UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Status of Telework in the Federal Government

Report to Congress

Fiscal Year 2017

OPM.GOV

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Message from the Acting Director

I am pleased to present the fiscal year 2017 Status of Telework in the Federal Government report – the sixth 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 to promote a productive, agile, and engaged workforce.

In the President's Management Agenda, a long-term vision for modernizing the Federal Government has been laid out – one that focuses on delivering **mission** outcomes, providing excellent customer **service**, and efficient **stewardship** of our taxpayer dollars. Telework is a strategic tool and agencies continue to establish mission outcome goals that ensure they provide excellent service and effectively steward taxpayer dollars. As such, leading practices in the effective use of telework balance metrics assessing outcomes and outputs with employee preferences.

As the U.S. Office of Personnel Management (OPM), we continue to work with agencies to modernize their telework data collection systems to promote the accurate reporting of telework data. Results from this report show that agencies are increasingly collecting telework participation data through automated systems, which tend to be more accurate than other methods. Additionally, agencies continue to be 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 2017, and agencies are using telework to drive Government performance through recruitment, retention, employee performance, emergency preparedness, cost savings, and other outcomes.

Data collected for this report and results from the 2017 Federal Employee Viewpoint Survey (FEVS) and 2017 Federal Work-Life Survey provide evidence of the positive outcomes associated with telework and demonstrate the success of Federal agencies in utilizing telework participation to achieve results. Insights from the Federal Work-Life Survey highlight correlations between using telework to further mission-related outcome goals and the reported impact of these efforts on recruitment, retention, employee performance, and employee attitudes. Likewise, FEVS data show that individuals with access to telework are more engaged, more satisfied with work, and more likely to remain at their agencies than employees who are unable to telework.

OPM encourages agencies to take steps where appropriate to further evaluate telework eligibility, refine data reporting practices, and collect the information needed to assess the benefits and costs associated with telework programs. To support these efforts, OPM developed Governmentwide guidance intended to provide agencies with critical tools to help develop the information available to agency management about telework and thus enable them to make data-driven decisions about their programs.

Government can best deliver value to the American people through a high-performing, merit-based Federal workforce. When implemented as a strategic management tool, robust and well-practiced telework programs improve staff performance and engagement, and maximize organizational mission productivity, efficiency, and government stewardship. I commend Federal agencies for their commitment to leverage telework as part of a suite of key human capital management strategies that attract, develop, and retain a high performing, engaged, and diverse Federal workforce.

Margaret M. Weichert

Acting Director

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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 help 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 2017 and provides information on telework trends over a multi-year period, including 2011-2017.

This report includes a number of key findings: (1) employee eligibility to participate in telework remains stable; (2) various factors resulted in decreased telework participation; (3) agencies have implemented more accurate methods for tracking telework participation; (4) agencies are leveraging telework to achieve critical goals, including emergency preparedness, improving employee attitudes, recruitment, and retention; and (5) agencies continue to struggle to assess cost savings achieved through telework.

Telework Eligibility Remains Stable

Agencies reported through our annual telework data call that the percentage of employees who are eligible to telework remains relatively stable. In 2017, about 43 percent of Federal employees were eligible to telework—one percentage point higher than reported in 2016. OPM recommends that agencies continue to evaluate the optimum use of telework in their organization by regularly reassessing individual employee eligibility determinations and providing updates where applicable.

Various Factors Resulted in Decreased Telework Participation

A number of factors, including increased reporting accuracy, changes in agency reporting systems (moving from manual to automated reporting), attrition, and fewer situational telework events during fiscal year 2017 (e.g., inclement weather closures, commuting obstructions)[1], impacted telework participation. From fiscal years 2016 to 2017, telework participation decreased slightly from 22 percent to 21 percent of all employees and from 51 percent to 48 percent of eligible employees. Situational telework has increased and remains the most common form of telework participation. Half of teleworkers engaged in situational telework to some degree over the course of the fiscal year—an increase of 2 percentage points from fiscal year 2016.

Telework Data Collection Continues to be a Challenge

As OPM presses forward in efforts to improve telework reporting through the Enterprise Human Resources Integration (EHRI) database, agencies face significant challenges in aligning their systems to collect and transmit accurate telework data. In fiscal year 2017, most agencies relied on data from their time and attendance system (75 percent of agencies) to track telework participation. Nevertheless, various factors limit telework data quality assurance, including employees incorrectly recording telework and managers not correcting these errors; time sheets misaligned with reporting requirements and tracking technology limitations. OPM recommends that agencies ensure that their systems align with OPM data standards and that they provide training to employees and managers on accurately reporting telework participation.

Telework Goal Achievement has Improved

More agencies have achieved both participation and outcome goals.

- Overall, 64 percent of agencies met at least one of their participation goals previously set for fiscal year 2017—a four-point increase from fiscal year 2016. Agencies also made significant improvements in meeting frequent routine (three or more days per two-week period) telework participation goals (28 percent of all agencies in fiscal year 2017 versus 20 percent in fiscal year 2016).
- Agencies improved attainment of goals in almost every area: improved employee attitudes (63 percent in fiscal year 2017 versus 55 percent in fiscal year 2016); emergency preparedness (60 percent in fiscal year 2017 versus 58 percent in fiscal year 2016); recruitment (48 percent in fiscal year 2017 versus 41 percent in fiscal year 2016); retention (42 percent in fiscal year 2017 versus 40 percent in fiscal year 2016); reduced employee commute miles (35 percent in fiscal year 2017 versus 27 percent in fiscal year 2016); improved employee performance (24 percent in fiscal year 2017 versus 17 percent in fiscal year 2016); and reduced real estate costs (17 percent in fiscal year 2017 versus 13 percent in fiscal year 2016).

1 During fiscal year 2016 there were a total of 10 days of unscheduled telework (including three Government closures) in the D.C. Metro area. In contrast, there was only one day of unscheduled telework during fiscal year 2017.

Capacity to Assess Cost-Savings has also Improved

Over a quarter of Federal agencies were able to track some form of cost savings due to telework (29 percent). Those agencies increasingly reported cost savings achieved through telework, especially in the areas of transit/commuting (17 percent in fiscal year 2017 versus 14 percent in fiscal year 2016), rent/office space (13 percent in fiscal year 2017 versus 10 percent in fiscal year 2016), and reduced employee absences (11 percent in fiscal year 2017 versus six percent in fiscal year 2016. However, 48 percent of agencies continue to struggle to track cost savings. The most frequently cited barriers to cost-savings assessment include unavailability of cost savings tracking systems, difficulty isolating costs associated specifically with telework, and lack of access to data.

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 2017. 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 continue to take steps to improve and expand their telework programs in support of a wide range of valuable outcomes.

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 2017 Telework Data Call (Data Call), an online survey administered by OPM from November 1 to December 11, 2017 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 2017. OPM distributed the survey to 89 agencies that provided a point of contact, and all 89 agencies responded to the survey (see Appendices 5-6 for lists of responding agencies and subagencies).

As in previous years, this report also includes information from the 2017 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.

Additionally, this year's report includes data from the Federal Work-Life Survey. In support of efforts to develop and sustain an engaged, innovative, and productive Federal workforce, OPM administered the first Governmentwide Federal Work-Life Survey in 2017 to evaluate the relationship between work-life programs and organizational benefits. The Federal Work-Life Survey provides employee-level data on utilization, satisfaction, and the perceived impact of work-life programs. The Federal Work-Life Survey also offers insight to supervisor perceptions of telework and perceived program 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 trends 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 2017 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.

The Federal Work-Life Survey analysis focused on telework questions from the workplace flexibilities section of the survey. These data are highlighted as corresponding insights to agencies' reported telework outcome goals. Additionally, OPM analyzed survey responses from Federal supervisors to gauge supervisors' confidence to effectively manage telework performance, assess supervisory perceptions of employees' reported telework participation outcomes, and understand key drivers for telework approvals/denials. All Work-Life Survey 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 (each agency can pick any two-week period for the month of September). Fiscal year data ideally incorporate monthly or seasonal variation in participation and are more likely to include situational telework than a September snapshot. Although OPM has encouraged reporting at the fiscal year level, agencies vary in their ability to collect and aggregate telework data across the fiscal year. Approximately 88 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 436,732 teleworkers in 2017, while for September estimates, 11 agencies reported a total of 33,078 teleworkers. This year, several large agencies returned to reporting September data due to changes in data collection systems that would no longer allow for accurate fiscal year calculations. The change from fiscal year reporting to September estimates resulted in higher September counts than in previous years.

