretary of Transportation	301 (20%)	454 (31%)	171 (12%)	38 (3%)	-			-	-	-	-	-	
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	60 (11%)	302 (56%)	123 (23%)	-	-			-	-	-	-	-	

Department	Subagency	FY 2016					September 2016						
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Transportation	St. Lawrence Seaway Dev Corp	6 (5%)	3 (2%)	7 (5%)	-	-	-	-	-	-	-	-	-
Department of Transportation	Surface Transportation Board	-	121 (89%)	-	-	-	-	-	-	-	-	-	-

Note: Percentage is equal to number of teleworkers divided by total number of employees. Agencies did not report remote work participation for 2014.

APPENDIX 11. Reasons for Changes in Participation by More or Less than 10%

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Access Board	No		
Agency for International Development	No	N/A	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	No		
Broadcasting Board of Governors	Yes		Encouraging more participation, better record keeping and reporting procedures.
Central Intelligence Agency	Yes	Increase resulted from including remote workers for the first time.	
Chemical Safety and Hazard Investigation Board	No		
Commodity Futures Trading Commission	No		
Consumer Financial Protection Bureau	Yes		We used a different method for reporting telework data this year. We are reporting September 2016 data instead of an annual report so that the data more accurately reflects telework usage. In 2015 we tracked telework agreements and for 2016 we are using WebTA data for pay period 19.
Consumer Product Safety Commission	Yes	Some employees have completed 1 year of CPSC employment, which is a CPSC requirement. In addition, there were quite a few new agreements after all of the snow last year in FY15.	
Corporation for National and Community Service	No		
Court Services and Offender Supervision Agency	No		

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Defense Nuclear Facilities Safety Board	Yes	(1) A 16% increase in staff agency-wide and (2) changes in telework eligibility rules: allowing transfers from other agencies to immediately participate in telework; allowing Site Representatives to telework; reducing by half the length of time new employees must wait to begin telework.	
Denali Commission	Yes	Through attrition telework is decreasing at the Denali Commission. New employees being hired are not eligible for telework because of the small size of our office.	
Department of Agriculture	No		
Department of Commerce	No		
Department of Defense	Yes	<ul style="list-style-type: none"> - Adverse weather/office closure policy requires telework or personal leave. - More teleworking employees are captured in the time an attendance reports. - More components are allowing more telework days for employees per biweekly period. - Increased use of telework for accommodations and work-life flexibilities. 	
Department of Education	Yes		Our Agency now has capability to provide the annualized data for the year. In the past we were recording telework data based on one pay period. Additionally, we have downsized our space in several federal buildings triggering more employees to take advantage of the opportunity to telework. Employees that telework three or more days a week no longer have designated spaces, they are able to reserve a hoteling space when they are in the office.

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Department of Energy	No		
Department of Health and Human Services	No		
Department of Homeland Security	No		
Department of Housing and Urban Development	Yes		The Department experienced a large amount of attrition in August and September 2016. This is the reason why the participation reflects a decrease
Department of Justice	Yes	Telework continues to be encouraged and supported by supervisors/managers. With new guidance regarding Telework, more employees are eligible and required to telework during inclement weather.	
Department of Labor	No		
Department of State	No		
Department of the Interior	No	NA	
Department of the Treasury	No	NA	
Department of Transportation	No	N/A	
Department of Veterans Affairs	No	NA	
Election Assistance Commission	No		
Environmental Protection Agency	No		
Equal Employment Opportunity Commission	No	N/A	
Executive Office of the President(Science and Technology)	Yes		Although telework has been an option for all staff even in 2015, more staff are teleworking and realizing the benefits to teleworking.
Export-Import Bank of the United States	Yes	It is the Bank's policy to place high emphasis on teleworking. Significant amounts of snow fall in 2016 was a major contribution.	
Farm Credit Administration	No		
Farm Credit System Insurance Corporation	Yes	Increased tracking of telework through our time and attendance system	

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Federal Deposit Insurance Corporation	No		
Federal Energy Regulatory Commission	No		
Federal Housing Finance Agency	Yes	Increased employee participation	
Federal Maritime Commission	Yes	Continued training on the agency's modernized telework program and automation of some of the agency's utilized systems, which enabled more employees access to telework.	
Federal Mediation and Conciliation Service	No		
Federal Mine Safety and Health Review Commission	Yes	Increase was due to the Pope's visit to Washington, DC	
Federal Retirement Thrift Investment Board	Yes		The agency rolled out a new Enhanced Telework Program In December 2015. The new program allowed for additional flexibilities to include an increase in telework from one day per week to two days per week. The enhanced program also allowed for split telework days, which we are now counting in the telework totals. Additionally, situational telework days are in addition to core telework days as opposed to in lieu of it.
Federal Trade Commission	No		
General Services Administration	No		
Institute of Museum and Library Services	Yes	IMLS moved locations in March of 2016 and as a result all staff telework all or part of five days we were between office buildings.	
Japan-United States Friendship Commission	No	N/A	
Marine Mammal Commission	Yes	Most staff teleworked when the federal government was closed due to snow in January 2016.	

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Merit Systems Protection Board	Yes	Increased awareness on behalf of employees and on-going support from Agency managers.	
Millennium Challenge Corporation	Yes	MCC Senior Leadership approved an agency-wide flexible work campaign, January – March 2016, to educate the workforce and emphasize revisions to the agency's Flexible Work policy, which includes: 1) increased telework options from 2 days per pay period to 5 days per pay period; 2) and, combining up to 5 telework days per pay period with a 5/4/9 AWS schedule.	
National Aeronautics and Space Administration	No		
National Archives and Records Administration	No		
National Capital Planning Commission	No		
National Council on Disability	No		
National Credit Union Administration	No		
National Endowment for the Arts	Yes	Increased education to supervisors and employees regarding the benefits of telework.	
National Endowment for the Humanities	No	N/A	
National Labor Relations Board	No		
National Mediation Board	No		
National Science Foundation	Yes	NSF's increase in telework participation from FY15 to FY16 was 9% (which is less than a 10% increase so we likely do not have to provide a response to Q#7), however, the 9% increase is likely a result of NSF's implementation of increased telework flexibilities due the WMATA SafeTrack Implementation.	
National Transportation Safety Board	No		
Nuclear Regulatory Commission	No		
Nuclear Waste Technical Review Board	No		
Occupational Safety and Health Review Commission	No	N/A	

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Office of Government Ethics	Yes	Increased use of situational telework due to Safe Track; personal non-emergency events; or agency closures such as weather events, special events, etc.	
Office of Management and Budget (EOP)	Yes	Different reporting system which allowed us to capture more data.	
Office of National Drug Control Policy	No		
Office of Navajo and Hopi Indian Relocation	No		
Office of Personnel Management	No		
Office of the Director of National Intelligence	No	Due to the nature of work at the Office of the Director of National Intelligence (ODNI), ODNI reviews all requests for telework on a case-by-case basis. Cases are typically approved for situational reasons (recovery from medical).	
Office of the United States Trade Representative (EOP)	No		
Overseas Private Investment Corporation	Yes	OPIC has grown in the number of FTEs; therefore, the number of eligible and participating employees has also grown.	
Patent and Trademark Office	No		
Peace Corps	Yes	The agency now has increased capability in tracking telework due to changing from in-house time and attendance system to WebTA time and attendance system.	
Pension Benefit Guaranty Corporation	Yes	The telework participation total increased significantly from FY 2015 due to basing FY 2016 participation data off of the number of employees who coded telework in Quicktime (T&A), rather than the number of employees who had a telework agreement.	

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Postal Regulatory Commission	Yes	<p>The Commission was able to achieve a ten percent increase in telework participation during FY 2016 due to the continued efforts to ensure that all Commission employees are aware of the telework program. In addition, the Commission updated our Flexible Work Programs policy to expand our telework options to staff.</p> <p>This percentage aligns with our mission of enhancing a system that fosters recruitment, development, and retention of a talented, skilled, and diverse workforce.</p>	
Privacy and Civil Liberties Oversight Board	Yes	We hired additional staff.	
Railroad Retirement Board	Yes	We revised the work at home plan.	
Securities and Exchange Commission	No		
Small Business Administration	Yes		During 2016, SBA's IT infrastructure experienced a massive disruption which caused our remote access systems to fail. Around that same time, the agency was without a CIO, so no decisions were being made to correct the issues. As a result, many employees were completely unable to telework.
Social Security Administration	Yes	Our largest component is continuing to expand their telework pilot program each quarter, allowing more employees to telework. Our negotiated Memoranda of Understanding are allowing more employees to telework.	
Tennessee Valley Authority	Yes	Better oversight and ensuring teleworkers have up to date agreements on file.	

Agency	More than 10% increase or decrease from 2015 to 2016?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2015 and FY 2016	Comparison Between September 2015 and September 2016
Trade and Development Agency	Yes	The increase in telework participation reflects additional employees hired in FY 2016, as well as USTDA's strong commitment to making situational telework available to all eligible employees. Weather-related telework in the Winter of 2015/2016, along with the government-wide encouragement of telework to alleviate commuting problems associated with Metro's Safe Track repairs, also contributed to the increased participation rate.	
U.S. AbilityOne Commission	No		
U.S. Commission on Civil Rights	Yes	More eligible employees took advantage of the program.	
U.S. International Trade Commission	No		
U.S. Office of Special Counsel	No	No increase or decrease	

APPENDIX 12. Agency Management Efforts to Plan, Implement and Evaluate Telework

Agency	Consider Fiscal Year 2016. 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.
Access Board	We have 26 out of 27 telework eligible employees participating in teleworking. The one employee who is not participating is a new hire and is in mentoring and training status. We anticipate that this employee will telework once he is up to speed.
Agency for International Development	USAID will continue to utilize Agency Notices to communicate new and changing telework information. The Agency also will continue to incorporate interactive/in-person telework training sessions to all Agency employees. The Telework Executive/Program Manager will have Telework Coordinators identified for each Bureau/Office; and will review/update the Telework Coordinators on an annual basis. USAID's Staff Care Center offers a myriad of support services that benefits the needs of all Agency employees' work/life balance.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Depending on the employee's job duties, they are eligible for either full-time or situational telework. We are a small agency of 12 so it is pretty easy to evaluate whether telework is working or not.
Broadcasting Board of Governors	Much of this year's efforts have been centered around a move to an electronic time and attendance system that will allow better management of telework flexibilities and better record keeping.
Central Intelligence Agency	Management continues to promote telework by encouraging the expansion of remote work opportunities discussed in question 16 along with the continued use of flexible work centers discussed in question 21. The Unclassified Telework From Home Working Group, established in 2015, continues efforts in the communication and education of the workforce regarding telework options.
Chemical Safety and Hazard Investigation Board	Retention of employees and participation rate
Commodity Futures Trading Commission	We plan to continue to emphasize telework as part of COOP
Consumer Financial Protection Bureau	CFPB fully supports the Telework Program and has implemented a policy which allows for up to 3 days per week of routine/scheduled in addition to combining it with other work schedule flexibilities. It also allows for extended situational telework for personal circumstances as well as for medical instances.
Consumer Product Safety Commission	CPSC promotes telework via newsletters and email reminders when it comes to inclement weather, so that operations may continue as much as possible.
Corporation for National and Community Service	The Corporation strongly believes that telework can help managers attract and retain the best qualified employees, provide them with uninterrupted blocks of time to work on key projects, and give their organization a way of functioning more effectively during crisis situations and other business interruptions. Additional benefits that can be achieved through the use of telework, include improved employee morale and effectiveness; reductions in transportation costs; accommodation of employees with short or long term health problems; reduction in automobile created air pollution and traffic congestion; and the potential for increased productivity. As such the agency is determined to emphasize the benefits that telework provides to our workforce. This will be done through shared awareness, a robust push to make sure that all eligible employees are certified to telework, training/information sessions, surveys, and data reporting throughout the fiscal year. This practice will increase through shared awareness of the benefits that telework provide to our workforce.

Agency	Consider Fiscal Year 2016. 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.
Court Services and Offender Supervision Agency	The Agency's leadership fully supports and promotes the telework program. While ensuring that the needs of our customers are the priority (e.g., most positions at CSOSA involve face-to-face interactions with the public), the Agency continues to explore emerging technologies, space-saving methods, and other flexibilities to maximize the program where possible. The Agency's Director, Associate Director of Human Resources, and TMO meet on at least a monthly basis to review the status of the telework program. Since the last data call, the Agency has expanded the implementation of an online training program and continues to offer in-person trainings. Additionally, the Agency removed an obstacle to telework by eliminating a paper-based certification form, thereby going fully electronic. CSOSA, along with PSA, continues to promote the program wherever it would be beneficial to fulfilling our critical public safety mission and is continually considering innovative ways to evaluate the program's effectiveness, including through an audit of the program.
Defense Nuclear Facilities Safety Board	(1) Using feedback from prior Federal Employee Viewpoint surveys, the Board updated its telework policy in FY 2016 to expand eligibility requirements and enhance program benefits. (2) The Board began an audit of its telework program that will continue into FY 2017.
Denali Commission	Due to the small size of the Denali Commission telework creates coverage issues at the office and is being limited as a result. Newly hired employees are not eligible for telework.
Department of Agriculture	The USDA leadership develops an Annual Action Plan with base numbers for participation and set goals for the year. Reports are submitted monthly with a summary of each sub-agency's progress. We continue to develop additional training, provide resources and initiate ways to further promote the program and keep Telework in the forefront. Monthly training sessions are held USDA-wide to targeted audiences, Telework Week is hosted each year in April and we have developed Telework Assessments to identify continued barriers.
Department of Commerce	Management reviews and evaluates the data derived from the OPM data call to identify areas of success and problem areas.