Table 1. Telework Eligibility, Participation, and Frequency, FY 2017

	Number of Employees	Number of Responding Agencies
Total number of employees	2,193,400	88
Employees deemed eligible to telework	1,013,975	86
Employees teleworking		
Fiscal year data	436,732	78
September data	33,078	11
Total (FY and September)	469,810	89

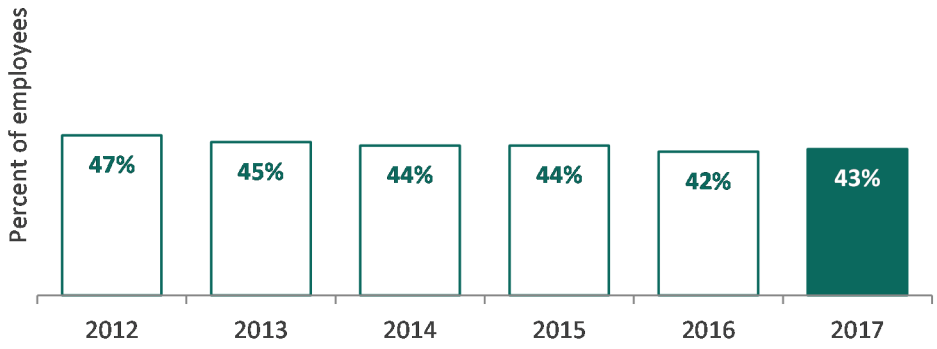
Not all agencies were able to provide data for every question asked by OPM, as is evident from the varying number of agencies providing data for different questions shown in Table 1. To mitigate the issue of uneven data availability, the figures discussed below represent results using percentages for 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 remains relatively stable. Agencies reported that 43 percent of all Federal employees were eligible to telework in fiscal year 2017—one percentage point higher than reported in fiscal year 2016. Small fluctuations in telework eligibility observed in the Data Call may be due to changes in telework data collection rather than any actual changes in telework eligibility. As OPM has continued to work with agencies to improve telework data collection, including through automated systems, many agencies have reported changes to their telework tracking systems, including systems for tracking telework eligibility.

FIGURE 1. Telework Eligibility, FY 2012-2017

43 percent of Federal employees were eligible to telework in 2017



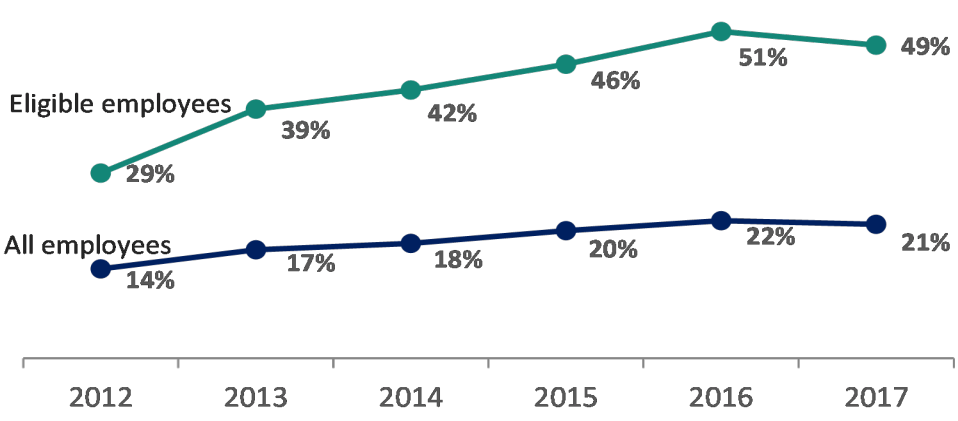
Results from the FEVS also indicate a slight increase in the number of employees eligible to telework compared to 2016 (not shown). In the 2017 FEVS, 43 percent of employees reported they were notified that they were eligible to telework compared with 40 percent in 2016. As OPM has previously reported, many agencies have not reconsidered their telework eligibility criteria since their programs were established. As a result, the relative stability of telework eligibility rates may represent a missed opportunity for agencies to fully leverage telework and achieve various organizational goals (e.g., cost savings, emergency preparedness, recruitment, retention).

Participation

As shown in Figure 2, telework participation also remains relatively stable. Agencies reported 21 percent of all Federal employees participated in fiscal year 2017—one percentage point lower than fiscal year 2016. Agencies reported 49 percent of telework eligible employees participated in fiscal year 2017—two percentage points lower than in fiscal year 2016.

FIGURE 2. Telework Participation, FY 2012-2017

Telework participation remains relatively stable for all Federal employees and eligible Federal employees



In contrast, results from the FEVS indicate telework participation continues to increase. As described in the section below and shown in Figure 11, 36 percent of all Federal employees reported teleworking in the 2017 FEVS—2 percentage points higher than the 34 percent who reported teleworking in 2016. The different telework participation estimates from the FEVS and Data Call reflect the differences in the level of data collection, question wording, and survey administration timeframe. The FEVS asked individual employees about their telework participation at the time of survey administration, while the Data Call asked agency-level respondents to report participation

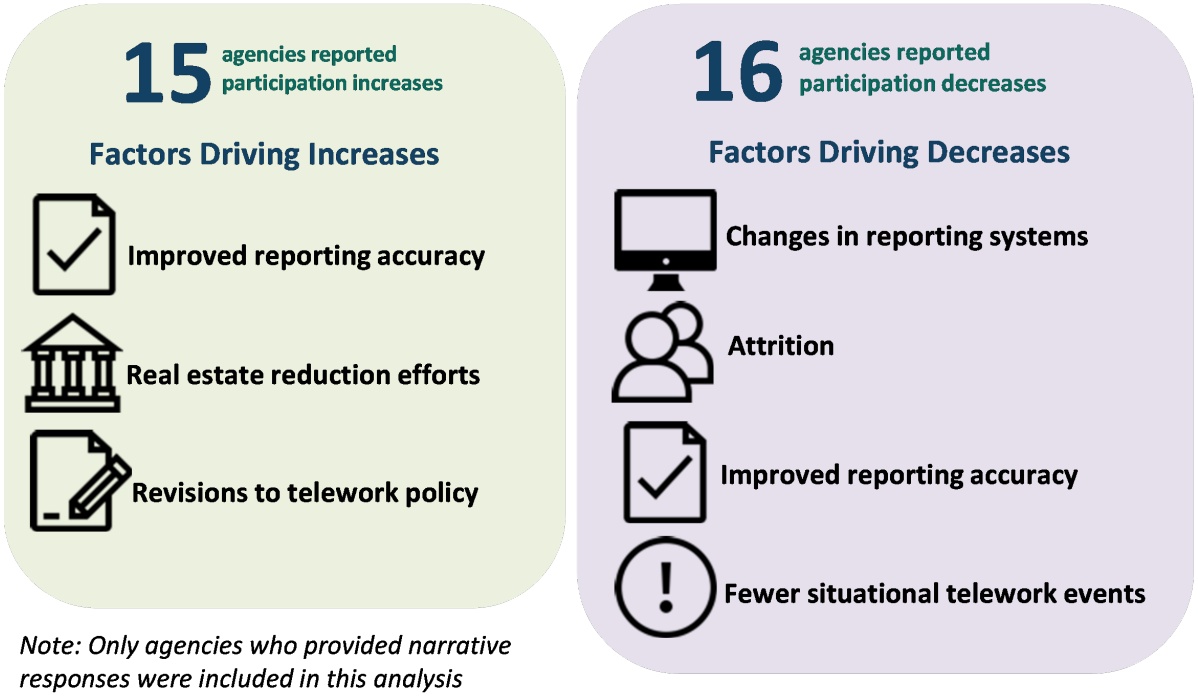
using administrative records for the fiscal year. It is also worth noting that, for the 2017 Data Call, OPM asked agencies to separate remote workers from their overall telework counts, a change that may be contributing to the apparent decline in telework participation. Similarly, it could also be the case that some remote workers are misidentifying themselves as teleworkers when responding to the FEVS, which would help account for the directional differences in participation trends.