Agency	Consider Fiscal Year 2016. 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.
Department of Defense	<p>In FY 16, DoD Management efforts to promote telework include:</p> <ul style="list-style-type: none"> - DoD specific telework training for supervisors. - Ensure telework is included within DoD's overall strategic goals and mission. - The continued development of a semi-annual statistical reporting mechanism and Telework Dashboard to post telework metrics and telework trend analysis for the Executive Director and senior leadership. These statistics include the number of eligible positions, eligible employees, and participants. This reporting will be available on our website. - With the implementation of new system codes, the telework eligibility of positions and employees may be better monitored allowing updates as needed. - The results of the statistics are shared at the Human Capital Strategy Board and at senior Administrative Officer Forums. Best practices are shared and new initiatives/guidelines are announced. - Agency/Directorate Telework point of contacts are updated via email on any pertinent information we receive from OPM, DCPAS, and Senior Leadership Forums. - Telework awareness was communicated through: More briefings and presentations at management working groups; Aligning telework with agency strategic goals and mission; Emphasizing telework as part of COOP events; and Promoting telework as a reasonable accommodation to support employees with disabilities, illness, and family emergencies as well as offering telework to support temporary spousal accommodations and other hardships - Continued development of new training tools directed to supervisors which will: Highlight case studies to illustrate Best Practices; Help overcome the barriers and / or resistance to promoting telework; and Foster better communications with their employees on the days they telework. - Ensure adherence to the Telework Enhancement Act. - Continued maintenance on our Telework website.
Department of Education	<p>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. The CHCO meets with ED's senior leadership to emphasize the Department's dedication to expanding our telework program. Human Resources have also hosted management training sessions as well as conference calls to help first and second level supervisors understand the importance of telework. We have also worked with offices to provide them with assistance in effectively managing telework, ensuring that arrangements are successful. We also work with our union officials to identify employee concerns about telework, and address those concerns collaboratively.</p>
Department of Energy	<p>TMO/CHCO establishes an annual total participation rate goal that is sent to all senior managers that includes the results from the prior FY.</p>
Department of Health and Human Services	<p>HHS establishes yearly goals and works through Departmental Communities of Practice to discuss goals, evaluate hurdles and share telework success stories. HHS establishes telework targets and then works to achieve them in relationship with other employee programs.</p>

Agency	Consider Fiscal Year 2016. 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.
Department of Homeland Security	<p>Led by the DHS CHCO office, telework coordinators from all components met quarterly with the DHS telework coordinator (on behalf of the TMO) to discuss best practices, program successes and challenges, and resources in order to maximize program effectiveness across the enterprise.</p> <p>At the component level where the telework programs are managed, the following occurred or are in progress:</p> <p>USCIS' analysis of FY15 FEVS survey results regarding telework was the catalyst for identifying and addressing barriers. Employees indicated that supervisors and managers were uncomfortable with supporting telework in large part due to their lack of knowledge around holding employees accountable. Program office briefings were held for managers, supervisors and employees that addressed barriers to telework and strategies for improvement. As a result, USCIS' FEVS scores in the area of telework went up.</p> <p>FEMA continues to promote the use of telework where feasible as a means to promote sustainability, reduce operating costs and support worklife balance and employee morale. Plans: Conduct yearly telework survey; Implements: Utilize telework coordinators across the Agency to share best practices and raise concerns; Evaluate: Engage employees in another sampled telework survey and measure the changes; compare findings with the Federal Employee Viewpoint scores; Assessment tools: Develop dashboard to record all of teleworkers improvements in the agency, annually.</p> <p>ICE markets the program at leadership conferences along with continuous training for all managers and employees.</p> <p>At USSS, for FY 2016 agency management reevaluated and updated telework policies, increasing the population of telework eligible employees. In addition, they require all employees to recertify annually and send notification to the workforce informing all USSS personnel that telework is an option for eligible employees.</p> <p>CBP conducts quarterly Telework Program Coordinator meetings to share best practices and disseminate current and new information; and also disseminates information via newsletters and posts updates on a program website. CBP also sponsors webinars, seminars and briefings to increase supervisor and manager engagement, knowledge, and support for telework. In FY 2016, 174 employees/supervisors/managers participated in these sessions.</p>
Department of Housing and Urban Development	na
Department of Justice	Aligns telework with agency strategic goals and mission. Continue to advocate telework in meetings. Uses telework goal setting and measurement to hold managers/supervisors accountable. Emphasize telework as part of COOP, and special events (e.g., telework awareness week, telework drills, and special events)
Department of Labor	Telework participation goals and milestones are included in the Agency operating plan. Telework utilization is measured and reported quarterly, and program enhancements reaffirmed by leadership are made as necessary to improve the program.

Agency	Consider Fiscal Year 2016. 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.
Department of State	Our Telework Management Officer, Judy Ikels, with the support of our senior Principals embrace telework, when suitable positions are deemed telework eligible. Through educational briefings and customized bureau/office training sessions, we offer Q and A and information sessions for supervisors and employees separately or together, as required. With regard to our procedural process, we have established a structure for consistency and operational efficiency. The necessary pre-application steps for telework ensure there is communication and ongoing dialogue between the supervisor and employee on job expectations, goal-setting and performance standards. Next steps in the application process is the requirement to review our 3 FAM Telework regulations and telework policies/guidance. Our final step is enforcement of the mandatory telework training session through OPM's recently revised course offered by the HR University, so that teleworkers are aware of their responsibilities, priority needs of the office and the need for constant communication and accountability in their interactions with their supervisors and co-workers.
Department of the Interior	The Department of the Interior uses the data from the OPM data call to evaluate the telework program. From the data collected each year, we use it to set goals for the next fiscal year. Agency leadership supports telework and recognizes telework is a valuable tool to retain employees and is necessary during a natural or man-made emergency.
Department of the Treasury	Treasury has a Telework Team led by the agency TMO. Each year goals are established as part of the Annual OPM Telework report. These goals are tracked on a quarterly basis and designed to improve telework participation, data integrity/ management and program oversight and compliance.
Department of Transportation	DOT continued to support telework during FY 2016 in a number of ways, including: Internally marketing and encouraging telework as a means to continue operations (e.g., on days when the government is closed and/or when options for 'unscheduled telework' have been announced by OPM or regional Federal Executive Boards); Continuing to provide telework training for employees and managers; Providing telework policy guidance to employees, supervisors and managers on an ongoing basis; and Periodically updating its IT infrastructure (i.e., computers, remote access technologies, etc.) to contend with emerging data security threats and allowing employees to connect securely to DOT systems in several ways (i.e., via Virtual Private Networks, remote access technologies, and DOT webmail services).
Department of Veterans Affairs	Managers are encouraged to educate and promote telework to their employees. VA Senior Review Group, VA Executive Leadership Board and communications support from the Secretary are specific ways VA promotes Telework.
Election Assistance Commission	While the program is being reviewed, new employees are allowed to participate in the current program.
Environmental Protection Agency	During FY 2016 the EPA implemented a new telework policy with significant enhancements designed to promote telework. EPA also implemented a new mandatory telework training requirement for all managers and supervisors.

Agency	Consider Fiscal Year 2016. 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.
Equal Employment Opportunity Commission	The EEOC's Office of the Chief Human Capital Officer (OCHCO) promotes telework by negotiating increased telework programs and providing training to managers and employees on telework programs when necessary. OCHCO also assisted in the negotiation of local agreements which provide for telework by employees. Agency leadership has promoted increased telework and promoted employees to consider and participate in telework through a Telework Week. OIT assists in telework by providing equipment and programs such as VPN which allows employees to perform their jobs from home as seamlessly as possible. OCFO provides information on weather and traffic-related matters to inform employees they may consider telework as an alternative to commuting. The EEOC allowed employees to telework on special occasions, for example when the Pope visited Washington, DC in 2015. Evaluation of telework is done by employees and supervisors, as well as through the annual Employee Viewpoint Survey.
Executive Office of the President (Science and Technology)	OSTP Leadership promotes telework and actually teleworks themselves. OSTP Leadership leads by example and have created a positive healthy working environment for all staff. OSTP leadership support staff teleworking. They have seen the benefits to staff and staff are more productive.
Export-Import Bank of the United States	Export-Import Bank continue to promote telework through our intranet page, through our "All Hands Meetings" and at our new employee orientation briefings.
Farm Credit Administration	Advocates telework in agency-wide meetings (e.g., all-hands meetings), Emphasizes telework as part of COOP (continuity of operations plan) events, FCA has used telework as a reasonable accommodation.
Farm Credit System Insurance Corporation	N/a
Federal Deposit Insurance Corporation	<p>In Fiscal Year 2016, 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 Telework Coordinator (TC) provided trainings to Division/Office Directors and their direct reports, as well as employee trainings on the telework policy. In addition to in-person trainings, the FDIC continued to market our internal computer based instruction training for both managers/supervisors and employees.</p> <p>The FDIC also continued to work with senior management to ensure telework is an integral part of COOP. We continued to ensure consistent application of weather dismissal and other emergency closings nationwide with respect to telework. The FDIC also continued to track telework agreements. The system 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.</p> <p>The FDIC also continued to track the progress of the Diversity and Inclusion Strategic Plan, specifically where it pertains to telework. 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>

Agency	Consider Fiscal Year 2016. 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.
Federal Energy Regulatory Commission	CHCO and TMO discuss telework issues with agency senior leadership in the Human Capital Accountability Team and develops action plans or guidance as necessary.
Federal Housing Finance Agency	Since the implementation of the new telework policy, the agency continues to promote work-life balance to its employees. FHFA reviews results of the Federal Employee Viewpoint Survey to evaluate the adoption of telework.
Federal Maritime Commission	We have updated our agency policy - Commission Order on telework; provided all employees agency specific training on our modernized program and conduct annual refresher training; implemented the requirement all telework-ready employees must telework on closure days.
Federal Mediation and Conciliation Service	We have migrated to a different time and attendance system, so we will be better prepared to evaluate the telework program.
Federal Mine Safety and Health Review Commission	Management encourages employees with friendly reminders to annotate their telework on their timecards
Federal Retirement Thrift Investment Board	The agency initiated an enhanced telework program in the middle of FY-2016. Management conducted an extensive program implementation which was comprised of both supervisory mandatory training as well as voluntary training. At the end of one year the agency will evaluate the effectiveness of the program by comparing data from the period before the enhanced program was launched.
Federal Trade Commission	The agency encourages management to consider ways to use and increase telework. This resulted in telework teams in several offices to support interested employees.
General Services Administration	<p>GSA's Mobility and Telework Policy meets the requirements of the Telework Enhancement Act of 2010 and goes 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 2012; supplementary guidance on full-time telework has been in place since August of that same year. Both these policies are currently under review to ensure that telework and other means of mobility are implemented to the agency's advantage to support individual and organizational performance. Agency leadership is involved in this ongoing process, incorporating "lessons learned" through the experience of agency employees, supervisors, and organizations to enhance the use of mobility tools including telework. GSA continues to make enhancements to our program, including:</p> <ul style="list-style-type: none"> ? Reminder to agency supervisors to review employee telework agreements in conjunction with annual performance management timeframe; ? clarification of the requirement to telework in response to emergency situations; ? reinforcement of employee responsibility for entering telework participation in GSA's electronic time and attendance system; ? reinforcement of employee responsibility for accurately reflecting telework participation in the calculation of actual commuting costs when applying for benefits under GSA's Transit Subsidy Program; ? updates to approval process for full-time telework arrangements; ? clarification of supervisory responsibilities; ? clarification of employee responsibilities.
Institute of Museum and Library Services	The Agency Move in March of 2016 was, needless to say, the big focus for our Agency. The COO, CIO and HR Director all worked closely to ensure that all Staff would have the tools they needed to be able to telework successfully during the move. The CIO team worked with all Staff to make sure the equipment was working, and that help was available while Staff was teleworking, and asked for feedback after the move to see what worked/didn't work. The Metro Safe Track has inspired the expansion of the telework program at the Agency.

Agency	Consider Fiscal Year 2016. 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.
Japan-United States Friendship Commission	N/A
Marine Mammal Commission	Agency leadership encourages staff to telework, and telework is supported by supervisors.
Merit Systems Protection Board	The MSPB has had a robust telework program long before the Telework Enhancement Act of 2010 and continues to give strong senior management support for the telework program
Millennium Challenge Corporation	The CEO requests mandatory biannual briefings to evaluate telework utilization.
National Aeronautics and Space Administration	NASA posts an annual notice reminding employees of the Telework Program. NASA management also encourages organizations to ensure that employees are ready and able to telework to support NASA's mission, and that supervisors permit the use of telework as a means of allowing employees the ability to achieve work/life balance. Success of telework is measured through EVS results, internal Telework reports, other local survey instruments, and telework drills and pilots.
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.
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 and managers are required to complete OPM Telework Training with certification; the Telework Agreement including work schedule arrangements (eg. routine, intermittent, or short-term for reasonable accommodation or medical purposes), duties or 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 eligibility and approval process; and can access our policy (which includes the Telework 101 Training web link) on our agency intranet. The policy also includes FAQ to aid employees and managers on understanding the requirements, usage, and responsibilities of participation in the telework program. The TMO also communicates the agency's expectations of telework-ready participation in preparation of emergency federal closings (i.e. inclement weather). As noted before, it is an agency requirement that telework-ready employees must telework on closures or use their leave. In evaluating our program participation, we continue to monitor and evaluate telework by using our daily email tracking system, telework agreement log, 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>

Agency	Consider Fiscal Year 2016. 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.
National Council on Disability	<p>NCD offers telecommuting as a legitimate work alternative for managers and their employees, the goal of which is to optimize the benefits of telecommuting while facilitating the accomplishment of work and assuring continued productivity.</p> <p>The NCD Telework Program is established in order to achieve the following agency goals:</p> <ul style="list-style-type: none"> i. Provide for a viable telework-ready workforce. ii. Improve the recruitment and retention of high quality employees through enhancements to the employee's quality of work life. iii. Enhance NCD's efforts to employ and accommodate people with disabilities, including employees who have temporary or continuing health issues or who might otherwise have to retire on disability; iv. Provide for minimum disruption of NCD operations by allowing eligible employees the flexibility to telework during dismissal or closure situations which require federal offices to close to the public, including during emergency situations, adverse weather conditions, natural disasters, and other incidents causing disruptions of government operations.
National Credit Union Administration	<p>NCUA takes a strategic look at promoting telework. To enhance staff efficiency, NCUA has been tracking the performance goal to increase virtual, remote and telework employee efficiency through the use of current technology in the 2016-2017 Annual Performance Plan. Due to the achievement of this goal, NCUA saw an 18 percent increase in the monthly utilization of Skype for Business. In addition, NCUA's Diversity and Inclusion Strategic Plan provides improvement in Workforce Inclusion through flexible workplace policies, such as telework.</p>
National Endowment for the Arts	<p>Considering the work/mission, the agency approves telework that furthers the agency mission and goals.</p>
National Endowment for the Humanities	<p>Leadership continues to align telework with agency strategic goals and missions, emphasizes telework as part of COOP(continuity of operations plan) and makes this benefit widely available to high performing employees as a means of increasing productivity and encouraging work/life balance.</p>
National Labor Relations Board	<p>The Agency currently has a Telework Policy to manage and promote the use of telework.</p>
National Mediation Board	<p>The National Mediation Board revised its Telecommuting Policy, requested for all employees who are eligible and is requesting to telecommute complete a telecommuting agreement and the senior management staff continues to encourage and promote telecommuting.</p>

Agency	Consider Fiscal Year 2016. 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.
National Science Foundation	<p>In May 2016, NSF issued guidance to staff providing increased workplace flexibilities, including the increased use of recurring telework, to help with impacts of the WMATA SafeTrack Implementation. NSF's increased flexibilities were praised as a Federal best practice. During this time, NSF has seen how telework can be an effective tool for continuing the work of the agency in situations when increased workplace flexibilities are needed.</p> <p>The NSF Telework Managing Officer (TMO) has given numerous briefings to customer organizations and facilitated discussions on how to work through organizational telework concerns. The TMO has worked individually with Directorates/Divisions across the agency on how to effectively implement telework in their organization, encouraging a collaborative approach between supervisors and employees.</p> <p>In August 2016, NSF officially transitioned all employee telework agreements to a reconfigured electronic telework agreement tracking system in compliance with the agency's telework policy. The reconfigured electronic telework agreement tracking system features additional enhancements and flexibilities that are included in the agency telework policy. The official transition to the reconfigured system was supported through a comprehensive communications campaign featuring a series of homepage web announcements and articles issued to workforce via the official agency electronic newsletter, as well as a new instructional video providing staff guidance on initiating a new telework agreement form. The NSF CHCO was extremely supportive during the five (5) week transition period in which 600+ employees were successfully merged from the old telework agreement forms into the reconfigured policy compliant system.</p> <p>NSF's management continues to promote the effectiveness of telework through our support of the following,</p> <ul style="list-style-type: none"> - Ongoing efforts to increase staff education on the importance of recording telework hours worked in the agency's time and attendance system, and increased efforts to provide supervisors and employees training on implementing the new policy in an effort to increase the effectiveness of telework across the agency. Examples include issuing on-going communications via the agency official electronic newsletter on how to properly record telework hours worked and education on coding telework hours in the new employee orientation sessions. - NSF also continues to provide training to enhance the effectiveness of telework across the agency. In FY16, we finalized a comprehensive NSF-specific training for supervisors of teleworkers, which includes components on minimizing the administrative hassles of telework, handling of special telework situations, importance of maintaining fairness, implementing performance management / holding employees accountable, and fostering engagement and team morale between teleworkers and onsite workers. The training also includes a section to educate supervisors on the importance of recording telework hours worked in the agency's time and attendance system, including examples on how to properly record telework hours worked.
National Transportation Safety Board	<p>In Fiscal Year 2016, agency management focused significant resources on updating, clarifying, and refining the agency's telework policy, including the telework agreement. Concurrent with the roll out of the improved policy, there will be training offered for all employees.</p>

Agency	Consider Fiscal Year 2016. 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.
Nuclear Regulatory Commission	<p>In 2015 the NRC negotiated changes to our Telework Policy with the National Treasury Employees Union. The TMO and staff are developing plans for future improvements to the Telework Program, including automating telework reporting and data collection. It is expected that these enhancements will improve the agency's ability to track and report on telework and assist in the establishment of goals.</p> <p>OCHCO management and staff give presentations on our Telework Program to NRC employees and supervisors. We publicize the program in October during National Work and Family Month, as well as at other times during the year.</p> <p>Evaluation of the Telework Program is done by collecting and analyzing data. For example, we require annual written evaluations by supervisors on each employee that has a full-time (remote) telework arrangement and from supervisor/employees working a home under a special circumstances arrangement. We use the feedback received to assess the effectiveness of these types of arrangements.</p>
Nuclear Waste Technical Review Board	<p>In Fiscal Year 2016, the agency reviewed its telework program and has, as required, conducted telework training and reestablished telework agreements. Given the size of the agency and its collaborative mission to conduct collective peer reviews, allowing employees to use situational telework to achieve work/life balance has best met the agency's needs. Employees are encouraged to engage in situational telework as the need arises.</p>
Occupational Safety and Health Review Commission	<p>Discussion during senior management meetings; distribution of agency policies and emails to staff.</p>
Office of Government Ethics	<p>The Agency Director is a strong supporter of the telework program. He continues to periodically encourage managers to review the telework program to ensure it is implemented efficiently and effectively. The Agency purchased laptops and remote connectivity licenses to ensure 100% telework participation, if the need arises. IAW the telework policy, the Agency continues to allow telework arrangements for employees when such arrangements are beneficial to the Agency in terms of effective or enhances quality of work, productivity, timeliness of performance, and/or customer service. While certain benefits accrue to the telecommuting employee (e.g. savings in time and financial costs associated with commuting to and from the office), the mission of the Agency will continue to encourage telecommuting arrangements and approve them whenever feasibly consistent with this consideration.</p>
Office of Management and Budget (EOP)	<p>We have new metrics in place in order to capture telework data. We will continue to promote and educate management and staff on the benefits of telework.</p>
Office of National Drug Control Policy	<p>n/a</p>
Office of Navajo and Hopi Indian Relocation	<p>Agency management promotes telework by notifying staff annually of telework program availability.</p>
Office of Personnel Management	<p>We looked for trends by reviewing the total number of eligible employees and the number of telework eligible employees with telework agreements in place.</p>
Office of the Director of National Intelligence	<p>Due to the nature of the work at the Office of the Director of National Intelligence, the ODNI reviews request for telework on a case by case basis. If a telework case is approved, it's normally due to family or employee recovering from a medical situation.</p>
Office of the United States Trade Representative (EOP)	<p>The CHCO and Assistant U.S. Trade Representative (AUSTR)for Administration closely monitor any new policies, trends or updates announced by OPM. As appropriate trials and pilot programs are put in place using small groups of employees. Based on success new programs are announced by the AUSTR for Administration building wide. The CHCO and staff then lead on implementation and evaluating the program annually. Meetings scheduled as appropriate with managers not allowing participation to address concerns.</p>

Agency	Consider Fiscal Year 2016. 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.
Overseas Private Investment Corporation	OPIC will continue to promote telework when recruiting new employees as part of employee benefits offerings. Telework options (medical, episodic, and regular telework) are available and widely supported by OPIC's management.
Patent and Trademark Office	The USPTO continued to enhance its telework environment in FY 2016 by expanding telework opportunities (an increase of 469 teleworkers from FY15 to FY16) and developing skill sets specific to managing in a telework environment. The Telework Program Office (TPO), 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 TPO 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 comparisons, discuss new pilot programs and guidelines, telework surveys, modifications to telework agreements, and address current research and/or federal initiatives that may affect agency telework programs. Results from the Employee Viewpoint Survey and the annual Telework Enhancement Act Pilot Program survey, internal to the USPTO, also provide significant data for telework program evaluation.
Peace Corps	We're working to increase the Information Technology infrastructure to better support employees teleworking. We are continually working on increasing the number of laptops and expanding the bandwidth to accommodate more employees who work away from the office site.
Pension Benefit Guaranty Corporation	The PBGC CHCO encouraged teleworking during the 2016 Nuclear Summit and the Metro Safe Track days, as well as supporting OPM telework initiatives. Guidance was planned and coordinated with IT, Procurement and Facilities management. PBGC employees were informed of high traffic event(s) and advised to consider teleworking. The CHCO was able to evaluate frequently asked questions from the Metro Safe Track Days as well as time and attendance data from the Nuclear Summit to assess how many PBGC employees teleworked those days and the effectiveness of the notifications.
Postal Regulatory Commission	As a very small agency (less than 100 employees), the Chairman advocates telework directly to senior leadership, and emphasizes telework as a part of the Commission's continuity of operations plan. The structured review and evaluation of the Commission's flexible work programs occurs in November, when preparing the Call for Telework Data Call.
Privacy and Civil Liberties Oversight Board	As staff members onboarded, they were provided with the agency's telework policy and were encouraged to complete the online telework training and to complete an agreement for ad hoc/situational telework. Toward the end of FY 2016, the agency prepared for its interim move from downtown Washington, DC to College Park, Maryland, and management knew that many staff members would experience significantly longer commutes. In an effort to ease this burden on staff, management developed and circulated a memorandum on HR flexibilities, outlining plans for eligible positions to establish agreements for recurring telework for up to two days per week to last for the duration of the agency's stay in College Park. The PCLOB does not anticipate continuing this recurring telework policy after the agency moves to its permanent location in downtown Washington, DC in FY 2018.
Railroad Retirement Board	We request our senior managers to review positions for telework eligibility and keep information updated. As new leadership has come on board there has been an increased emphasis on finding ways to extend the option to telework that ultimately benefits the mission of the agency.

Agency	Consider Fiscal Year 2016. 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.
Securities and Exchange Commission	<p>In FY2016, the SEC continued the Telework Effectiveness project. In FY2016, the goal of the project was to ensure that SEC managers and employees have greater awareness and increased utilization of SEC specific telework procedures/protocols. Key deliverables included comprehensive communications, tools, and training that focused on three areas: accountability and accuracy of recording telework hours in the webTA (time and attendance) system; effective management training that focuses on leading and managing dispersed teams; and effective employee training that focuses on communication, collaboration and teamwork amongst in office and teleworking staff.</p> <p>During FY2016, the SEC continued to analyze webTA telework coding data by comparing an employee’s approved telework agreement and how the employee is recording their telework hours in webTA. Employees that recorded telework hours in webTA but did not have an approved telework agreement in place was also noted. Baseline data was analyzed in pay period 5 of FY2015 and subsequent data pulls were conducted into FY2016. After the data pull, managers were informed of employee discrepancies for future accuracy. Throughout the year, webTA telework coding messaging, that included job aids and video demonstration were distributed to the SEC staff every two weeks. The results over time showed an increased number of employees with a telework agreement in WorkSmart and accuracy in the recording of telework hours in webTA.</p> <p>FY15-16 Telework Indicator Usage 2015 PP5* PP11 PP20 2016 PP6 PP18 # not in WorkSmart but using telework indicator 227 70 39 63 25 % not in WorkSmart but using telework indicators 9% 3% 1% 2% 1% % using ‘Periodic’ correctly 91% 93% 94% 96% 97% % using ‘Regular’ correctly 47% 59% 66% 68% 69% % using ‘Frequent’ correctly 85% 90% 89% 94% 87%</p> <p>During FY2016, a total of 18 different telework-related courses (virtual, on-line or live) were offered with a total of over 1,800 training completions. In FY16, the SEC continued to offer five (5) virtual manager training courses that yielded excellent evaluations. The courses included: “How Leaders Create and Manage Dispersed Teams”; “Goal Setting and Accountability in a Remote Environment”; “Effective Coaching and Feedback Remotely”; “Leading Effective Virtual Meetings” and “Web Presentation Basics for Leaders”.</p> <p>In FY2016, two new virtual telework training courses were offered to employees that focused on communication, collaboration and teamwork amongst teleworkers and in office staff. There were several offerings of these training courses throughout FY2016 which yielded excellent evaluations. The virtual employee training included: “The Success Factors of Virtual Teamwork: Best Practices for Working Remotely” and “Working on a Dispersed Team: Essential Skills for Remote Team Members”.</p> <p>The SEC celebrated ‘SEC Telework Week’ in April 2016. During the week, all staff were encouraged to increase their number of days teleworking. The week featured a “Get Up and Move” Challenge in which all employees were encouraged to log their daily steps and as a Division or Office compete against other Divisions/Offices.</p>

Agency	Consider Fiscal Year 2016. 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.
Securities and Exchange Commission (continued)	<p>Telework articles were featured in the SEC Today and telework learning opportunities were offered. The week’s events included the following:</p> <p>Monday, April 25:</p> <p>SEC Today Articles: Telework Week kick-off joint message from Chair White and NTEU local president; Get Up & Move Challenge signup and rules information; and Telework Week learning opportunities announced.</p> <p>Training Classes: “Introduction to WebEx Meeting Center”; and “webTA Telework Coding for Managers”</p> <p>Tuesday, April 26</p> <p>SEC Today Article: Get Up & Move Challenge and healthful habits information</p> <p>Training Classes: “Records Management, Privacy and Security for Teleworkers”; “Telework Tools”</p> <p>Wednesday, April 27</p> <p>SEC Today Articles: Telework Week joint message from Chair White and NTEU local president; Get Up & Move Challenge top three Divisions/Office so far; and Telework Week learning opportunities announced.</p> <p>Training Class: “Working on a Dispersed Team: Essential Skills for Remote Team Members”</p> <p>Thursday, April 28</p> <p>SEC Today Articles: Telework During Planned and Unexpected Events (COOP); Get Up & Move Challenge leaderboard announced; and Recording Telework Hours in webTA</p> <p>Training Classes: “Best Practices for Audio, Video and Web Conferencing at the SEC”; “How Leaders Create and Manage Dispersed Teams”; “How to Be An Effective Teleworker”</p> <p>Friday, April 29</p> <p>SEC Today Article: Temporary Medical Telework Offers Flexibility; and Get Up & Move Challenge leaderboard status</p> <p>Training Class: “WebEx Meeting Center Power User”</p> <p>Wednesday, May 5</p> <p>SEC Today Article: Results of the Get Up & Move Challenge announced</p>
Small Business Administration	<p>Due to FTE constraints, the position of telework/worklife coordinator has been unfilled for the past 9 months of CY 2016. At the direction of HR senior management, an interim coordinator has taken steps to finalize development of an automated telework system and to collect all paper agreements.</p>

Agency	Consider Fiscal Year 2016. 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.
Social Security Administration	The majority of our employees are in public-facing positions and deal with the public on a daily basis. The component in which these employees work is expanding a pilot program, allowing more employees to telework each quarter. We evaluate our telework program by surveying teleworkers, non-teleworkers, managers/supervisors of teleworkers, and managers/supervisors of non-teleworkers.
Tennessee Valley Authority	Ongoing education with leadership so they are aware the program is available. HR generalists are the key liaisons informing leaders.
Trade and Development Agency	USTDA leadership is very supportive of situational telework and is continually looking for appropriate ways to expand participation. The Remote Telework program was carefully evaluated through interviews and a survey prior to its expansion to make sure that critical mission goals can be met without being performed onsite at agency headquarters.
U.S. AbilityOne Commission	The agency would like all eligible staff to participate in telework. There is not a set goal for situational or other category for telework that is necessary to meet agency needs.
U.S. Commission on Civil Rights	100% of employees are eligible to telework and 98% take advantage of it.
U.S. International Trade Commission	The USITC has, consistent with OPM guidance, implemented a "telework-ready" initiative and encouraged managers and staff to identify telework ready employees so that the USITC can avoid loss of productivity during inclement weather events or other situations in which commuting to the USITC building would be unsafe or not advisable.
U.S. Office of Special Counsel	To accommodate annually, everybody completes an annual telework agreement.

APPENDIX 13. Agency Management Efforts to Promote Telework in Fiscal Year 2016

Agency	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:
Access Board								With near 100% participation, no further promotion is necessary. See answer to question 22 above.
Agency for International Development	X	X		X		X		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council								
Broadcasting Board of Governors				X				
Central Intelligence Agency								Telework Working Group
Chemical Safety and Hazard Investigation Board	X							
Commodity Futures Trading Commission				X				
Consumer Financial Protection Bureau				X				
Consumer Product Safety Commission				X				
Corporation for National and Community Service		X		X	X	X		
Court Services and Offender Supervision Agency	X	X		X				
Defense Nuclear Facilities Safety Board		X		X		X		
Denali Commission								
Department of Agriculture	X	X	X	X	X	X	X	

Agency	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:
Department of Commerce				X				
Department of Defense	X	X		X	X	X		
Department of Education	X	X		X		X		
Department of Energy			X	X				
Department of Health and Human Services	X	X	X	X	X	X	X	
Department of Homeland Security	X	X	X	X	X	X	X	
Department of Housing and Urban Development	X				X	X		
Department of Justice	X	X	X	X	X	X		
Department of Labor	X	X	X	X	X	X	X	
Department of State		X		X	X			We support Intranet website guidance and resources, provide tailored office briefings, engage the Deputy and a respected Assistant Secretary in town hall style presentations with employees to promote workplace flexibilities, including telework.
Department of the Interior	X		X	X	X			
Department of the Treasury	X	X		X	X	X	X	

Agency	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:
Department of Transportation		X		X		X		DOT hiring managers and supervisors may include language in job advertisements posted on USAJobs indicating that positions are eligible for telework.
Department of Veterans Affairs	X	X		X	X	X		
Election Assistance Commission								
Environmental Protection Agency		X		X		X		Promoted telework during special events that were expected to disrupt local area commuting (e.g. Papal Visit, Nuclear Security Summit etc.)
Equal Employment Opportunity Commission				X	X	X	X	
Executive Office of the President(Science and Technology)				X				Supervisors promote telework within their own divisions
Export-Import Bank of the United States	X	X		X				
Farm Credit Administration		X		X		X		FCA has used telework as a reasonable accommodation
Farm Credit System Insurance Corporation	X			X			X	
Federal Deposit Insurance Corporation	X	X	X	X	X	X		
Federal Energy Regulatory Commission	X	X		X		X		
Federal Housing Finance Agency	X			X		X		
Federal Maritime Commission		X		X				

Agency	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:
Federal Mediation and Conciliation Service		X		X				
Federal Mine Safety and Health Review Commission	X							
Federal Retirement Thrift Investment Board	X	X		X				
Federal Trade Commission				X	X			Discussed as part of new hire orientation
General Services Administration	X	X		X		X		
Institute of Museum and Library Services				X		X		
Japan-United States Friendship Commission								
Marine Mammal Commission		X		X				
Merit Systems Protection Board		X		X				
Millennium Challenge Corporation		X	X	X		X		
National Aeronautics and Space Administration				X	X	X		
National Archives and Records Administration	X	X		X				
National Capital Planning Commission	X			X				Communications on Telework Program Policy updates/reminders (i.e. emails, all-staff and executive meetings); recruitment tool; requirement during office closures (i.e. inclement weather), or use of leave
National Council on Disability	X							Revised procedure and provided training to staff.