Reasons for Changes in Participation

Agencies that reported a change in participation of more than 10 percent between fiscal years 2016 and 2017 were asked to provide reasons for the change, as required by the Act. Detailed agency responses are included in Appendix 11 and summarized in Figure 3. Of the 34 agencies that provided an explanation for a change in fiscal year data, 15 reported a telework increase and 16 reported a decrease.

FIGURE 3. Changes in Telework Participation from FY 2016 to FY 2017

Various organizational factors contributed to changes in telework participation



Note: Only agencies who provided narrative responses were included in this analysis

The most common explanations for participation increases included improved reporting accuracy, real estate reduction efforts, and revisions to telework policies (e.g., expanded eligibility, telework frequency options, or situational telework). Among the 16 agencies reporting a decrease, common reasons for decreases included changes in agency reporting systems, attrition, increased reporting accuracy, and fewer situational telework events over the course of the fiscal year (e.g., inclement weather closures, commuting obstructions).[2] Additionally, three agencies reported decreases due to OPM's updated requirement to separate remote workers from overall telework numbers.

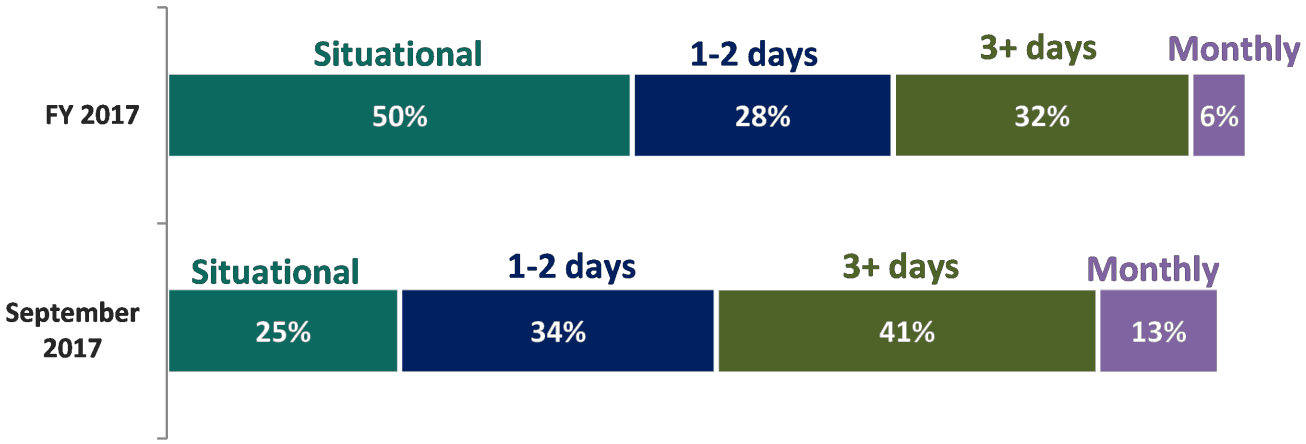
2 During fiscal year 2016 there were a total of 10 days of unscheduled telework (including three Government closures) in the D.C. Metro area. In contrast, there was only one day of unscheduled telework during fiscal year 2017.

Frequency of Participation

In addition to overall telework participation, how often employees are teleworking during a pay period ("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 facilitates 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 for both fiscal year and September responses.[3] For fiscal year 2017, agencies reported that 50 percent of teleworkers teleworked on a situational basis. In terms of routine telework, 32 percent teleworked three or more days per two-week period, 28 percent teleworked 1 to 2 days per two-week period, and six percent teleworked no more than once per month.[4] For September 2017, agencies reported that 25 percent of teleworkers teleworked on a situational basis, 41 percent teleworked three or more days per two-week pay period, 34 percent teleworked 1 to 2 days per two-week period, and 13 percent teleworked no more than once per month.

FIGURE 4. Telework Frequency, FY 2017 and September 2017



Note: For each time frame, the percentage of reported teleworkers was computed out of total teleworkers among agencies with valid data for that frequency category. In addition, situational teleworkers may also be counted as routine teleworkers. As a result, percentages for each year may total more than 100 percent.

Telework frequency results should be interpreted cautiously because of wide variation in agency methods for computing frequency of participation. For instance, some agencies compute frequency through employee self-reporting on their time and attendance systems, while others analyze raw payroll data or rely on reports provided by their payroll providers. As previously noted, several larger agencies that reported fiscal year telework data in the past were unable to reliably calculate fiscal year frequency data for 2017. This challenge required them to report September data instead. As described in greater detail below, OPM's ongoing transition to the use of automated data collected through payroll systems and the Enterprise HR Integration (EHRI) data warehouse will facilitate improved accuracy and consistency in determining frequency of participation.

Methods for Gathering Telework Data

As shown in Figure 5, agencies are increasingly collecting telework participation through automated systems which tend to be more accurate than other methods. Agencies were able to report any applicable data collection methods they use, and the large majority of agencies primarily rely on data from their time and attendance system (75 percent of agencies).

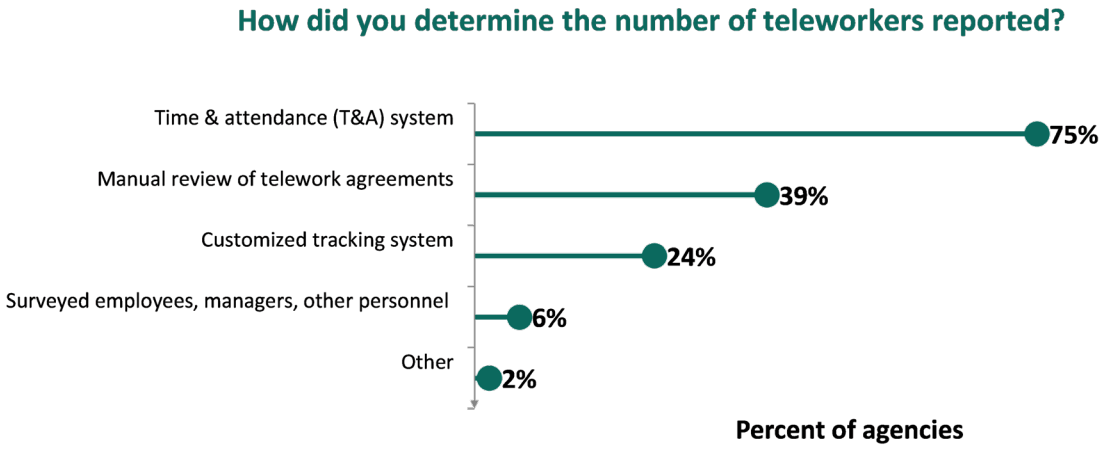
3 Routine telework occurs as part of a previously approved, ongoing, and regular schedule. Situational telework is approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing, and regular telework schedule. Situational telework is sometimes also referred to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

4 The 2017 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 (7 percent of teleworkers); (2) I telework 1 or 2 days per week (13 percent of teleworkers); (3) I telework, but no more than 1 or 2 days per month (5 percent of teleworkers); and (4) I telework very infrequently, on an unscheduled or short-term basis (12 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.

A smaller proportion of agencies manually review telework agreements (39 percent), use a customized tracking system (24 percent), survey agency personnel (6 percent), or other methods (2 percent). Specific responses for each agency are shown in Appendix 20.

OPM continues to work closely with agencies and payroll providers to improve the reporting of telework to OPM's EHRI database. Agencies experience significant challenges in tracking telework behavior as a result of a number of factors, including: employees incorrectly recording telework and managers not correcting these errors; time sheets misaligned with reporting requirements and tracking technology limitations. Additionally, some agencies experience data transmission errors, where the agency's time and attendance system does not accurately communicate the telework data collected to EHRI. As agencies improve their capabilities for automated data collection, OPM anticipates the accuracy and consistency of their telework data collection and reporting also to improve.

FIGURE 5. Methods for Telework Calculations



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

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 as teleworking, 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.

As mentioned above, OPM continues to advance an initiative to improve the quality of telework data reporting by transitioning 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.[5] In January and February 2017, OPM convened a series of meetings with agencies and payroll providers to discuss challenges that may inhibit the transition to automated data reporting. In November 2017, agencies received an updated

5 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]).