Agency	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:
National Credit Union Administration	X	X		X				
National Endowment for the Arts		X		X		X		
National Endowment for the Humanities	X	X	X	X		X		
National Labor Relations Board		X		X		X		
National Mediation Board				X				
National Science Foundation	X	X		X	X	X	X	
National Transportation Safety Board				X				The agency already has a robust telework program. Management continues to support it.
Nuclear Regulatory Commission	X	X						
Nuclear Waste Technical Review Board				X				Situational telework is discussed during staff meetings and performance reviews.
Occupational Safety and Health Review Commission	X	X	X	X		X		
Office of Government Ethics		X				X		
Office of Management and Budget (EOP)						X		
Office of National Drug Control Policy		X		X		X		
Office of Navajo and Hopi Indian Relocation				X		X		
Office of Personnel Management	X	X		X				

Agency	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:
Office of the Director of National Intelligence								
Office of the United States Trade Representative (EOP)		X		X		X		
Overseas Private Investment Corporation	X	X		X				Telework is part of the New Employee Orientation.
Patent and Trademark Office	X	X	X	X				
Peace Corps		X		X	X			
Pension Benefit Guaranty Corporation				X	X	X		
Postal Regulatory Commission	X			X				Work/Life balance
Privacy and Civil Liberties Oversight Board	X	X				X		
Railroad Retirement Board								Pilot programs in positions otherwise deemed ineligible to telework and revisiting telework position eligibility.
Securities and Exchange Commission	X	X		X	X	X	X	
Small Business Administration				X				T/W training has been re-emphasized
Social Security Administration	X			X				Each job posting specifies whether or not the position is telework eligible. Telework information is available at recruiting events.
Tennessee Valley Authority								
Trade and Development Agency		X		X		X		

Agency	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:
U.S. AbilityOne Commission		X						
U.S. Commission on Civil Rights		X		X				
U.S. International Trade Commission		X		X				
U.S. Office of Special Counsel		X		X				

Note: Blank cells indicate that no data were reported.

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2016 Participation Goals

The following tables show agencies' stated total, frequent, and infrequent participation goals for 2016, agency self-assessments of whether they met their goal, and an assessment by OPM of whether agencies met their goals according to reported participation data. Agencies were given the opportunity to set both numeric and percentage goals. In an effort to recognize any agency successes, OPM considered either goal for this 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 2016 participation goal (numeric or percentage) was met
- No, not met: OPM's independent assessment showed the agency did not meet its established numeric or percentage 2016 participation goal
- No goal: the agency participated in the 2014-15 Data Call but was unable or elected not to provide a 2016 participation goal
- Unable to verify: OPM was unable to independently verify either because the agency did not set any goal, provided incomplete 2016 participation data, or the method for assessment was unclear

Additionally, some agencies were unable to report fiscal year telework participation data. For these agencies, September participation data was used to determine the assessment of met goals. These assessments are marked with an asterisk (*).

Assessment of Total Participation Goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2014-15 Data Call	Agency's reported total percentage goal from 2014-15 Data Call	OPM's assessment
Access Board	Yes	27		Yes, met
Agency for International Development	Yes		65	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	13		Yes, met
Broadcasting Board of Governors	No	702	45	No, not met
Central Intelligence Agency	Not applicable			No goal
Chemical Safety and Hazard Investigation Board	Yes		100	No, not met
Commodity Futures Trading Commission	No	630		No, not met
Consumer Financial Protection Bureau	Yes		54	Yes, met
Consumer Product Safety Commission	Yes	325		Yes, met
Corporation for National and Community Service	Not applicable			No goal
Court Services and Offender Supervision Agency	No	770		No, not met
Defense Nuclear Facilities Safety Board	Yes		88	Yes, met
Denali Commission	Not applicable			No goal
Department of Agriculture	No		100	No, not met
Department of Commerce	Yes	13417		Yes, met
Department of Defense	Yes		29	Yes, met
Department of Education	Yes		5	Yes, met
Department of Energy	Yes		45	Yes, met
Department of Health and Human Services	Not applicable			No goal
Department of Homeland Security	Yes	30000	52	Yes, met
Department of Housing and Urban Development	Not applicable	50		Yes, met
Department of Justice	Not applicable			No goal
Department of Labor	Yes		60	Yes, met
Department of State	No	6200	76	No, not met
Department of the Interior	Yes		146	Unable to verify
Department of the Treasury	No	49216	90	No, not met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2014-15 Data Call	Agency's reported total percentage goal from 2014-15 Data Call	OPM's assessment
Department of Transportation	Not applicable			No goal
Department of Veterans Affairs	Yes		55	Yes, met
Election Assistance Commission	No	29		No, not met
Environmental Protection Agency	Not applicable			No goal
Equal Employment Opportunity Commission	No		75	No, not met
Export-Import Bank of the United States	Yes	280		Yes, met
Farm Credit Administration	Yes	270		No, not met
Farm Credit System Insurance Corporation	Not applicable	11	100	Yes, met
Federal Deposit Insurance Corporation	Yes		35	Yes, met
Federal Energy Regulatory Commission	Not applicable			No goal
Federal Housing Finance Agency	Yes		80	Yes, met
Federal Maritime Commission	Yes	55		Yes, met
Federal Mediation and Conciliation Service	Yes	50	69	No, not met
Federal Mine Safety and Health Review Commission	Not applicable			No goal
Federal Retirement Thrift Investment Board	Yes		88	No, not met
Federal Trade Commission	Yes		83	Yes, met
General Services Administration	Not applicable			No goal
Institute of Museum and Library Services	Yes	40	66	Yes, met
Japan-United States Friendship Commission	Yes	3	100	Yes, met
Marine Mammal Commission	Yes	5	42	Yes, met
Merit Systems Protection Board	Yes	138		Yes, met
Millennium Challenge Corporation	Yes		70	Yes, met
National Aeronautics and Space Administration	Yes		57	Yes, met
National Archives and Records Administration	No		40	Yes, met
National Capital Planning Commission	Yes		90	Yes, met
National Council on Disability	Yes			Unable to verify

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2014-15 Data Call	Agency's reported total percentage goal from 2014-15 Data Call	OPM's assessment
National Credit Union Administration	Yes	350		Yes, met
National Endowment for the Arts	Yes	110		Yes, met
National Endowment for the Humanities	Yes	70		No, not met
National Labor Relations Board	Yes	1009	15	No, not met
National Mediation Board	No	45	100	No, not met
National Science Foundation	Yes		94	No, not met
National Transportation Safety Board	Yes		93	No, not met
Nuclear Regulatory Commission	Yes	2150		Yes, met
Nuclear Waste Technical Review Board	Not applicable			No goal
Occupational Safety and Health Review Commission	Yes			Unable to verify
Office of Government Ethics	Not applicable			No goal
Office of Navajo and Hopi Indian Relocation	Not applicable			No goal
Office of Personnel Management	Yes		30	Yes, met
Overseas Private Investment Corporation	Not applicable			No goal
Peace Corps	Not applicable			No goal
Pension Benefit Guaranty Corporation	Yes	569		Yes, met
Privacy and Civil Liberties Oversight Board	Not applicable			No goal
Railroad Retirement Board	Yes			Unable to verify
Securities and Exchange Commission	No		63	Yes, met
Small Business Administration	No		100	Unable to verify
Social Security Administration	Yes	16400		Yes, met
Tennessee Valley Authority	Not applicable	0	0	No goal
Trade and Development Agency	Yes		75	Yes, met
U.S. AbilityOne Commission	Not applicable		100	No goal
U.S. Commission on Civil Rights	Yes			Unable to verify
U.S. International Trade Commission	No		82	Yes, met
U.S. Office of Special Counsel	Yes	117	90	Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Frequent Participation Goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2014-15 Data Call	Agency's reported frequent percentage goal from 2014-15 Data Call	OPM's assessment
Access Board	Yes	26		No, not met
Agency for International Development	Yes		31	No, not met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	2		Yes, met
Broadcasting Board of Governors	No			No goal
Central Intelligence Agency	Not applicable			No goal
Chemical Safety and Hazard Investigation Board	Yes			No goal
Commodity Futures Trading Commission	No	300		Unable to verify
Consumer Financial Protection Bureau	Yes		6	Yes, met
Consumer Product Safety Commission	Yes	156		No, not met
Corporation for National and Community Service	Not applicable			No goal
Court Services and Offender Supervision Agency	No	332		No, not met
Defense Nuclear Facilities Safety Board	Yes		6	No, not met
Denali Commission	Not applicable			No goal
Department of Agriculture	No		60	No, not met
Department of Commerce	Yes			No goal
Department of Defense	Yes		5	Yes, met
Department of Education	Yes		5	Yes, met
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable			No goal
Department of Homeland Security	Yes			No goal
Department of Housing and Urban Development	Not applicable			No goal
Department of Justice	Not applicable			No goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2014-15 Data Call	Agency's reported frequent percentage goal from 2014-15 Data Call	OPM's assessment
Department of Labor	Yes			No goal
Department of State	No			No goal
Department of the Interior	Yes			No goal
Department of the Treasury	No			No goal
Department of Transportation	Not applicable			No goal
Department of Veterans Affairs	Yes		25	Yes, met
Election Assistance Commission	No	26		No, not met
Environmental Protection Agency	Not applicable			No goal
Equal Employment Opportunity Commission	No		50	No, not met
Export-Import Bank of the United States	Yes	70		No, not met
Farm Credit Administration	Yes	96		Yes, met
Farm Credit System Insurance Corporation	Not applicable			No goal
Federal Deposit Insurance Corporation	Yes	75		Yes, met
Federal Energy Regulatory Commission	Not applicable			No goal
Federal Housing Finance Agency	Yes			No goal
Federal Maritime Commission	Yes	25		No, not met
Federal Mediation and Conciliation Service	Yes	10		Unable to verify
Federal Mine Safety and Health Review Commission	Not applicable			No goal
Federal Retirement Thrift Investment Board	Yes		25	Yes, met
Federal Trade Commission	Yes		32	Yes, met
General Services Administration	Not applicable			No goal
Institute of Museum and Library Services	Yes	40	0	No, not met
Japan-United States Friendship Commission	Yes	3	0	No goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2014-15 Data Call	Agency's reported frequent percentage goal from 2014-15 Data Call	OPM's assessment
Marine Mammal Commission	Yes	1	25	Yes, met
Merit Systems Protection Board	Yes	4		Yes, met
Millennium Challenge Corporation	Yes		10	No, not met
National Aeronautics and Space Administration	Yes	35		Yes, met
National Archives and Records Administration	No		5	Unable to verify
National Capital Planning Commission	Yes			No goal
National Council on Disability	Yes			No goal
National Credit Union Administration	Yes	80		No, not met
National Endowment for the Arts	Yes	39		No, not met
National Endowment for the Humanities	Yes	20		No, not met
National Labor Relations Board	Yes	266	15	No, not met
National Mediation Board	No	21	100	Yes, met
National Science Foundation	Yes		26	No, not met
National Transportation Safety Board	Yes	70		Unable to verify
Nuclear Regulatory Commission	Yes	550		No, not met
Nuclear Waste Technical Review Board	Not applicable			No goal
Occupational Safety and Health Review Commission	Yes			No goal
Office of Government Ethics	Not applicable			No goal
Office of Navajo and Hopi Indian Relocation	Not applicable			No goal
Office of Personnel Management	Yes		20	Yes, met
Overseas Private Investment Corporation	Not applicable			No goal
Peace Corps	Not applicable			No goal
Pension Benefit Guaranty Corporation	Yes	134		Yes, met
Privacy and Civil Liberties Oversight Board	Not applicable			No goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2014-15 Data Call	Agency's reported frequent percentage goal from 2014-15 Data Call	OPM's assessment
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	No		18	No, not met
Small Business Administration	No			No goal
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable			No goal
Trade and Development Agency	Yes			No goal
U.S. AbilityOne Commission	Not applicable			No goal
U.S. Commission on Civil Rights	Yes			No goal
U.S. International Trade Commission	No		4	Yes, met
U.S. Office of Special Counsel	Yes	0		No goal

Note: Frequent telework is defined as telework occurring "3 or more days during a two week period." Blank cells indicate that no data were reported.

Assessment of Infrequent Participation Goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2014-15 Data Call	Agency's reported infrequent percentage goal from 2014-15 Data Call	OPM's assessment
Access Board	Yes	26		No, not met
Agency for International Development	Yes		38	No, not met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	2		Yes, met
Broadcasting Board of Governors	No			No goal
Central Intelligence Agency	Not applicable			No goal
Chemical Safety and Hazard Investigation Board	Yes			No goal
Commodity Futures Trading Commission	No	300		Yes, met

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2014-15 Data Call	Agency's reported infrequent percentage goal from 2014-15 Data Call	OPM's assessment
Consumer Financial Protection Bureau	Yes		22	Yes, met
Consumer Product Safety Commission	Yes	156		No, not met
Corporation for National and Community Service	Not applicable			No goal
Court Services and Offender Supervision Agency	No	332		No, not met
Defense Nuclear Facilities Safety Board	Yes		20	Yes, met
Denali Commission	Not applicable			No goal
Department of Agriculture	No			No goal
Department of Commerce	Yes			No goal
Department of Defense	Yes		10	Yes, met
Department of Education	Yes		5	Yes, met
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable			No goal
Department of Homeland Security	Yes			No goal
Department of Housing and Urban Development	Not applicable			No goal
Department of Justice	Not applicable			No goal
Department of Labor	Yes			No goal
Department of State	No			No goal
Department of the Interior	Yes			No goal
Department of the Treasury	No			No goal
Department of Transportation	Not applicable			No goal
Department of Veterans Affairs	Yes			No goal
Election Assistance Commission	No	26		No, not met
Environmental Protection Agency	Not applicable			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2014-15 Data Call	Agency's reported infrequent percentage goal from 2014-15 Data Call	OPM's assessment
Equal Employment Opportunity Commission	No		20	Yes, met
Export-Import Bank of the United States	Yes	70		Yes, met
Farm Credit Administration	Yes	96		No, not met
Farm Credit System Insurance Corporation	Not applicable			No goal
Federal Deposit Insurance Corporation	Yes	75		Yes, met
Federal Energy Regulatory Commission	Not applicable			No goal
Federal Housing Finance Agency	Yes			No goal
Federal Maritime Commission	Yes	25		Yes, met
Federal Mediation and Conciliation Service	Yes	10	7	Yes, met
Federal Mine Safety and Health Review Commission	Not applicable			No goal
Federal Retirement Thrift Investment Board	Yes		75	No, not met
Federal Trade Commission	Yes		53	No, not met
General Services Administration	Not applicable			No goal
Institute of Museum and Library Services	Yes	40	66	Yes, met
Japan-United States Friendship Commission	Yes	3	100	No, not met
Marine Mammal Commission	Yes	1	8	Unable to verify
Merit Systems Protection Board	Yes	4		Yes, met
Millennium Challenge Corporation	Yes		30	Yes, met
National Aeronautics and Space Administration	Yes	35		Yes, met
National Archives and Records Administration	No		20	Unable to verify
National Capital Planning Commission	Yes		25	Yes, met
National Council on Disability	Yes			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2014-15 Data Call	Agency's reported infrequent percentage goal from 2014-15 Data Call	OPM's assessment
National Credit Union Administration	Yes	80		Yes, met
National Endowment for the Arts	Yes	39		Yes, met
National Endowment for the Humanities	Yes	20		Yes, met
National Labor Relations Board	Yes	266	15	Yes, met
National Mediation Board	No	21	100	No, not met
National Science Foundation	Yes		20	Yes, met
National Transportation Safety Board	Yes	70		Unable to verify
Nuclear Regulatory Commission	Yes	550		No, not met
Nuclear Waste Technical Review Board	Not applicable			No goal
Occupational Safety and Health Review Commission	Yes			No goal
Office of Government Ethics	Not applicable			No goal
Office of Navajo and Hopi Indian Relocation	Not applicable			No goal
Office of Personnel Management	Yes		10	Yes, met
Overseas Private Investment Corporation	Not applicable			No goal
Peace Corps	Not applicable			No goal
Pension Benefit Guaranty Corporation	Yes	134		Yes, met
Privacy and Civil Liberties Oversight Board	Not applicable			No goal
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	No		25	No, not met
Small Business Administration	No			No goal
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable			No goal
Trade and Development Agency	Yes			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2014-15 Data Call	Agency's reported infrequent percentage goal from 2014-15 Data Call	OPM's assessment
U.S. AbilityOne Commission	Not applicable			No goal
U.S. Commission on Civil Rights	Yes			No goal
U.S. International Trade Commission	No		59	No, not met
U.S. Office of Special Counsel	Yes	0		No goal

Note: Infrequent routine telework is defined as telework occurring "no more than once per month" and/or "1-2 days during a two week period." Blank cells indicate that no data were reported.