EHRI report for a single pay period in September 2017 and were instructed to compare these updated reports to the initial reports they received the previous year. Agencies were to ensure alignment with current OPM telework data standards.[6] OPM continues to support agencies' efforts to align with the reporting requirements through individual agency and payroll provider meetings. These one-on-one meetings allow for a more thorough review of the specific barriers preventing accurate data transmission.

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 2017, and progress in setting and achieving telework outcome goals specified in the Act since the last Data Call.

Agency Goal-Setting: Telework Participation

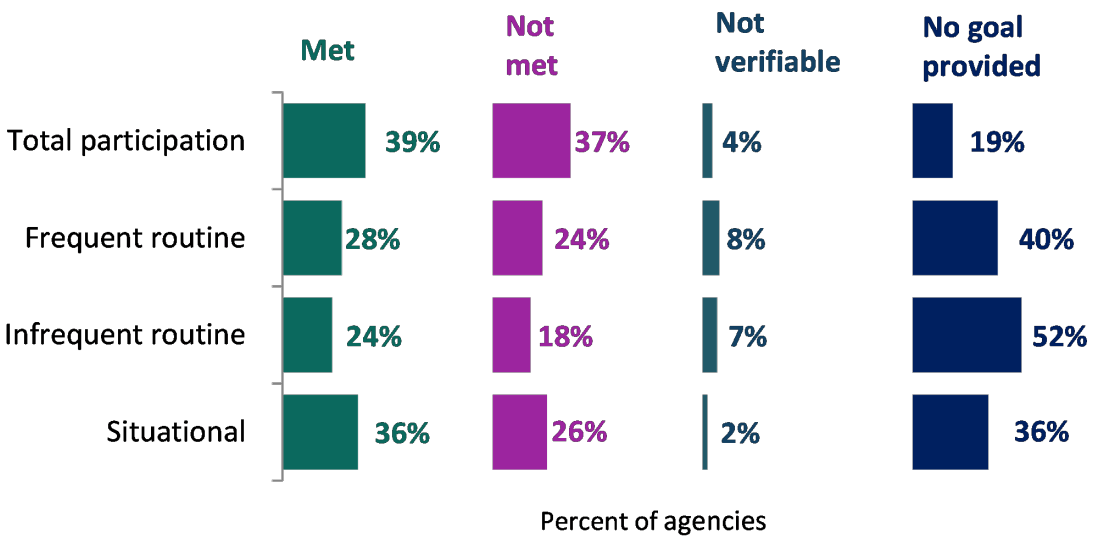
Participation Goals: Fiscal Year 2017 Progress Assessments

The 2016 Data Call asked agencies to set telework participation goals for fiscal year 2017. Agencies were provided with opportunities to set goals for total telework participation as well as 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.[7]

To gauge agency progress in meeting participation goals, OPM analyzed the degree to which the fiscal year 2017 participation data submitted by agencies supported their self-assessments of progress, by comparing the 2017 goal specified in the 2016 Data Call to the 2017 participation data reported in the 2017 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 2017 but did not report the relevant data). The results of OPM's progress assessment are shown in Appendix 14 and summarized in Figure 6.

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, 64 percent of agencies met at least one of their participation goals based on data reported for fiscal year 2017 (not shown). The rate at which no goal was provided varied by type of goal, but most agencies set at least one goal.

FIGURE 6. FY 2017 Telework Participation Goal Progress



Note: Goal progress was evaluated for each participation category. Percentages across rows (met, not met, not verifiable, and no goal provided) may not equal 100 percent due to rounding.

Understanding Missed Goals and Efforts to Achieve Future Goals

As directed by the Act, agencies had to provide an explanation if they did not meet their participation goal, and describe any actions being taken to identify and eliminate barriers to meet participation goals for the next reporting period. Detailed responses for the agencies that provided this information are shown in Appendix 15 and summarized below.

6 OPM's August 11, 2016, Memorandum to Chief Human Capital Officers described this effort.

7 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.

Reasons cited for unmet participation goals included:

- Employee attrition
- Data collection limitations
- Agency achieved a portion of goal
- The goal set was too aggressive
- Policy restrictions
- Nature of the work

Actions being taken to identify and eliminate barriers included:

- Updated policy/guidance
- Training for managers and/or employees
- Encouraging telework when applicable
- Investment in technology
- Implementing a telework pilot program
- Implementing a communications campaign
- Improved data automation and tracking

Participation Goals: Fiscal Year 2018

Agencies responding to the 2017 Data Call were asked to provide telework participation goals for the fiscal year 2018. 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. Percentage of Agencies Setting Participation Goals

Agency goal setting remains steady, with the majority of agencies continuing to set both total participation and telework frequency goals

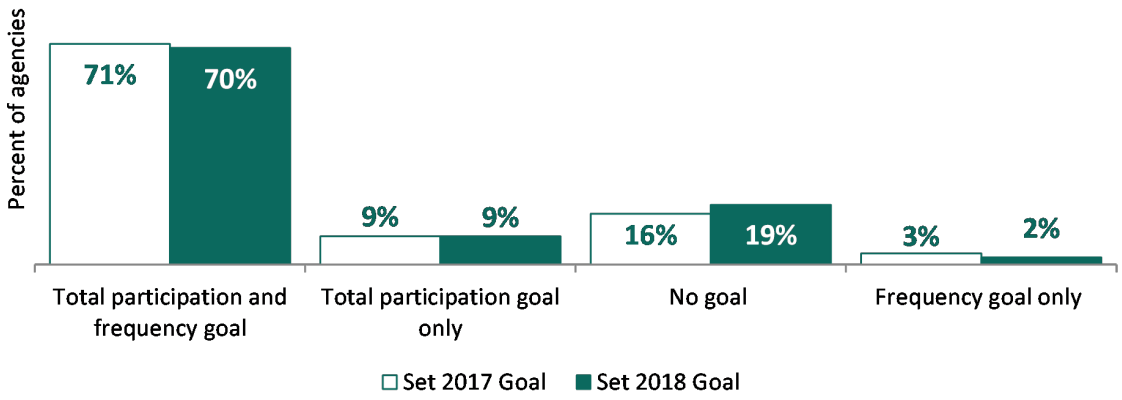


Figure 7 summarizes agency goal-setting for fiscal year 2018 in comparison to previous goal-setting for fiscal year 2017. The results show that the majority of agencies continue to set both total participation and frequency of participation goals (70 percent for fiscal year 2018 compared to 71 percent for fiscal year 2017). Slightly more agencies did not provide a participation goal than last year (19 percent for fiscal year 2018 compared to 16 percent for fiscal year 2017).

Agencies that Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish participation goals for 2018 – either overall or a frequency of participation goal – were provided 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
Data collection limitations (e.g., systems production underway, does not track telework by frequency)	4
Set goal for overall telework participation rather than frequency goal	4
At maximum level allowed to meet agency needs	2
Difficult to establish situational telework goals due to unpredictable need	2
Within agency variations in telework participation limit frequency goal-setting at agency level	1
Nature of the work limits frequent telework/goal-setting	1
Other (unclear meaning such as NA.; redundant response including restated goal)	3

Note: Some agencies were included in multiple categories.

Among agencies that provided an explanation for not setting a participation goal, the most common reasons included data collection limitations (e.g., systems under development), a preference to setting an overall rather than a frequency of participation goal, telework participation already at the maximum level allowable, policy restrictions on the number of telework days permitted, or the nature of the agency's work (e.g., classified work). Agencies were also given the opportunity to describe any non-numeric goals. Of these agencies, common goals included increasing telework participation generally, reviewing and revising the agency telework policy, increasing telework training, improving telework awareness, reviewing eligibility, and supporting telework and performance management.