Assessment of Situational Participation Goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2014-15 Data Call	Agency's reported situational percentage goal from 2014-15 Data Call	OPM's assessment
Access Board	Yes	0		No goal
Agency for International Development	Yes		80	No, not met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	6		No, not met
Broadcasting Board of Governors	No			No goal
Central Intelligence Agency	Not applicable			No goal
Chemical Safety and Hazard Investigation Board	Yes			No goal
Commodity Futures Trading Commission	No	350		No, not met
Consumer Financial Protection Bureau	Yes		22	No, not met
Consumer Product Safety Commission	Yes	27		No, not met
Corporation for National and Community Service	Not applicable			No goal
Court Services and Offender Supervision Agency	No	600		No, not met
Defense Nuclear Facilities Safety Board	Yes		62	Yes, met
Denali Commission	Not applicable			No goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2014-15 Data Call	Agency's reported situational percentage goal from 2014-15 Data Call	OPM's assessment
Department of Agriculture	No		40	No, not met
Department of Commerce	Yes			No goal
Department of Defense	Yes		20	Yes, met
Department of Education	Yes		5	Yes, met
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable			No goal
Department of Homeland Security	Yes			No goal
Department of Housing and Urban Development	Not applicable			No goal
Department of Justice	Not applicable			No goal
Department of Labor	Yes			No goal
Department of State	No	4500	7	Yes, met
Department of the Interior	Yes			No goal
Department of the Treasury	No			No goal
Department of Transportation	Not applicable			No goal
Department of Veterans Affairs	Yes			No goal
Election Assistance Commission	No	29		No goal
Environmental Protection Agency	Not applicable			No goal
Equal Employment Opportunity Commission	No		5	No goal
Export-Import Bank of the United States	Yes	250		Yes, met
Farm Credit Administration	Yes	260		Yes, met
Farm Credit System Insurance Corporation	Not applicable			No goal
Federal Deposit Insurance Corporation	Yes		20	Yes, met
Federal Energy Regulatory Commission	Not applicable			No goal
Federal Housing Finance Agency	Yes			No goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2014-15 Data Call	Agency's reported situational percentage goal from 2014-15 Data Call	OPM's assessment
Federal Maritime Commission	Yes	30		Yes, met
Federal Mediation and Conciliation Service	Yes	40	25	No, not met
Federal Mine Safety and Health Review Commission	Not applicable			No goal
Federal Retirement Thrift Investment Board	Yes		88	No, not met
Federal Trade Commission	Yes		45	Yes, met
General Services Administration	Not applicable			No goal
Institute of Museum and Library Services	Yes	50	83	Yes, met
Japan-United States Friendship Commission	Yes	3	100	Yes, met
Marine Mammal Commission	Yes	1	8	Yes, met
Merit Systems Protection Board	Yes	32		Yes, met
Millennium Challenge Corporation	Yes		60	Yes, met
National Aeronautics and Space Administration	Yes	8076		Yes, met
National Archives and Records Administration	No		2	Unable to verify
National Capital Planning Commission	Yes		65	Yes, met
National Council on Disability	Yes			No goal
National Credit Union Administration	Yes	230		Yes, met
National Endowment for the Arts	Yes			No goal
National Endowment for the Humanities	Yes	20		Unable to verify
National Labor Relations Board	Yes	32	15	Yes, met
National Mediation Board	No	5	100	Yes, met
National Science Foundation	Yes		82	No, not met
National Transportation Safety Board	Yes	175		Unable to verify
Nuclear Regulatory Commission	Yes	1250		Unable to verify

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2014-15 Data Call	Agency's reported situational percentage goal from 2014-15 Data Call	OPM's assessment
Nuclear Waste Technical Review Board	Not applicable			No, not met
Occupational Safety and Health Review Commission	Yes			Unable to verify
Office of Government Ethics	Not applicable			No goal
Office of Navajo and Hopi Indian Relocation	Not applicable			No goal
Office of Personnel Management	Yes		30	No, not met
Overseas Private Investment Corporation	Not applicable			No, not met
Peace Corps	Not applicable			No goal
Pension Benefit Guaranty Corporation	Yes	261		No, not met
Privacy and Civil Liberties Oversight Board	Not applicable			No goal
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	No		57	No, not met
Small Business Administration	No			No goal
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable			No goal
Trade and Development Agency	Yes		75	Yes, met
U.S. AbilityOne Commission	Not applicable			No goal
U.S. Commission on Civil Rights	Yes			No goal
U.S. International Trade Commission	No			No goal
U.S. Office of Special Counsel	Yes	0	0	No goal

Several agencies were 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.

Assessment of Total Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported total numeric goal from 2014-15 Data Call	Agency's reported total percentage goal from 2014-15 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Not applicable	30		No goal
Office of Management and Budget (EOP)	No		30	Yes, met
Office of National Drug Control Policy	No		100	No, not met
Office of the Director of National Intelligence	Not applicable			No goal
Office of the United States Trade Representative (EOP)	Yes		60	No, not met
Patent and Trademark Office	Yes	300		Yes, met
Postal Regulatory Commission	Yes	31		Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Frequent Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported frequent numeric goal from 2014-15 Data Call	Agency's reported frequent percentage goal from 2014-15 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Not applicable	4		No goal
Office of Management and Budget (EOP)	No		5	No, not met
Office of National Drug Control Policy	No		100	Unable to verify
Office of the Director of National Intelligence	Not applicable			No goal
Office of the United States Trade Representative (EOP)	Yes		10	Unable to verify
Patent and Trademark Office	Yes	50		Yes, met
Postal Regulatory Commission	Yes	11		No, not met

Note: Blank cells indicate that no data were reported.

Assessment of Infrequent Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported infrequent numeric goal from 2014-15 Data Call	Agency's reported infrequent percentage goal from 2014-15 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Not applicable	4		No goal
Office of Management and Budget (EOP)	No		15	Yes, met
Office of National Drug Control Policy	No		100	No, not met
Office of the Director of National Intelligence	Not applicable			No goal
Office of the United States Trade Representative (EOP)	Yes		30	Yes, met
Patent and Trademark Office	Yes	50		Yes, met
Postal Regulatory Commission	Yes	11		Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Situational Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported situational numeric goal from 2014-15 Data Call	Agency's reported situational percentage goal from 2014-15 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Not applicable	24		No goal
Office of Management and Budget (EOP)	No		10	Yes, met
Office of National Drug Control Policy	No		100	No, not met
Office of the Director of National Intelligence	Not applicable			No, not met

Voluntary Agency Participants	Agency's reported assessment	Agency's reported situational numeric goal from 2014-15 Data Call	Agency's reported situational percentage goal from 2014-15 Data Call	OPM's assessment
Office of the United States Trade Representative (EOP)	Yes		70	No, not met
Patent and Trademark Office	Yes			No goal
Postal Regulatory Commission	Yes		40	Yes, met

Note: Blank cells indicate that no data were reported.

APPENDIX 15. Agencies' Reported Reasons for Missing Fiscal Year 2016 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason agency did not meet FY 2016 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Broadcasting Board of Governors	Goals were overly ambitious given our broadcast media work. Many are still involved in studio shows or need access to production equipment and facilities.	BBG Management continues to inform and train employees on telework options and is increasing the number of employees that are "telework ready".
Commodity Futures Trading Commission	The number of employees decreased and not as many new employees participated in the program.	We are currently negotiating a collective bargaining agreement that will cover telework.
Court Services and Offender Supervision Agency	CSOSA's numbers in FY2016 are slightly below the goals established in last year's Telework Data Call. The reason is primarily due to a decrease in teleworkers within CSOSA's sister agency, the Pretrial Services Agency for the District of Columbia (PSA), an independent entity within CSOSA and also covered by this report. In this past Fiscal Year, PSA negotiated a change in their Collective Bargaining Agreement, which resulted in a modification of their Alternate Work Schedules. Employees chose to participate in the new Alternate Work Schedule (AWS) program, which resulted in a reduction in the Agency's overall telework numbers.	Given the decrease was due to a program that provides more flexibility to employees, and that employees volunteered to choose increased AWS participation, we do not view the AWS program as an obstacle to telework. CSOSA plans to promote telework by exploring hoteling and other shared work spaces, as well as increasing internal communication to staff regarding telework eligibility.
Department of Agriculture	The USDA set a particularly high goal for participation in all categories. Many sub-agencies at USDA continue to struggle with management resistance to allow greater participation.	USDA-wide training sessions were established in 2016 targeting individual sub-agencies and staff offices for a more direct approach. Additional training sessions are also being held with special interest groups in USDA such as Women in Agriculture, Federal Women's Program Managers, etc. The USDA continues to report monthly to the Secretary on sub-agencies progress or lack thereof making recommendations for improvement. In addition, the 2017 Telework participation goal has been reduced to 50% Core participation for all eligible employees.

Agency	Reason agency did not meet FY 2016 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
<p>Department of State</p>	<p>Our Department undergoes a regular and annual change in supervisors and managers based on our Foreign Service assignment process. Incoming domestic Foreign Service (FS) supervisors in FY-16, were generally impacted by the needs of the office and obligations to their overseas posts. In addition, there was an uptick in overseas terrorist events and hostile actions in Europe, South Central Asia and the Middle East, which challenged supervisors/managers this fiscal year to opt for flexible work schedules, including flexi-tour and gliding schedules, to meet work/life wellness needs as opposed to immediately embracing remote work and telework options. Some supervisors found it difficult to manage office affairs and duties with telework arrangements given classified mission needs.</p>	<p>In response to a difficult year, the Department managers requested and HR created “Tips for Managing Teleworkers” with a companion conversation guide to facilitate communication and to complement our “Telework Tips for Employees.” Senior management acknowledged the usefulness of the guidance. Although we increased our telework participation by 4% from last fiscal year, we anticipate more interest in Telework in FY-17 and expect that the need for continuity of operations may override any hesitation about telework. Moreover, METRO’s yearlong Safetrack initiative influenced agencies this fiscal year and provided opportunities to highlight the benefits of telework as a solution. Safetrack led to more general interest in situational telework and the advantages it offers. In FY-16, the Department also embraced OPM’s 2015 workplace flexibilities guidance as it applies to new parents and family needs. We released a customized Handbook to our employees on these topics, emphasizing telework as well as flexible work schedules. The interest from new parents, in particular, encouraged a pro-active attitude from supervisors/managers who do not want to lose talented and skilled staff or have them on leave for prolonged periods of time, when short-term telework arrangements could be a solution. These developments have led to more discussion and opportunities for HR to brief and train supervisors and office directors on telework as a viable workplace flexibility that is mutually beneficial and will increase morale and retention of our staff. Senior management conducted focus groups to uncover resistance points and suggestions.</p>

Agency	Reason agency did not meet FY 2016 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Department of the Treasury	<p>While Treasury did not accomplish its overall participation goal, 7 of the 12 bureaus showed an increase in overall participation from FY 15. The Situational (ad hoc) category more than doubled, and there was an increase in the 3+ days/ pay period category and in the number of remote (full time) teleworkers. Those bureaus who did not make their individual goals attributed it to factors including significant overall employee attrition or high employee turnover, the nature of the work not being conducive to telework (e.g. manufacturing work), employees not properly coding their telework in their time and attendance system, equipment shortfalls delaying telework for eligible employees, and the lack of accurate historical telework data to properly forecast. Going forward Treasury will continue to improve upon communications and outreach, data capture/integrity and telework timecard entry compliance. Treasury will execute a revised telework policy in FY 17 which will support these efforts.</p>	<p>Treasury is experiencing many of the same barriers to telework that are common across the Federal government. Management resistance remains at the top of the list with a continued need for endorsement from Treasury's Executive level management and filtering down. We are seeing positive growth in the eligible base, and we are anticipating an uptick in participation from traditionally conservative business units as technology enhancements continue to create opportunities that were not possible before. One of Treasury's bureaus will host a Full Time Telework pilot in FY 17 which if adopted could have participation implications for the Department at large. Treasury will also make substantial updates to the Treasury Telework Policy to address program growth strategies (e.g. communication and education) to address perceived barriers. Space saving initiatives supported by telework continue to grow and several bureaus have hoteling in place as office consolidations/closures are projected to increase over the next several years.</p>
Election Assistance Commission	<p>Due to a high attrition rate and increase workload generated by the presidential election, many staffers, although eligible, chose to not telework on a routine basis.</p>	<p>Since 2017 will be a non-election year and 2016 vacancies are being filled, this should assist in increasing telework participation in the future.</p>
Equal Employment Opportunity Commission	<p>The agency had to shift its focus from telework to other matters therefore not meeting the anticipated goals.</p>	<p>The Commission plans to focus on its telework program during the months of April and May. Specifically, we're planning additional telework training and focus groups with targeted managers and supervisors.</p>

Agency	Reason agency did not meet FY 2016 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
National Archives and Records Administration	NARA's telework participation rate is tracked by our Performance Measurement Reporting System (PMRS). The data entered into PMRS is pulled from our T&A system. Fiscal year 2016 participation rate was 37.79 percent. We believe the small decline in the participation rate was due to misunderstandings of the policy. This was derived by feedback received during organizational telework training sessions.	NARA is currently revising its Telework Program policy to ensure there is clear guidance on all aspects of its program. We will also expand individual organizational telework sessions, agency-wide employee telework sessions, and agency-wide supervisor telework sessions to ensure that all staff have the same level of policy understanding.
National Mediation Board	The National Mediation Board was unable to meet our Fiscal Year (FY) 2016 goals because employees who were eligible to telecommute requested Alternative Works Schedules instead of telecommuting.	The National Mediation Board's senior management staff continues to encourage telecommuting.
Office of Management and Budget (EOP)	The metrics we were using to collect data was not completely accurate.	We are implementing a new reporting system to help track and meet our telework goals.
Office of National Drug Control Policy	The culture of the agency does not allow for regular telework.	n/a
Securities and Exchange Commission	The SEC achieved the three of the four telework participation goals in FY2016. The Infrequent routine (2+ days per two week period) telework participation goal was No, not met. However, the SEC surpassed their Total telework participation goal by 1%, Frequent routine (3+ days per two week period) telework participation goal by 3%, and Situational (ad hoc) telework participation goal by 9%.	The SEC will continue to encourage employees to actively participate in the Telework program and focus on qualitative telework factors such as providing training for managers in leading and managing a teleworking staff; training for employees in communication, collaboration and teamwork amongst teleworking and in-office staff; and technological improvements and training to remedy technological barriers.
Small Business Administration	IT infrastructure (both network and hardware) is not currently in place to support telework on a large scale.	The first permanent CIO in 18 months was hired. In addition, SBA recently hired a CISO which was vacant for 2 years. These new hires will address the IT infrastructure gaps.