Agency Outcomes: Assessing Agency Non-Participation Goals

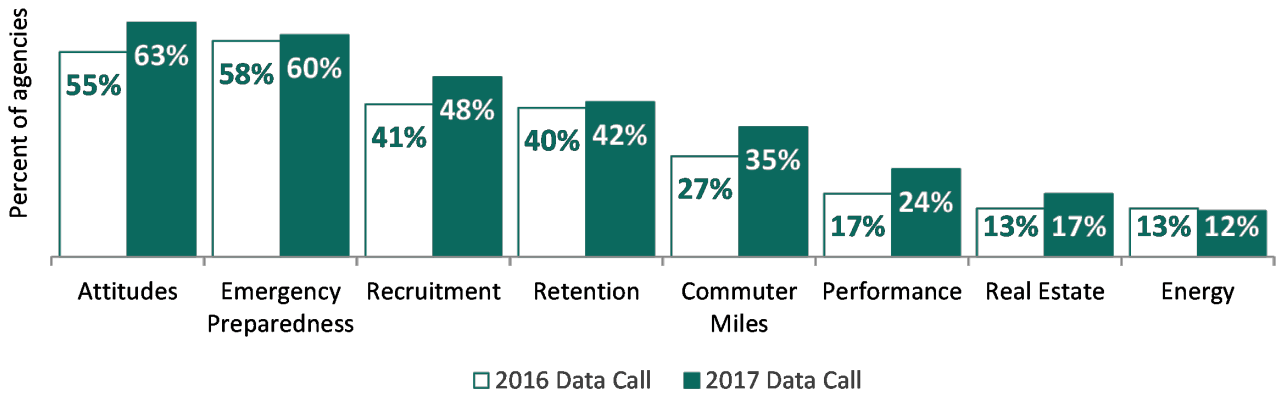
To achieve the vision of telework as a strategic tool, the Act encourages Executive agencies to establish outcome goals for telework and assess progress towards achieving those goals. In this way, the success of Federal telework programs is measured not only by participation but also by the extent to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

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 in-person and online 2017 Data Call trainings 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 2017 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 instructed 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 allowed 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.

FIGURE 8. Percentage of Agencies Setting Outcome Goals

Agency goal-setting has increased in almost every outcome area



Note: Agencies were allowed to set multiple goals.

In comparison to the 2016 Data Call, more agencies set goals in almost every outcome goal area. Shown in Figure 8, the most common goals were in the areas of employee attitudes (63 percent) and emergency preparedness (60 percent). Agency efforts for each type of goal are described in the sections below, including a summary of the strategies and metrics. As a note, some agencies that reported goal implementation did not provide follow-up narrative on strategies and metrics. Examples of agency best practices and relevant data points from the Federal Work-Life Survey are highlighted in "Agency Spotlight" boxes and "Insight from the Federal Work-Life Survey" boxes, respectively.

Improved Employee Attitudes

Telework can positively affect employee job attitudes. Access to flexibility can promote feelings of empowerment, autonomy, or perceived support from the organization. Agency efforts for improved employee attitudes (n=56) are summarized in Table 3.

Table 3. Summary of Goal-Setting: Employee Attitudes

Goal: Employee Attitudes	Agencies
Reported goal-setting in employee attitudes	25
Strategies	
Unclear	30
Expand access to telework (e.g., encourage use, review eligibility)	14
Updated policy	4
Training for employees or managers	3
Increase access to more frequent telework	2
Use telework during closures/emergencies	1
Use telework to retain valued employees	1
Employee engagement discussion session	1
Emphasize telework during onboarding	1
Discuss during performance reviews	1
Action planning	1
Metrics	
FEVS	34
No metric	14
Employee comments	6
Employee survey	2
Telework participation records/telework agreements in place	2
OPM Work-Life Survey	2
Employee focus groups	1
T&A Records	1

Note: Some agencies were included in multiple categories.

Agency Spotlight: Employee Attitudes Goal

Federal Deposit Insurance Corporation

To assist the FDIC in increasing/maintaining our telework participation and satisfaction, we opened the Home Based Option (full-time telework) to more career fields. This allowed more field employees to take advantage of full-time telework, which was requested by employees. Telework has allowed the FDIC to recruit highly skilled employees into hard-to-fill positions. We offer benefits packages that include telework and alternate work schedules to attract and retain highly skilled employees as well as to remain competitive in the private sector market. Overall, employees value programs that enhance their ability to achieve work/life balance; thus, increasing their overall satisfaction with their job and the FDIC. We utilize the Federal Employee Viewpoint survey to assess overall satisfaction with the FDIC and the telework program, in addition to anecdotal information provided by employees and managers. The FDIC plans to continue to improve employee attitudes (e.g., job satisfaction) where it pertains to telework by maintaining less than a 2% decrease in satisfaction by Fiscal Year 2018. In 2013, we set a goal to increase satisfaction by 2% and that goal was met in 2014. In 2013, 78% of surveyed employees indicated satisfaction with telework at the FDIC. In 2014, telework satisfaction exceeded our goal, jumping to 81%. Over the last three years (2015-2017), the FDIC has maintained a telework satisfaction rate at an all-time high of 87%. In addition, we are pleased to report that, based on the 2017 Best Places to Work rankings, FDIC remains as one of the top mid-size agencies for the seventh consecutive year. We continue to work on our progress towards meeting our goals. While employee satisfaction towards telework has increased since 2014, we continue to offer programs to promote overall job satisfaction and encourage more telework where it is appropriate.

Insights from the Federal Work-Life Survey: Employee Attitudes

Among Federal employees who telework…

83% said telework improved their morale

77% said telework helped them to better manage stress

68% said telework improved their health

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 mostly focused on expanded access to telework participation or more frequent telework, including changes to agency policies. Agencies most commonly cited FEVS data as a metric, but also used employee comments, Federal Work-Life Survey data, and employee focus groups to measure employee attitudes.

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.*[8] Goal-setting concerning emergency planning remains a top priority for many agencies. Agency efforts for emergency preparedness (n=53) are summarized in Table 4.

Table 4. Summary of Goal-Setting: Emergency Preparedness

Goal: Emergency Preparedness	Agencies
Reported goal-setting in emergency preparedness	51
Strategies	
Emphasize telework in COOP plan or guidance	26
Encourage employees to become telework ready (e.g., sign situational agreement)	11
Communication initiative	8
Updated telework policy/guidance	8

8 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/dcdismissal.pdf

Goal: Emergency Preparedness	Agencies
Telework exercises/drills	7
Encourage or require telework during closures (e.g., weather, special events)	7
Improve information technology (e.g., laptops, VPN)	7
Unclear	3
Expand telework program or eligibility	3
Encourage preparation for telework when closures expected	3
Ensure telework agreements for essential employees	2
Telework training for employees and/or managers	2
Telework centers outside of DC area	1
Establish mobile work stations	1
Increased leadership support for telework	1
Metrics	
No metric	33
Telework participation records (often during building closures or special events)	10
Results of emergency test drills (e.g., system capacity, employee survey)	6
Continued essential operations during recent closures or special events	3
Employee survey	2
Use of remote servers during emergency closures	2
Employee production rate	2
Administrative leave, situational telework, and emergency telework hours	1

Note: Some agencies were included in multiple categories.

Agency Spotlight: Emergency Preparedness Goal

Equal Employment Opportunity Commission

The Agency has benefited from telework during emergencies and agency closures through continuity of operations (COOP). We were able to continue operations after Hurricane Harvey devastated parts of Texas and Hurricane Maria devastated parts of Puerto Rico; having employees who were Telework ready made it possible for continuation of service during office closures.

Many respondents reported emphasizing telework in COOP plans or guidance and encouraging telework readiness (e.g., situational telework agreements). Other common strategies included communications initiatives, facilitating agency-wide telework drills, and encouraging or requiring telework participation during closures such as weather emergencies and special events. The most widely cited metrics included telework participation records during closures, emergency test drill results, and continued operations during specific disruptions.

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=43) are summarized in Table 5.

Table 5. Summary of Goal-Setting: Employee Recruitment

Goal: Employee Recruitment	Agencies
Reported goal-setting	42
Strategies	
Include telework in job postings and/or interviews	24
Emphasize telework in recruitment materials and events	18
Improve telework eligibility and participation for new hires	5
Advertise telework on public website	4
Advertise telework on social media	2
Promote among employees	1
Metrics	
No metric given	33
Vacancy announcements	3
Employee/candidate survey	2
Records of telework participation among eligible new hires	2
Other	2
FEVS	1
Time and attendance/payroll records	1
Number of telework agreements	1

Note: Some agencies were included in multiple categories.