APPENDIX 16. Fiscal Year 2017 Participation Goals - Type of Goal Set

Organizations Required to Respond	Total Participation Goal Set for FY 2017?	Infrequent Participation Goal Set for FY 2017?	Frequent Participation Goal Set for FY 2017?	Situational Participation Goal Set for FY 2017?
Access Board	Yes	Yes	Yes	Yes
Agency for International Development	Yes	Yes	Yes	Yes
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	Yes	Yes	Yes
Broadcasting Board of Governors	Yes	Yes	Yes	Yes
Central Intelligence Agency	No	No	No	No
Chemical Safety and Hazard Investigation Board	Yes	No	No	No
Commodity Futures Trading Commission	Yes	Yes	No	Yes
Consumer Financial Protection Bureau	Yes	Yes	Yes	Yes
Consumer Product Safety Commission	Yes	Yes	Yes	Yes
Corporation for National and Community Service	Yes	Yes	No	Yes
Court Services and Offender Supervision Agency	Yes	Yes	Yes	Yes
Defense Nuclear Facilities Safety Board	Yes	Yes	Yes	Yes
Denali Commission	No	No	No	No
Department of Agriculture	Yes	No	Yes	Yes
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	No	No	No
Department of Health and Human Services	No	No	No	No
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	No	No	No	No
Department of Justice	No	No	No	No
Department of Labor	Yes	No	No	No
Department of State	Yes	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes	No
Department of the Treasury	Yes	Yes	Yes	Yes
Department of Transportation	Yes	Yes	Yes	Yes
Department of Veterans Affairs	Yes	No	Yes	No
Election Assistance Commission	Yes	Yes	Yes	Yes
Environmental Protection Agency	Yes	No	No	Yes
Equal Employment Opportunity Commission	Yes	Yes	Yes	Yes
Export-Import Bank of the United States	Yes	Yes	Yes	Yes
Farm Credit Administration	Yes	Yes	Yes	Yes
Farm Credit System Insurance Corporation	No	No	No	No
Federal Deposit Insurance Corporation	Yes	Yes	Yes	Yes

Organizations Required to Respond	Total Participation Goal Set for FY 2017?	Infrequent Participation Goal Set for FY 2017?	Frequent Participation Goal Set for FY 2017?	Situational Participation Goal Set for FY 2017?
Federal Energy Regulatory Commission	No	No	No	No
Federal Housing Finance Agency	Yes	No	No	No
Federal Maritime Commission	Yes	Yes	Yes	Yes
Federal Mediation and Conciliation Service	Yes	Yes	No	Yes
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes
Federal Retirement Thrift Investment Board	Yes	Yes	Yes	Yes
Federal Trade Commission	Yes	Yes	Yes	Yes
General Services Administration	No	No	No	No
Institute of Museum and Library Services	Yes	Yes	Yes	Yes
Japan-United States Friendship Commission	Yes	No	Yes	Yes
Marine Mammal Commission	Yes	Yes	Yes	Yes
Merit Systems Protection Board	Yes	Yes	Yes	Yes
Millennium Challenge Corporation	Yes	Yes	Yes	Yes
National Aeronautics and Space Administration	Yes	Yes	Yes	Yes
National Archives and Records Administration	Yes	Yes	Yes	Yes
National Capital Planning Commission	Yes	Yes	No	Yes
National Council on Disability	Yes	Yes	Yes	Yes
National Credit Union Administration	Yes	Yes	Yes	Yes
National Endowment for the Arts	Yes	Yes	Yes	Yes
National Endowment for the Humanities	Yes	Yes	Yes	Yes
National Labor Relations Board	Yes	Yes	Yes	Yes
National Mediation Board	Yes	Yes	Yes	Yes
National Science Foundation	Yes	Yes	Yes	Yes
National Transportation Safety Board	Yes	Yes	Yes	Yes
Nuclear Regulatory Commission	Yes	No	No	No
Nuclear Waste Technical Review Board	Yes	No	No	Yes
Occupational Safety and Health Review Commission	Yes	Yes	Yes	Yes
Office of Government Ethics	Yes	Yes	Yes	Yes
Office of Navajo and Hopi Indian Relocation	No	No	No	Yes
Office of Personnel Management	Yes	Yes	Yes	Yes
Overseas Private Investment Corporation	No	No	No	No
Peace Corps	No	No	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	Yes	Yes
Privacy and Civil Liberties Oversight Board	Yes	Yes	Yes	Yes
Railroad Retirement Board	No	No	No	No
Securities and Exchange Commission	Yes	Yes	Yes	Yes

Organizations Required to Respond	Total Participation Goal Set for FY 2017?	Infrequent Participation Goal Set for FY 2017?	Frequent Participation Goal Set for FY 2017?	Situational Participation Goal Set for FY 2017?
Small Business Administration	Yes	Yes	Yes	Yes
Social Security Administration	Yes	No	No	No
Tennessee Valley Authority	No	No	No	No
Trade and Development Agency	Yes	No	No	Yes
U.S. AbilityOne Commission	Yes	No	Yes	Yes
U.S. Commission on Civil Rights	No	Yes	No	No
U.S. International Trade Commission	Yes	Yes	Yes	Yes
<i>U.S. Office of Special Counsel</i>	Yes	Yes	Yes	Yes
<i>Total number of agencies reporting goals</i>	65	53	52	58
<i>Percent of agencies reporting goals for Fiscal Year 2017 (of total respondent agencies)</i>	83%	68%	67%	74%

Voluntary Participants	Total Participation Goal Set for FY 2017?	Infrequent Participation Goal Set for FY 2017?	Frequent Participation Goal Set for FY 2017?	Situational Participation Goal Set for FY 2017?
Office of Management and Budget (EOP)	Yes	No	No	No
Office of National Drug Control Policy (EOP)	No	Yes	Yes	Yes
Executive Office of the President (Science and Technology)	No	No	No	No
Office of the Director of National Intelligence	No	No	No	No
Office of the United States Trade Representative (EOP)	Yes	Yes	Yes	Yes
Patent and Trademark Office	Yes	Yes	Yes	No
Postal Regulatory Commission	Yes	Yes	Yes	Yes

APPENDIX 17. Fiscal Year 2017 Participation and Frequency Goals

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Access Board	27	25	2	100%	74%	925%	-	-	-	-
Agency for International Development	-	-	-	65%	40%	30%	-	-	-	-
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	5	2	-	-	-	-	-	-	-
Broadcasting Board of Governors	-	-	-	25%	15%	7%	-	-	-	-
Central Intelligence Agency	-	-	-	-	-	-	NA	NA	NA	-
Chemical Safety and Hazard Investigation Board	-	-	-	100%	-	-	-	-	-	-
Commodity Futures Trading Commission	600	350	-	-	-	-	-	-	NA	-
Consumer Financial Protection Bureau	-	-	-	58%	25%	11%	-	-	-	-
Consumer Product Safety Commission	-	160	127	78%	-	-	-	-	-	-
Corporation for National and Community Service	-	-	-	85%	50%	-	-	-	NA	-
Court Services and Offender Supervision Agency	715	325	160	-	-	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Defense Nuclear Facilities Safety Board	-	-	-	95%	24%	5%	-	-	-	-
Denali Commission	-	-	-	-	-	-	NA	NA	NA	-
Department of Agriculture	-	-	-	100%	-	50%	-	NA	-	-
Department of Commerce	14112	13670	10535	-	-	-	-	-	-	-
Department of Defense	-	-	-	30%	21%	11%	-	-	-	-
Department of Education	4130	2120	1295	-	-	-	-	-	-	-
Department of Energy	-	-	-	46%	-	-	-	NA	NA	-
Department of Health and Human Services	-	-	-	-	-	-	NA	NA	NA	The Department is in the process of aligning our performance management and continuity of operations planning goals with our telework initiative.
Department of Homeland Security	30798	8,893	13,268	-	-	-	-	-	-	-
Department of Housing and Urban Development	-	-	-	-	-	-	NA	NA	NA	N/A

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Department of Justice	-	-	-	-	-	-	NA	NA	NA	Each Component within the Department will establish individual Component goals. Goals not set by the Department.
Department of Labor	-	-	-	65%	-	-	-	-	-	-
Department of State	6200	1,520	300	3%	2%	2%	-	-	-	-
Department of the Interior	-	-	-	16%	30%	30%	-	-	-	-
Department of the Treasury	-	-	-	88%	26%	30%	-	-	-	-
Department of Transportation	-	N/A	N/A	50%	-	-	-	NA	NA	N/A
Department of Veterans Affairs	6301	-	2726	-	-	-	-	NA	-	Training is underway to educate timekeepers and establish internal controls to capture this data.
Election Assistance Commission	29	20	3	-	-	-	-	-	-	-
Environmental Protection Agency	-	-	-	74%	-	-	-	NA	NA	Our records do not permit us to report on this type of telework.
Equal Employment Opportunity Commission	-	-	-	60%	15%	40%	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Executive Office of the President(Science and Technology)	-	-	-	-	-	-	NA	NA	NA	See my answer on 16.1
Export-Import Bank of the United States	350	100	45	-	-	-	-	-	-	-
Farm Credit Administration	346	54	189	5%	5%	5%	-	-	-	-
Farm Credit System Insurance Corporation	-	-	-	-	-	-	NA	NA	NA	Due to the small size of FCSIC, a non-numeric goal for 2017 has not been established. However, management remains committed to a case by case approach to individual telework requests.
Federal Deposit Insurance Corporation	-	-	-	40%	5%	5%	-	-	-	-
Federal Energy Regulatory Commission	-	-	-	-	-	-	NA	NA	NA	Telework is not mandatory during inclement weather; some employees prevented from teleworking during inclement weather because their dependents are home.

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Federal Housing Finance Agency	-	-	-	80%	-	-	-	NA	NA	-
Federal Maritime Commission	68	24	7	10%	10%	10%	-	-	-	-
Federal Mediation and Conciliation Service	75	10	-	50%	25%	-	-	-	NA	-
Federal Mine Safety and Health Review Commission	50	18	2	-	-	-	-	-	-	-
Federal Retirement Thrift Investment Board	92	80	30	-	-	-	-	-	-	-
Federal Trade Commission	-	-	-	85%	46%	55%	-	-	-	-
General Services Administration	-	-	-	-	-	-	NA	NA	NA	-
Institute of Museum and Library Services	50	40	0	-	-	-	-	-	-	-
Japan-United States Friendship Commission	3	-	3	75%	-	75%	NA	NA	-	JUSFC is a nano agency with only four employees. Of the four, only three are allowed to telework due to the nature of their jobs.
Marine Mammal Commission	9	0	4	-	-	-	-	-	-	-
Merit Systems Protection Board	160	43	80	-	-	-	-	-	-	-
Millennium Challenge Corporation	75	35	15	-	-	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
National Aeronautics and Space Administration	10140	36	1897	-	-	-	-	-	-	-
National Archives and Records Administration	-	-	-	37%	5%	20%	-	-	-	-
National Capital Planning Commission	-	-	-	90%	25%	-	-	-	NA	-
National Council on Disability	91	100%	55%	91%	91%	55%	-	-	-	-
National Credit Union Administration	350	110	70	-	-	-	-	-	-	-
National Endowment for the Arts	115	18	40	-	-	-	-	-	-	-
National Endowment for the Humanities	70	30	20	58%	25%	17%	-	-	-	-
National Labor Relations Board	972	261	700	99%	27%	72%	-	-	-	-
National Mediation Board	41	6	30	-	-	-	-	-	-	-
National Science Foundation	-	-	-	82%	17%	10%	-	-	-	-
National Transportation Safety Board	379	150	90	-	-	-	-	-	-	-
Nuclear Regulatory Commission	2300	-	-	-	-	-	-	NA	NA	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Nuclear Waste Technical Review Board	11	-	-	100%	-	-	-	NA	NA	The NWTRB encourages employees to participate in situational telework to balance their professional and personal affairs; however, the agency has not established specific frequent routine telework goals.
Occupational Safety and Health Review Commission	30	2	30	5818%	364%	5091%	-	-	-	-
Office of Government Ethics	40	18	13	-	-	-	-	-	-	-
Office of Management and Budget (EOP)	467	-	-	-	-	-	-	-	-	-
Office of National Drug Control Policy	-	-	-	-	15%	15%	NA	-	-	N/A
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	-	NA	NA	NA	Will utilize teleworking when it is possible.
Office of Personnel Management	-	-	-	30%	30%	10%	-	-	-	-
Office of the Director of National Intelligence	-	-	-	-	-	-	NA	NA	NA	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Office of the United States Trade Representative (EOP)	-	-	-	60%	30%	10%	-	-	-	-
Overseas Private Investment Corporation	-	-	-	-	-	-	NA	NA	NA	-
Patent and Trademark Office	11179	2278	8589	-	-	-	-	-	-	-
Peace Corps	-	-	-	-	-	-	NA	NA	NA	A non-numeric goal is to increase the use of telework for emergency preparedness, improve work-life balance, and accommodate for unexpected external factors (i.e., transportation issues).
Pension Benefit Guaranty Corporation	819	308	319	-	-	-	-	-	-	-
Postal Regulatory Commission	33	13	20	-	-	-	-	-	-	-
Privacy and Civil Liberties Oversight Board	100	90%	80%	100%	100%	100%	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Railroad Retirement Board	-	-	-	-	-	-	NA	NA	NA	1. Continue reviewing positions eligible for telework. 2. Implement the revised telework plan removing limiting barriers such as 50% of employees being eligible to work and opening up positions that were previously ineligible to telework.
Securities and Exchange Commission	-	-	-	60%	10%	20%	-	-	-	-
Small Business Administration	-	-	-	75%	75%	75%	-	-	-	-
Social Security Administration	20000	-	-	-	-	-	-	NA	NA	-
Tennessee Valley Authority	-	-	-	-	-	-	NA	NA	NA	Continued oversight and understanding of telework, ensuring managers/ employees know when to put an agreement in place.
Trade and Development Agency	-	-	-	80%	-	-	-	NA	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
U.S. AbilityOne Commission	-	-	-	100%	-	75%	-	-	-	-
U.S. Commission on Civil Rights	-	-	-	-	100%	-	-	-	-	-
U.S. International Trade Commission	333	153	61	-	-	-	-	-	-	-
U.S. Office of Special Counsel	138	100	11	-	-	-	-	-	-	-

APPENDIX 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2017 Participation Goal

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Central Intelligence Agency	Due to the classified nature of our mission, telework opportunities for employees to work at home remain too limited to enable a meaningful numeric goal. Management continues to explore ways to increase telework options, including expansion of remote work opportunities and continued use of flexible work centers discussed in question 21.
Commodity Futures Trading Commission	Routine telework of 3 days or more per pay period is not currently permitted by agency policy outside of medically related telework.
Corporation for National and Community Service	The Agency has an established telework policy of episodic telework arrangements for all eligible employees. Typically employees telework at least once a week.
Denali Commission	We do not have a telework goal. Due to the small size of the Denali Commission telework creates coverage problems at our office. Newly hired employees are not eligible for telework at the Denali Commission.
Department of Agriculture	Routine frequent and infrequent fall within the same 60% participation goal. We do not set a goal for the 2 separate categories.
Department of Energy	There has not been an interest or need to track categories other than total participation to date.
Department of Health and Human Services	Leadership is currently being engaged in discussions regarding goal setting for upcoming periods with various stakeholders. Initially, the Agency goal was a 5 year, long term exercise that was recently achieved. The Department is discussing establishing a new goal to align with its upcoming objectives.
Department of Housing and Urban Development	n/a
Department of Justice	Each Component within the Department will establish individual Component goals. Goals not set by the Department.
Department of the Interior	Currently the DOI time and attendance system does not track situational telework. We hope to rectify this in 2017, but currently cannot set a situational telework goal.
Department of Transportation	In years past, for the purposes of fostering a work culture that leverages telework while maximizing the use of workplace flexibilities, the Department set a telework participation goal that 50% of eligible employees should telework in some frequency, and at times that goal was even included in the performance plans of members of the Senior Executive Service (SES). In recent years, DOT has exceeded that goal with 76 percent eligible employees having teleworked in each of the last two fiscal years, respectively. Furthermore, for the fiscal year 2016 period, 79 percent of DOT employees who teleworked during the period did so one-to-two days per pay period or more on a regular recurring basis. Thus, it has been assessed that overall telework participation in the Department is at an optimal level, and no further refinement to our goal setting is necessary at this time.
Department of Veterans Affairs	VA's decentralized timekeeping procedures and multiple timekeeping systems currently prevent the capability to capture data for infrequent telework.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Environmental Protection Agency	Our records do not permit us to report on this type of telework.
Executive Office of the President(Science and Technology)	OSTP only has 30 employees. All 30 are eligible to telework. We do not have a way of tracking who teleworks in our time keeping system. We have a telework agreement in place on all staff members. Due to the nature of working at the WH, majority of OSTP staff prefer to telework situationally.
Farm Credit System Insurance Corporation	Due to the mission requirements and the small size of FCSIC staff (as of FY 2016 there are currently 11 Full-time employees) a participation goal has not been established, but will be considered.
Federal Energy Regulatory Commission	Telework is voluntary; some eligible employees prefer not to telework.
Federal Housing Finance Agency	FHFA has chosen to focus on total employee participation
Federal Mediation and Conciliation Service	The nature of the business of the Agency does not allow for more than 2 days of telework a pay period.
General Services Administration	GSA as an Agency focuses on workforce mobility as a tool for accomplishing the Agency mission, and does not establish participation goals. GSA's Mobility and Telework Policy provides for teleworking to the maximum extent possible without negative impact on personal or organizational goals. In fact 88.9% of eligible employees participated in telework at some level during FY16. The results posted in this data call indicate that 68.6% of eligible employees teleworked on a routine basis at least one or more days per pay period in FY16. Additionally, GSA continues to explore ways in which we can both implement and model the mobile workforce/ workplace across the Federal government.
Japan-United States Friendship Commission	JUSFC is a nano agency with only four employees. Of the four, only three are allowed to telework due to the nature of their jobs.
Nuclear Regulatory Commission	A numeric goal was established.
Nuclear Waste Technical Review Board	The NWTRB encourages employees to participate in situational telework to balance their professional and personal affairs; however, the agency has not established specific infrequent routine telework goals.
Office of National Drug Control Policy	n/a
Office of Navajo and Hopi Indian Relocation	A majority of the positions at ONHIR require direct contact with clients and/or staff so it is difficult to establish a numerical goal.
Office of the Director of National Intelligence	Due to the nature of the work at the Office of the Director of National Intelligence, the ODNI reviews request for telework on a case by case basis. If a telework case is approved, it's normally due to family or employee recovering from a medical situation.
Overseas Private Investment Corporation	Many of OPIC employees conduct international travel as a routine part of their jobs. These travel obligations make it difficult for OPIC staff to be in the office on a regular basis. Due to the limited time that staff already spend in the office, we do not think it is prudent to set higher goals for our telework population.
Patent and Trademark Office	Situational telework at the USPTO is usually considered for executive, administrative, IT support staff, and especially considered for individuals assigned a COOP role. It is granted at the discretion of management and is not considered a formal telework program in any division within the USPTO.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Peace Corps	Telework is a professional discussion to have between employees and supervisors, so there is not a numeric goal. However, we seek to improve awareness in the program and provide a strong technological infrastructure to support users.
Railroad Retirement Board	Increasing telework in the form of a non-numeric goal.
Social Security Administration	We set a goal for total participation in telework. We do not break it down by category of telework. We also do not set frequency goals since the number of days employees are allowed to telework is determined by their applicable negotiated labor agreements or Memorandum of Understanding.
Tennessee Valley Authority	Due to the nature of the work, the majority of workers must complete work on-site.
Trade and Development Agency	USTDA's Telework Policy provides for Remote telework on a full time basis and for situational telework only.

APPENDIX 19. Selected Outcome Goals by Agency

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Access Board	Yes	Yes	-	-	-	-	-	Yes	-
Agency for International Development	Yes	Yes	-	Yes	Yes	-	-	Yes	-
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	-	-	-	-	-	-	-	-
Broadcasting Board of Governors	-	-	-	Yes	Yes	-	-	-	-
Central Intelligence Agency	-	-	-	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	-	Yes	-	-	-	-	Yes	-	-
Commodity Futures Trading Commission	-	-	-	-	-	-	-	-	-
Consumer Financial Protection Bureau	Yes	-	-	-	Yes	-	-	-	-
Consumer Product Safety Commission	-	-	-	-	Yes	-	-	-	-
Corporation for National and Community Service	Yes	Yes	-	Yes	Yes	-	-	-	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Court Services and Offender Supervision Agency	-	-	-	-	-	-	-	Yes	-
Defense Nuclear Facilities Safety Board	Yes	Yes	-	-	Yes	-	-	-	-
Denali Commission	-	-	-	-	-	-	-	-	-
Department of Agriculture	Yes	Yes	-	Yes	Yes	-	-	Yes	-
Department of Commerce	-	-	-	-	Yes	-	-	-	-
Department of Defense	-	-	-	Yes	Yes	-	-	-	-
Department of Education	Yes	-	-	Yes	Yes	-	-	-	-
Department of Energy	-	-	-	-	-	-	-	-	-
Department of Health and Human Services	-	-	-	Yes	Yes	Yes	Yes	-	Yes
Department of Homeland Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	-	-	-	-	-	-
Department of Justice	Yes	Yes	Yes	Yes	Yes	Yes	-	Yes	-
Department of Labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Department of State	-	Yes	-	Yes	Yes	-	-	Yes	-
Department of the Interior	-	-	-	-	-	-	-	Yes	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of the Treasury	-	Yes	-	Yes	Yes	-	-	-	Yes
Department of Transportation	-	-	-	-	-	-	-	Yes	-
Department of Veterans Affairs	-	-	-	Yes	-	Yes	-	-	-
Election Assistance Commission	-	-	-	-	-	-	-	-	-
Environmental Protection Agency	-	-	-	Yes	Yes	-	-	-	-
Equal Employment Opportunity Commission	-	-	-	Yes	-	-	-	-	-
Executive Office of the President (Science and Technology)	-	-	-	-	-	-	-	-	-
Export-Import Bank of the United States	Yes	-	-	Yes	Yes	-	-	-	-
Farm Credit Administration	Yes	Yes	-	-	Yes	-	-	-	-
Farm Credit System Insurance Corporation	-	Yes	-	Yes	Yes	-	-	-	-
Federal Deposit Insurance Corporation	-	-	-	Yes	-	-	Yes	-	-
Federal Energy Regulatory Commission	Yes	-	-	Yes	Yes	-	-	-	-
Federal Housing Finance Agency	Yes	Yes	Yes	Yes	Yes	-	-	-	-
Federal Maritime Commission	-	-	-	Yes	-	-	-	-	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Federal Mediation and Conciliation Service	-	-	-	-	Yes	-	-	-	-
Federal Mine Safety and Health Review Commission	-	-	-	-	Yes	-	-	Yes	-
Federal Retirement Thrift Investment Board	Yes	Yes	-	Yes	Yes	-	-	Yes	-
Federal Trade Commission	-	-	-	-	Yes	-	-	-	-
General Services Administration	-	-	-	Yes	Yes	Yes	Yes	-	-
Institute of Museum and Library Services	-	-	Yes	-	Yes	-	-	-	-
Japan-United States Friendship Commission	-	-	-	-	-	-	-	-	-
Marine Mammal Commission	-	Yes	-	Yes	Yes	-	-	Yes	-
Merit Systems Protection Board	-	-	-	-	-	-	-	-	Yes
Millennium Challenge Corporation	Yes	Yes	Yes	Yes	Yes	-	-	-	-
National Aeronautics and Space Administration	-	Yes	-	-	Yes	Yes	-	-	-
National Archives and Records Administration	-	-	-	Yes	-	-	-	-	-
National Capital Planning Commission	Yes	Yes	Yes	-	Yes	-	-	Yes	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
National Council on Disability	Yes	Yes	Yes	Yes	Yes	-	-	Yes	-
National Credit Union Administration	Yes	-	-	Yes	Yes	-	-	-	-
National Endowment for the Arts	-	-	-	Yes	-	-	-	-	-
National Endowment for the Humanities	Yes	Yes	Yes	Yes	Yes	-	-	-	-
National Labor Relations Board	-	-	-	-	-	-	-	-	-
National Mediation Board	-	-	-	Yes	-	-	-	-	-
National Science Foundation	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	-	-	Yes	-
Office of Government Ethics	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Office of Management and Budget (EOP)	-	-	-	Yes	-	-	-	Yes	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Office of National Drug Control Policy	-	-	-	-	-	-	-	-	-
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	-	-	-	-
Office of Personnel Management	-	-	-	Yes	-	-	-	-	-
Office of the Director of National Intelligence	-	-	-	-	-	-	-	-	-
Office of the United States Trade Representative (EOP)	-	-	-	-	Yes	-	-	Yes	-
Overseas Private Investment Corporation	Yes	Yes	Yes	Yes	Yes	-	-	-	-
Patent and Trademark Office	-	-	-	Yes	Yes	-	Yes	-	-
Peace Corps	-	-	-	-	Yes	-	-	-	-
Pension Benefit Guaranty Corporation	-	-	-	Yes	Yes	-	-	-	-
Postal Regulatory Commission	Yes	Yes	-	Yes	Yes	Yes	-	-	-
Privacy and Civil Liberties Oversight Board	Yes	Yes	-	Yes	-	-	-	-	-
Railroad Retirement Board	-	-	-	Yes	-	-	Yes	-	-
Securities and Exchange Commission	-	Yes	-	Yes	Yes	-	-	-	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Small Business Administration	Yes	-	-	Yes	-	-	-	Yes	-
Social Security Administration	Yes	-	-	Yes	-	-	-	-	-
Tennessee Valley Authority	-	-	-	-	Yes	-	-	-	-
Trade and Development Agency	Yes	Yes	-	Yes	Yes	-	-	Yes	Yes
U.S. AbilityOne Commission	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
U.S. Commission on Civil Rights	Yes	Yes	Yes	Yes	Yes	-	-	-	-
U.S. International Trade Commission	-	Yes	-	-	Yes	-	-	-	-
U.S. Office of Special Counsel	-	-	-	-	-	-	-	-	-

Note: Only agency responses that included responses relevant to goal setting are reproduced. Blank cells indicate that the response was not selected.

APPENDIX 20. Agency Methods for Collecting Telework Data

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Access Board	X				
Agency for International Development	X	X	X		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	X				
Broadcasting Board of Governors					queried payroll database
Central Intelligence Agency				X	
Chemical Safety and Hazard Investigation Board	X			X	
Commodity Futures Trading Commission			X		
Consumer Financial Protection Bureau	X				
Consumer Product Safety Commission	X				
Corporation for National and Community Service	X				
Court Services and Offender Supervision Agency	X				
Defense Nuclear Facilities Safety Board	X				
Denali Commission	X				
Department of Agriculture	X			X	
Department of Commerce	X				
Department of Defense	X				
Department of Education	X				

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Department of Energy	X		X	X	
Department of Health and Human Services				X	
Department of Homeland Security	X				
Department of Housing and Urban Development		X			
Department of Justice	X	X	X	X	
Department of Labor	X		X		
Department of State	X		X		Spreadsheet for Domestic Employees Teleworking Overseas
Department of the Interior	X				
Department of the Treasury	X				
Department of Transportation	X				
Department of Veterans Affairs					
Election Assistance Commission	X				
Environmental Protection Agency	X				
Equal Employment Opportunity Commission	X		X	X	
Executive Office of the President(Science and Technology)					
Export-Import Bank of the United States	X				
Farm Credit Administration	X				

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Farm Credit System Insurance Corporation	X				
Federal Deposit Insurance Corporation	X				
Federal Energy Regulatory Commission	X				
Federal Housing Finance Agency			X		HRIS Information System
Federal Maritime Commission			X	X	Office Calendar
Federal Mediation and Conciliation Service	X				
Federal Mine Safety and Health Review Commission	X				
Federal Retirement Thrift Investment Board	X				
Federal Trade Commission	X	X			
General Services Administration	X				
Institute of Museum and Library Services			X		
Japan-United States Friendship Commission			X	X	
Marine Mammal Commission	X			X	
Merit Systems Protection Board	X			X	
Millennium Challenge Corporation	X	X			
National Aeronautics and Space Administration	X				
National Archives and Records Administration	X	X	X		
National Capital Planning Commission		X			

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
National Council on Disability		X			
National Credit Union Administration	X				
National Endowment for the Arts		X	X		
National Endowment for the Humanities	X		X		
National Labor Relations Board	X			X	
National Mediation Board	X		X		
National Science Foundation	X	X	X		
National Transportation Safety Board	X				
Nuclear Regulatory Commission					Review of data entered in our SharePoint site.
Nuclear Waste Technical Review Board	X		X		
Occupational Safety and Health Review Commission	X		X		
Office of Government Ethics	X				
Office of Management and Budget (EOP)		X			
Office of National Drug Control Policy			X		
Office of Navajo and Hopi Indian Relocation	X		X		
Office of Personnel Management	X				
Office of the Director of National Intelligence					spreadsheet
Office of the United States Trade Representative (EOP)	X	X	X		

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Overseas Private Investment Corporation	X				
Patent and Trademark Office		X			
Peace Corps	X				
Pension Benefit Guaranty Corporation	X	X			
Postal Regulatory Commission	X				
Privacy and Civil Liberties Oversight Board	X			X	
Railroad Retirement Board	X				
Securities and Exchange Commission	X	X			
Small Business Administration	X				
Social Security Administration		X	X	X	
Tennessee Valley Authority			X		
Trade and Development Agency	X		X		
U.S. AbilityOne Commission	X				
U.S. Commission on Civil Rights	X		X		
U.S. International Trade Commission	X				
U.S. Office of Special Counsel	X		X		

Note: Blank cells indicate that the response was not selected.