Agency Spotlight: Employee Recruitment Goal

Department of Health and Human Services

The Talent Acquisition Division's (TAD) recruiters utilize telework to showcase to potential applicants the variety of benefits and work-life balance programs available to federal employees. This is particularly effective in piquing interest when speaking to millennials and professional or advanced degree candidates who are searching for organizations that provide additional benefits/balance programs. In FY17, TAD participated in more than 45 career fairs/expos and conferences, to include virtual career fairs, and conducted more than 55 workshops (in-person and via webinar), reaching more than 6,500 individuals, including veterans, Hispanics, individuals with disabilities, young and seasoned professionals, and students and recent graduates.

Insights from the Federal Work-Life Survey: Recruitment

44%

of Federal employees said the availability of telework would affect their decision to take a new job, the highest percentage of any work-life program

Agencies implemented this goal by advertising telework as a flexibility available in various employment opportunities (e.g., through job postings, recruitment materials and fairs, interviews, social media, or agency websites). A majority of agencies did not evaluate their recruitment efforts; however, for those agencies that did, the most frequently used method to assess the effectiveness of this strategy involved tracking the number of references to telework in vacancy announcements. A few agencies evaluated recruitment efforts through more direct measures of recruitment strategies, such as new employee surveys or records of telework participation and agreements among new hires.

Retention

Telework can also be a useful tool for retaining high-performing employees. Agency efforts for employee retention (n=37) are summarized in Table 6.

Table 6. Summary of Goal-Setting: Employee Retention

Goal: Employee Retention	Agencies
Reported goal-setting in employee retention	22
Strategies	
Unclear	15
Situational or medical telework to accommodate personal needs	8
Incentive for employees requiring geographic flexibility	6
Incentive for employees seeking retirement or other employment	4
Updated telework policy	4
Expanded telework frequency	3
Telework promotion campaign	2
Telework training for managers	1
Discuss during performance reviews	1
Metrics	
No metric	12
Retention of specific employees	11
FEVS	7
Telework participation records/agreements	7
Feedback from agency offices	4
Exit interviews/surveys	3
Intra-agency employee records	2

Note: Some agencies were included in multiple categories.

Agency Spotlight: Employee Retention Goal

Agency for International Development

It is critical, particularly during FY17 hiring constraints, that the Agency retains highly-skilled employees, Civil and Foreign Service. Telework opportunities have been used in the Agency to support tandem couples by keeping families together when assignment decisions are made. To remain competitive among other Federal agencies, USAID worked in partnership with the Department of State in supporting Domestic Employee Teleworking Overseas in an effort to keep employees married to an active duty military or US Government spouse or domestic partner together when assigned to overseas locations.

Insights from the Federal Work-Life Survey: Retention

75%

of teleworkers said participating in their agency's telework program increased their desire to stay at their agency

Several agencies cited the value of telework for retaining employees with specific skills, accommodating temporary or long-term medical needs, and facilitating knowledge management among employees who would otherwise retire. The most common strategies for implementing this goal included providing incentives to remain in the workforce for valued employees who face challenges with family care or specific medical situations or who may be inclined to retire or find work in other sectors. Subsequently, the associated metric was typically a count of specific employees retained using telework opportunities. Other measures included FEVS data, exit interviews, and intra-agency records.

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. Agency efforts for commute miles (n=31) are summarized in Table 7.

Table 7. Summary of Goal-Setting: Commute Miles

Goal: Commute Miles	Agencies
Reported goal-setting in commuter miles	32
Strategies	
Unclear	17
Increase telework participation	5
Carbon footprint reduction strategy	5
Encourage situational telework during major commute disruptions	3
Increase access to more frequent telework	2
Telework promotion campaign (e.g., Telework Week)	2
Discuss during performance review	1
Metrics	
No metric	15
Commute distance/miles	8
Transit subsidy expenditures	5
Telework participation records	3
Commuter survey	3
Commuting costs	3
Employee Feedback	1
Telework agreements	1

Note: Some agencies were included in multiple categories.

Agency Spotlight: Commute Miles Goal

Court Services and Offender Supervision Agency

CSOSA set a goal to determine how the telework program affects the environment and also employee satisfaction with regards to commuting. We took a survey of recently submitted telework agreements. Each agreement contains the employee's home address and the number of days an employee is scheduled to telework. Using a map 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. Per the telework agreements reviewed, the average commuting distance per day is 38.4 miles (includes to/from trips). Using this methodology, CSOSA employees saved about 878,349 commuting miles over one year through telework.

Agencies cited the benefits of reduced commute miles for a range of other outcomes, including reduced costs associated with commuting and carbon footprint reduction. Implementation strategies in this area included encouraging situational telework during major commute disruptions, 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.

Performance

Research indicates that telework participation can promote improved performance and productivity by allowing employees to adapt work conditions to meet their needs and work preferences.[9] Although evaluating the causal relationship between telework and performance may be challenging, several agencies identified this as a goal area. Agency efforts for employee performance (n=21) are summarized in Table 8.

9 Posthuma, R. A., Campion, M. C., Masimova, M., & Campion, M. A. (2013). A high performance work practices taxonomy: Integrating the literature and directing future research. *Journal of Management, 39*(5), 1184-1220.

Table 8. Summary of Goal-Setting: Performance

Goal: Performance	Agencies
Reported goal-setting	17
Strategies	
Encouraging situational telework	6
Training on telework and performance management	4
Encouraging telework to reduce distractions	3
Unclear	3
New/updated policy	2
Results-oriented management strategies	2
Reduced technology barriers	1
Allow more employees to telework	1
Tying ability to telework to performance	1
Metrics	
No metric	10
Performance ratings	4
Employee comments	3
FEVS	2
2017 Federal Work-Life Survey	1
Time and attendance records	1

Note: Some agencies were included in multiple categories.

Agency Spotlight: Performance Goal

Department of State

The Department has made tremendous progress in promoting telework as a part of our workplace flexibility options to improve and enhance employee performance. As an employee morale tool and as reflected in the 2017 Federal Work/life survey, our employees favorably responded in this area to confirm our assessment and values. In inclement weather, situational telework allows employees to have impact and remain productive. Core telework arrangements allow managers and employees to communicate regularly and maximize the use of telework to focus on specific projects, deadlines and issue, often without normal office distractions, which leads to productivity gains. We frequently present these positive examples in our briefings and training sessions. During our 2017 October Work/Life month series, we arranged for a telework guest speaker to highlight telework' s many advantages for a successful working relationship and outcome, when best practices and productivity/performance standards are emphasized. Remaining productive in a virtual environment is a challenge, but the Department has significant guidance and tips available on our telework Intranet website for both managers and employees alike to mitigate problems or challenges.

Insights from the Federal Work-Life Survey: Performance

Among Federal employees who telework….

72%

said telework improved their performance

64%

said they telework because it helps maximize their productivity

Most agencies identified encouragement of telework participation to facilitate greater productivity (e.g., reduce distractions, engaging in situational telework) as the key strategy for implementing this goal. As a result, 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. The metrics reported included employee performance ratings, data from the FEVS, data from the Federal Work-Life Survey, and time and attendance records.

Real Estate Costs

Routine 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=15) are summarized in Table 9.

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

Goal: Real Estate Costs	Agencies
Reported goal-setting in real estate	16
Strategies	
Shared offices	6
Encourage use of telework	5
Increase access to more frequent telework	5
Hoteling	4
Unclear	2
Building closure/consolidation	1
No office space for full-time teleworkers	1
Metrics	
Amount of office space (e.g., floors, buildings, square footage)	11
Cost of office space (e.g., rent for leased space)	11
No metric	4
Frequent telework participation	1
Administrative costs	1
Work-Life Survey	1

Note: Some agencies were included in multiple categories.

Agency Spotlight: Real Estate Costs Goal

Department of Homeland Security

At USCIS, efforts are the same as the efforts in reducing energy use. It is anticipated that USCIS will move its location in 2020. This move will allow for a consolidation of several offices in the National Capital Area which will significantly reduce real estate costs and carbon footprint. ICE has downsized real estate cost and rent by utilizing telework and relocating employees to headquarters and other ICE locations. Employees also utilize Wi-Fi instead of having to be issued air cards. TSA employees on a frequent telework schedule utilize desktop sharing and those full time do not have an office space reducing real estate costs. At the USSS, the goal is to reduce the need for additional space as they continue to reach hiring goals. Telework along with flexible work schedules assist with accomplishing this goal by allowing more than one employee to occupy one workspace at different times. They currently do not have a method of measuring the progress on this goal but, the OPM Work-life Survey results indicated that 15% of USSS employees telework in response to a workplace initiative to reduce office space/ costs.