APPENDIX 21. Calculating Days Teleworked

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Access Board		X	
Agency for International Development		X	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council		X	
Broadcasting Board of Governors		X	
Central Intelligence Agency	X		
Chemical Safety and Hazard Investigation Board	X		
Commodity Futures Trading Commission		X	
Consumer Financial Protection Bureau		X	
Consumer Product Safety Commission		X	
Corporation for National and Community Service		X	
Court Services and Offender Supervision Agency	X	X	
Defense Nuclear Facilities Safety Board	X	X	
Denali Commission		X	
Department of Agriculture		X	
Department of Commerce		X	
Department of Defense		X	
Department of Education		X	
Department of Energy		X	
Department of Health and Human Services	X	X	
Department of Homeland Security	X	X	
Department of Housing and Urban Development		X	
Department of Justice	X	X	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Department of Labor		X	
Department of State	X		
Department of the Interior	X	X	
Department of the Treasury		X	
Department of Transportation		X	
Department of Veterans Affairs	X		
Election Assistance Commission		X	
Environmental Protection Agency		X	
Equal Employment Opportunity Commission		X	
Executive Office of the President(Science and Technology)			We do not track since all staff are telework eligible
Export-Import Bank of the United States		X	
Farm Credit Administration		X	
Farm Credit System Insurance Corporation			Employees who document their telework days through our time and attendance system
Federal Deposit Insurance Corporation	X	X	
Federal Energy Regulatory Commission		X	
Federal Housing Finance Agency			
Federal Maritime Commission	X	X	
Federal Mediation and Conciliation Service		X	
Federal Mine Safety and Health Review Commission		X	
Federal Retirement Thrift Investment Board		X	
Federal Trade Commission		X	
General Services Administration		X	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Institute of Museum and Library Services	X		
Japan-United States Friendship Commission	X	X	
Marine Mammal Commission		X	
Merit Systems Protection Board		X	
Millennium Challenge Corporation		X	
National Aeronautics and Space Administration		X	
National Archives and Records Administration		X	
National Capital Planning Commission		X	
National Council on Disability		X	
National Credit Union Administration		X	
National Endowment for the Arts		X	
National Endowment for the Humanities	X	X	
National Labor Relations Board	X		
National Mediation Board		X	
National Science Foundation		X	
National Transportation Safety Board		X	
Nuclear Regulatory Commission		X	
Nuclear Waste Technical Review Board	X	X	
Occupational Safety and Health Review Commission	X		
Office of Government Ethics		X	
Office of Management and Budget (EOP)		X	
Office of National Drug Control Policy			reviewed telework agreements
Office of Navajo and Hopi Indian Relocation		X	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Office of Personnel Management		X	
Office of the Director of National Intelligence			ODNI on approved telework only work from their personal residence
Office of the United States Trade Representative (EOP)	X	X	
Overseas Private Investment Corporation		X	
Patent and Trademark Office		X	
Peace Corps		X	
Pension Benefit Guaranty Corporation		X	
Postal Regulatory Commission	X		
Privacy and Civil Liberties Oversight Board		X	
Railroad Retirement Board		X	
Securities and Exchange Commission		X	
Small Business Administration		X	
Social Security Administration		X	
Tennessee Valley Authority	X		
Trade and Development Agency		X	
U.S. AbilityOne Commission		X	
U.S. Commission on Civil Rights	X		
U.S. International Trade Commission			
U.S. Office of Special Counsel		X	

Note: Blank cells indicate that the response was not selected.

-

APPENDIX 22. Cost Savings

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Access Board						
Agency for International Development	X		X	X	X	X
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	X					X
Broadcasting Board of Governors						
Central Intelligence Agency						
Chemical Safety and Hazard Investigation Board	X					
Commodity Futures Trading Commission						
Consumer Financial Protection Bureau						
Consumer Product Safety Commission						
Corporation for National and Community Service						
Court Services and Offender Supervision Agency						X
Defense Nuclear Facilities Safety Board						
Denali Commission						
Department of Agriculture						
Department of Commerce						
Department of Defense						
Department of Education						X

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Department of Energy						
Department of Health and Human Services						
Department of Homeland Security	X	X	X		X	X
Department of Housing and Urban Development						
Department of Justice						
Department of Labor	X					
Department of State						
Department of the Interior						
Department of the Treasury	X					
Department of Transportation						
Department of Veterans Affairs						
Election Assistance Commission						
Environmental Protection Agency						
Equal Employment Opportunity Commission						
Executive Office of the President(Science and Technology)						
Export-Import Bank of the United States						
Farm Credit Administration						
Farm Credit System Insurance Corporation			X			

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Federal Deposit Insurance Corporation	X					
Federal Energy Regulatory Commission						
Federal Housing Finance Agency						
Federal Maritime Commission						
Federal Mediation and Conciliation Service						
Federal Mine Safety and Health Review Commission						
Federal Retirement Thrift Investment Board						
Federal Trade Commission						
General Services Administration	X	X			X	X
Institute of Museum and Library Services						
Japan-United States Friendship Commission						X
Marine Mammal Commission			X			X
Merit Systems Protection Board						
Millennium Challenge Corporation						
National Aeronautics and Space Administration		X				
National Archives and Records Administration						
National Capital Planning Commission						
National Council on Disability			X		X	X

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
National Credit Union Administration						
National Endowment for the Arts						
National Endowment for the Humanities						
National Labor Relations Board						
National Mediation Board						
National Science Foundation						
National Transportation Safety Board						
Nuclear Regulatory Commission						
Nuclear Waste Technical Review Board						
Occupational Safety and Health Review Commission						X
Office of Government Ethics						
Office of Management and Budget (EOP)						
Office of National Drug Control Policy					X	
Office of Navajo and Hopi Indian Relocation						
Office of Personnel Management						
Office of the Director of National Intelligence						
Office of the United States Trade Representative (EOP)						
Overseas Private Investment Corporation						

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Patent and Trademark Office	X					X
Peace Corps						
Pension Benefit Guaranty Corporation						
Postal Regulatory Commission						
Privacy and Civil Liberties Oversight Board						
Railroad Retirement Board						
Securities and Exchange Commission						
Small Business Administration						
Social Security Administration						
Tennessee Valley Authority						
Trade and Development Agency						
U.S. AbilityOne Commission						
U.S. Commission on Civil Rights						
U.S. International Trade Commission						X
U.S. Office of Special Counsel						

Note: Only agency responses that included responses relevant to cost savings are reproduced. Blank cells indicate that the response was not selected.

APPENDIX 23. Cost Savings Descriptions

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	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).
Agency for International Development	(1) Total cost savings for USAID was approximately \$327,000. (2) From the total identified in #1, USAID achieved this approximate savings amount from office space, approximately \$240,000, Systems (IT, phones, etc.), approximately \$75,000; and from Metro subsidy, approximately \$12,000.	The Agency assessed the cost savings through internal verification from our Bureau for Management, Office of Management Policy, Budget and Performance.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Because we allow three persons to telecommute full time, we are able to lease a smaller office. We estimate that we save approximately \$7,000 in rental space.	Based on looking at current monthly rent and adding in costs for additional office space.
Chemical Safety and Hazard Investigation Board	The agency was able to reduce our real estate leasing cost by \$500,000 a year by downsizing our DC HQ office space footprint because of the use of telework and remote work.	Procurement data

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	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).
Court Services and Offender Supervision Agency	Approximately \$611,951 in commuting costs for CSOSA employees, or about \$27 a day for the typical teleworker	CSOSA set a goal to determine how the telework program affects employee satisfaction with regards to commuting. To gage progress on this front, we took a survey of Agency employee telework agreements on file. Each agreement contains the employee’s home address and the number of days an employee is scheduled to telework. Using a mapping program, we calculated the average roundtrip commute mileage for each employee to the worksite and back home. Additionally, we used data from the U.S Department of Transportation (DOT), to determine average cost savings. As of 2015, per DOT, the average total cost for an automobile per mile is 57.1 cents. Per the telework agreements reviewed, the average commuting distance per day is 39 miles (includes to/from trips). From this, we calculated that each teleworker (who would have driven to work) saves about \$22 a day from telework, which excludes parking. Using an extremely conservative estimate of \$5 per day for parking, this would be \$27 saved by employee per day of telework.
Court Services and Offender Supervision Agency (continued)		If this number is extrapolated across all of the telework days for FY16 (and accounting for that only 79% of employees might actually drive to work), CSOSA employees may have saved an estimated cumulative of \$611,951 over the last fiscal year. This is real savings that directly impacts employees’ morale, budget, and welfare – not to mention positive productivity, emergency preparedness, and employee/team success.
Department of Education	\$116,540.38 saved on transit/commuting cost	The assessment of transit/commuting cost savings are tracked based on participant non-usage of the benefit thereby returning unused funding to the Agency.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	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).
Department of Homeland Security	<p>Projected savings to FEMA from each employee who teleworks translates to approximately \$383.13 annually (includes Energy, waste, real property and equipment cost reductions). So, if FEMA has 9163 full-time employees and 20% telework at any given time, 1833 employees X \$383.13= \$702,277 annual savings to FEMA due to telework.</p> <p>TSA estimates savings of \$3,087,500 in rent/office space.</p> <p>Customs and Border Protection (CBP) used the National Institutes of Health Telework calculator and CBP’s total number of employees who are on core (e.g. average two days per week) telework agreements, to estimate the telework and environmental cost savings (vehicle and time) as being over \$40 million; 2 million pounds in environmental reduction, and over 38 million pounds in greenhouse gas reduction.</p>	<p>For FEMA, see 20.1</p> <p>TSA obtained their calculation from property management. The calculation was based on average cost per person per space, using an average of office and cube costs. Frequent teleworkers share a workspace so half the total number was used for the cost savings calculation than multiplied by the property management provided average per workspace (average of office and cube) of 13K annual cost per person.</p>
Department of Labor	<p>Teleworking is being actively promoted as a strategy to reduce/avoid real estate costs from GSA Occupancy Agreements (OAs). In FY 2016, DOL reduced costs from GSA OAs by more than \$555K. Real estate efficiencies, which are supported by DOL’s employee telework initiatives, are tracked annually through the DOL property management systems.</p>	
Department of the Treasury	<p>Treasury had \$88,773 savings in real estate leased space supported by telework.</p>	<p>These cost savings are tracked and reported internally through the individual responsible office within each bureau.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	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).
Federal Deposit Insurance Corporation	<p>The FDIC identified cost savings for rental/office space. The FDIC has several leased building space throughout the United States. A typical lease is five years. The lease expiration dates vary per lease. When a lease is due to expire, employees who are eligible for full-time telework have the option to participate in our Home Based Option (HBO) telework program. When an employee elects the HBO, he/she gives up their designated office space. The FDIC then renegotiates the lease based on a reduced number of office spaces.</p>	<p>The FDIC is able to calculate cost savings based on industry standards for office space, the average cost of the space and the number of employees who elect the HBO.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	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).
General Services Administration	<p>Rent/Office Space and Utilities</p> <p>GSA has undertaken a very successful effort as part of its “Reduce the Footprint” approach. GSA’s agency-wide mobility approach includes telework as an important element to reduce an Agency’s footprint and as one of the contributing factors to that reduction.</p> <p>GSA has accomplished cost savings related to workplace transformation, which features telework and hoteling. A case in point is our headquarters renovation, which:</p> <ul style="list-style-type: none"> o increased building occupancy from 2500 to 4400 o represents a 40% reduction in space o represents \$24.6M in annual rent savings o represents a 50% reduction in energy consumption o represents \$6M in annual administrative cost savings <p>Reduced Employee Absences</p> <p>GSA’s overall use of administrative leave declined from FY13 (during which a total of 61,238.9 hours were used by agency employees) through FY15 (during which a total of only 15,812.5 hours were used by agency employees). This represents an overall decrease in hours charged to administrative leave of 74%, between FY 2013 and FY 2015. Over the same time period, the number of reported telework hours in all recorded categories increased.</p>	<p>Tools utilized for assessment included:</p> <p>Rent/Office Space and Utilities – Data provided by GSA’s Public Buildings Service, through its workplace transformation program.</p> <p>Reduced Employee Absences – Data pulled from GSA Time and Attendance System.</p> <p>Transit/Commuting Costs – Data available through Department of Transportation, which administers GSA’s Transit Subsidy Program.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	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).
General Services Administration (continued)	<p>Of particular note, the number of hours of emergency telework recorded by GSA employees increased from 20,268.8 in FY13 to 37,839.7 in FY15 (an increase of 87%), and situational telework increased from 124,346.5 to 327,232.9 hours (an increase of 163%) during the same time period. These figures reflect the emphasis that GSA has put on enabling and requiring employees to telework in situations where agency worksites are closed, which previously would have resulted in the use of administrative leave across-the-board.</p> <p>Transit/Commuting Costs GSA’s overall use of transit subsidy dollars steadily declined from FY13 (during which transit subsidy dollars used by employee participants totaled \$5,895,950.11) through FY15 (during which that figure was \$4,969,078.32). This represents an overall 16% decrease in transit subsidy dollars used. Over the same time period, the number of reported telework hours in all recorded categories increased. GSA has focused on ensuring that transit subsidy applications reflect actual commuting costs, “backing out” AWS nonwork days and telework days from the calculation of regular expected costs. These transit subsidy figures reflect actual subsidy dollars used by employees and the downward trend in cost coincides with the increases in telework participation, reducing employee commutes to an office environment.</p>	
Japan-United States Friendship Commission	JUSFC is a nano agency with only four employees. Of the four, only three are allowed to telework due to the nature of their jobs. Commuting fare costs would be saved when employees telework once a week.	There is no specific method other than to look at actual commuting costs.
Marine Mammal Commission	The agency has saved at least \$3,000 in the costs that we would have spent on recruiting a new employee. The employee decided to remain at the agency because of a telework arrangement.	The method used was internal tracking of recruiting costs.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	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).
National Aeronautics and Space Administration	Savings of \$85,000 in energy costs.	Since NASA's Johnson Spaceflight Center has implemented Flex Friday, supported by Work from Anywhere (telework), which has allowed some buildings to be shut down; JSC has saved approximately \$85,000 annually in utility costs.
National Council on Disability	Approximately \$200 per month ~ \$2,400	Monthly return of metro benefits to the agency.
Occupational Safety and Health Review Commission	Transit/commuting costs are less because our updated Telework directive allows employees to telework more frequently, therefore reducing costs to/from the official duty station.	Internal tracking of transit/commuting costs reveal cost savings.
Office of National Drug Control Policy	n/a	n/a
Patent and Trademark Office	(1) the cost savings in dollar amounts: a. Real Estate: The full-time telework initiatives have enabled the USPTO to increase the number of total employees without securing additional office space or additional parking facilities. In FY 2016 the agency avoided securing \$43 million (annual) in additional office space (less hoteling office expenses) as a direct result of all of the USPTO's hoteling programs b. Commuting Costs: Each year USPTO's teleworkers have a dramatic impact on the environment in the Washington D.C. metropolitan area collectively saving \$6,981,835 (7 million) in gas a year and avoid driving 89,129,801 (89 million) miles a year.	The USPTO uses a calculation based on square footage determined by grade level that includes both office and common space and the current real estate cost by square foot in the Alexandria, Virginia area. Based on the Mobile Work Exchange calculation: 49.35 miles/round trip commute; 50 commuting weeks/ \$2.35 cost of gas per gallon/5,995 employees working from home 4 to 5 days a week and 4,572 employees working from home 1 to 3 days a week.
U.S. International Trade Commission	Our employees are enrolled in a mass transit subsidy program. Any day in telework status is the equivalent of a metro subsidy rebate to the agency in the value of the saved commuting cost.	The USITC does not track the rebates per employee to telework days, but it is a matter of fact that all mass transit subsidy costs not used in commuting are recovered at the end of the month.



U.S. Office of Personnel Management

Employee Services

1900 E Street, NW, Washington, DC 20415

OPM.GOV