The strategies reported by agencies for reducing real estate costs included encouraging telework, hoteling, and increasing 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 the amount of office space (e.g., floors, buildings, square footage). As in previous reports, agencies were more likely to cite specific strategies, metrics, or achieved goals for real estate costs than energy use goals due to the availability of tangible metrics (e.g., cost, square footage).

Energy Use

Reduced energy use through routine 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 10.

Table 10. Summary of Goal-Setting: Energy Use

Goal: Energy Use	Agencies
Reported goal-setting in energy use	5
Strategies	
Unclear	7
Increase telework participation	3
Increase access to more frequent telework	1
Metrics	
Sustainability measures (e.g., emissions estimates, energy use intensity)	5
No metric	5
Use of office resources (e.g., printers)	1
Future metric	1
Telework participation records	1

Note: Some agencies were included in multiple categories.

Agency Spotlight: Energy Use Goal

National Aeronautics and Space Administration

Although many NASA Centers are unable to entirely shut down buildings because of mission-related activities, most continue to evaluate ways to further reduce energy consumption where possible. NASA's Johnson Spaceflight Center (JSC) continues successfully to use its Super-Flex program, which incorporates Flex Friday, Work from Anywhere (telework) policy, and liberal leave policy for some program activities to achieve the goal of conserving energy. This allows for non-critical buildings to be placed in weekend mode (lights and air conditioning turned off). This has saved approximately $85K annually in utility costs for JSC.

The two specific strategies reported for this goal area were increasing telework participation and increasing access to frequent telework. The metrics reported included sustainability measures (e.g., emissions estimates, energy use intensity), use of office resources, and telework participation records.

Other Goals

A total of six agencies provided information on a specific non-numeric goal. Two agencies cited health-related goals, including using telework to facilitate transitions to work following medical leave, improved employee health, and reduced use of sick leave. Additional non-numeric goals included the following:

- Creating a new telework branding and communications campaign
- Making upgrades to time and attendance systems
- Establishing a new telework savings metric based on transit subsidy benefit information

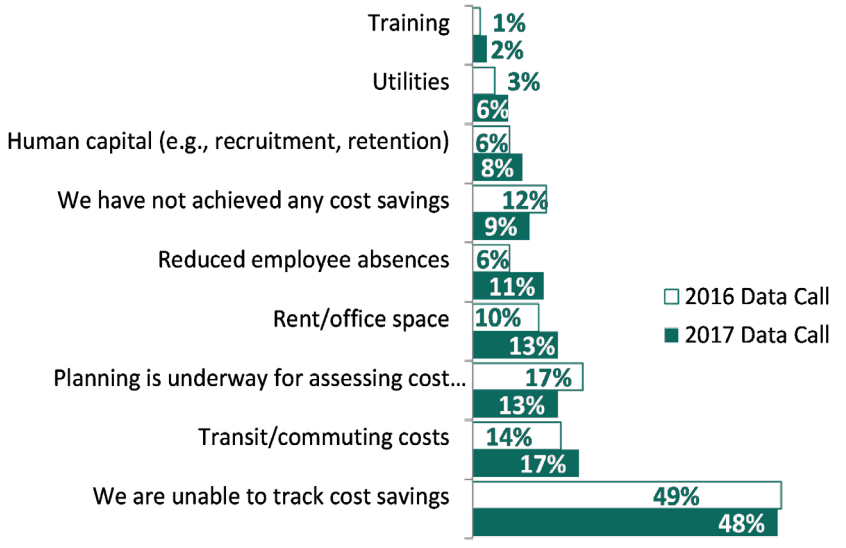
Other Cost Savings

Similar to last year, the 2017 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.

Since the 2016 Data Call, agencies have improved in their ability to

FIGURE 9. Cost Savings Achieved through Telework

Agencies have improved their ability to track cost savings achieved through telework



Note: Agencies were allowed to select multiple answers.

track cost savings. As shown in Figure 9, the most commonly reported savings related to: transit/commuting costs (17 percent); rent/office space (13 percent); reduced absences (11 percent); human capital (8 percent); utilities (6 percent); and training (2 percent). Agency descriptions of these cost savings are shown in Appendix 23 and summarized in Table 11. It is important to note that the timeframe and recurring nature of the cost savings reported varied among agencies. 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)	Provided $ Amount(s)
Access Board	Employee retention/utilities/ reduced employee absences/ transit costs	$30,000
Agency for International Development	Office space/ IT systems/ transit benefits	$495,000
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Transit subsidy costs	-
Consumer Financial Protection Bureau	Transit subsidy costs	$277,728
Court Services and Offender Supervision Agency	Employee commute costs	$617,589
Department of Education	Rental/office space	$6.22 mil
Department of Homeland Security	Real estate	$6.71 mil
Department of Justice	Rental/office space Recruitment/salary costs	$3.1 mil $20,000
Department of the Treasury	Rental/office space	$101,059
Federal Deposit Insurance Corporation	Rental/office space	-
Federal Mediation and Conciliation Service	Reduced absenteeism	-
General Services Administration	Rental/office space Energy costs	$24.6 mil $6 mil
Institute of Museum and Library Services	Rental/office space	$75,000
Marine Mammal Commission	Recruitment costs	$3,000
Millennium Challenge Corporation	Rental/office space	-
National Aeronautics and Space Administration	Utility costs	$85,000
National Council on Disability	Transit subsidy costs General office supplies Recruitment costs	$5,925 - -
National Labor Relations Board	Transit subsidy costs	$1,681
Occupational Safety and Health Review Commission	Commuting costs	-

Agency	Cost Savings Area(s)	Provided $ Amount(s)
Patent and Trademark Office	Rental/office space Fuel/commute costs	$42.2 mil $7.3 mil
Securities and Exchange Commission	Transit subsidy costs	$870,000
Social Security Administration	Rental/office space	$900,000
U.S. Commission on Civil Rights	Rental/office space	$130,000

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, many agencies were unable to provide such information. Almost half of agencies (48 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: not having a system in place to track telework cost savings; difficulty isolating costs associated specifically with telework; or lack of access to data (e.g., utility costs are managed by the landlord). A few agencies also reported that their telework programs are very limited or that they lack staff resources and/or in-house skills to systematically assess cost savings.

Among agencies that indicated that planning is underway for achieving cost savings (n=12), about half set a goal of reporting on cost savings for calendar or fiscal year 2018. The remaining agencies indicated they are in the process of assessing methods for tracking cost savings.

Agencies that have not achieved cost savings (n=8) were asked to describe any action being taken to identify opportunities for achieving future cost savings through telework. These respondents reported efforts to identify opportunities for future cost savings by focusing on specific areas such as energy use, transit subsidies, or seeking out new office space.

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 to evaluate telework programs, OPM hosted an HR Leadership Forum in March 2018 on Evidence-Based Strategies to Identify Work-Life Program Benefits and Costs. This forum included information specifically focused on evaluating telework benefits and costs and provided best practice examples from an agency with a robust telework program. OPM will release guidance this year that will provide information on critical steps in the assessment process, data collection methods and available data sources, and best practices to develop an effective business case.[10]

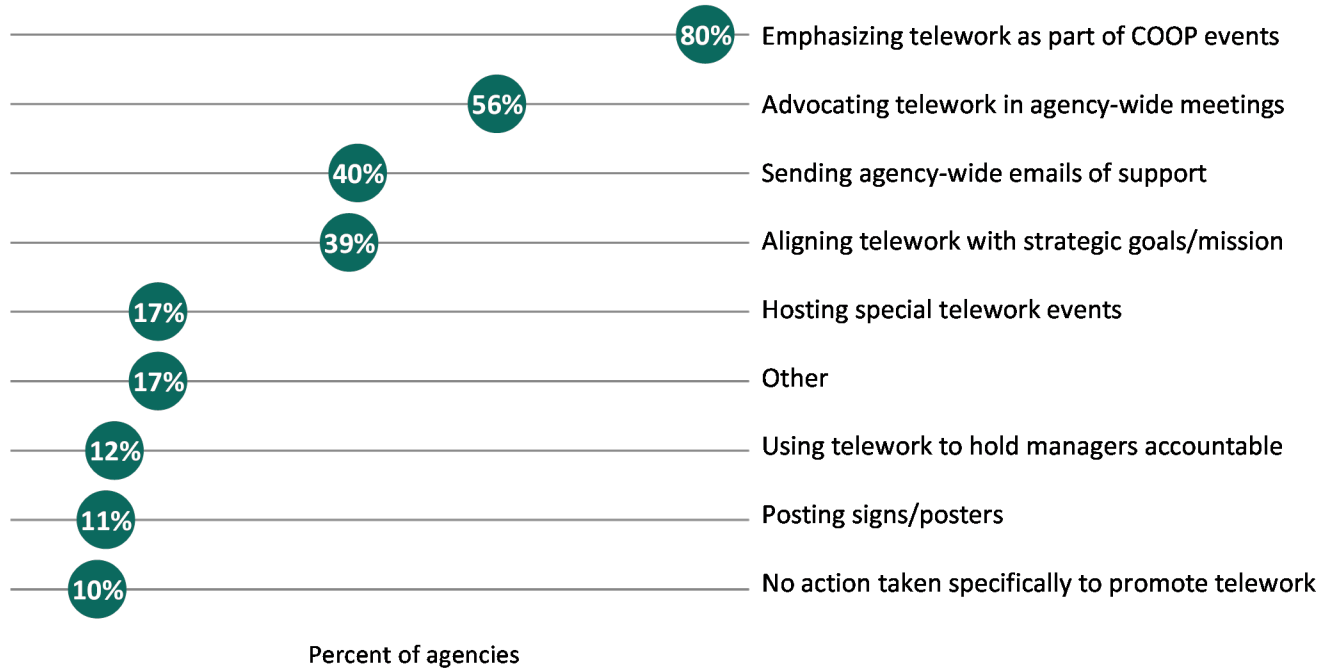
Agency Management Efforts to Promote Telework

The Act tasks the CHCO Council with collecting and reporting information regarding agency management efforts to promote telework. To assist with this requirement, the 2017 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.

10 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

FIGURE 10. Agency Management Efforts to Promote Telework

Agency leaders use a range of strategies to promote telework



Note: Agencies were allowed to select multiple answers.

Figure 10 highlights that agencies continue to take action at the leadership level to promote telework. Overall, agency responses follow similar trends observed in previous reporting. Agency leaders continue to promote telework through their COOP events and planning (80 percent of agencies). Other common strategies reported by agencies in 2017 included promoting telework in agency-wide meetings (56 percent), sending agency-wide emails of support for telework (40 percent), and aligning telework with agency strategic goals and mission (39 percent).

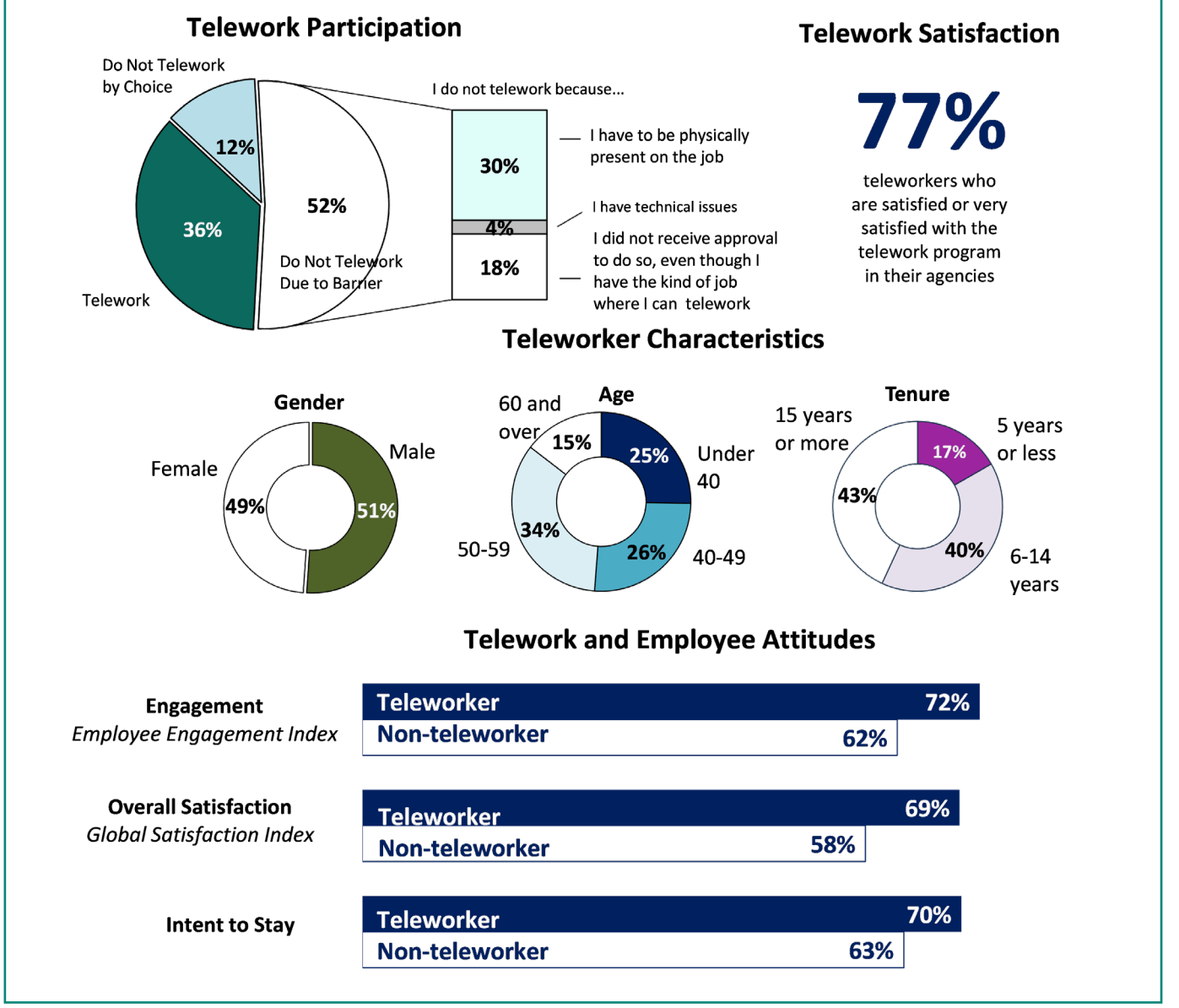
In open-ended responses, agencies indicated a wide range of management efforts to support telework programs. As with previous reports, agencies continue to report widespread efforts to evaluate and improve telework policies and to ensure seamless integration of telework with continuity of operations and other strategic goals. Many agencies described management efforts to use data-driven approaches to program improvement, including using data from the Federal Employee Viewpoint Survey; the Federal Work-Life Survey; internal agency surveys; time and attendance systems; and pilot programs to inform ongoing efforts to utilize telework strategically. Several agencies 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 also reported efforts to improve telework data collection and systems to bolster accountability and ensure compliance with agency telework policies. For example, agencies reported transitioning to the use of electronic telework agreements; implementing requirements for annual training, telework recertification, eligibility reviews, or updates to telework agreements; providing training or guidance to managers on telework program implementation; or providing guidance to employees to ensure more accurate telework reporting through time and attendance systems.

Employee Perspectives from the Federal Employee Viewpoint Survey

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. Figure 11 shows results from the 2017 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.

FIGURE 11. Employee Perspectives from the Federal Employee Viewpoint Survey



In 2017, 36 percent of Federal employees reported telework to some degree, an increase of two percentage points since 2016. Of the remaining employees, 12 percent reported that they did not telework by choice and 51 percent reported that they did not telework due to a barrier. As in past years, the most common barrier to teleworking reported was having to be physically present on the job (30 percent), followed by not receiving approval to telework despite having a job that is purportedly suitable for telework (18 percent) and technical issues (4 percent). These results follow trends from previous reports, and they suggest there may be room for continued progress in the reduction of unnecessary barriers to telework.

Employees who telework are largely satisfied with their telework programs –77 percent of teleworkers reported they were "satisfied" or "very satisfied." Additionally, demographic data show that the typical teleworker is slightly more likely to be male than female (51 percent versus 49 percent) and is most likely to be 40 or older (75 percent of teleworkers), and have 6 or more years of Federal tenure (83 percent of teleworkers).

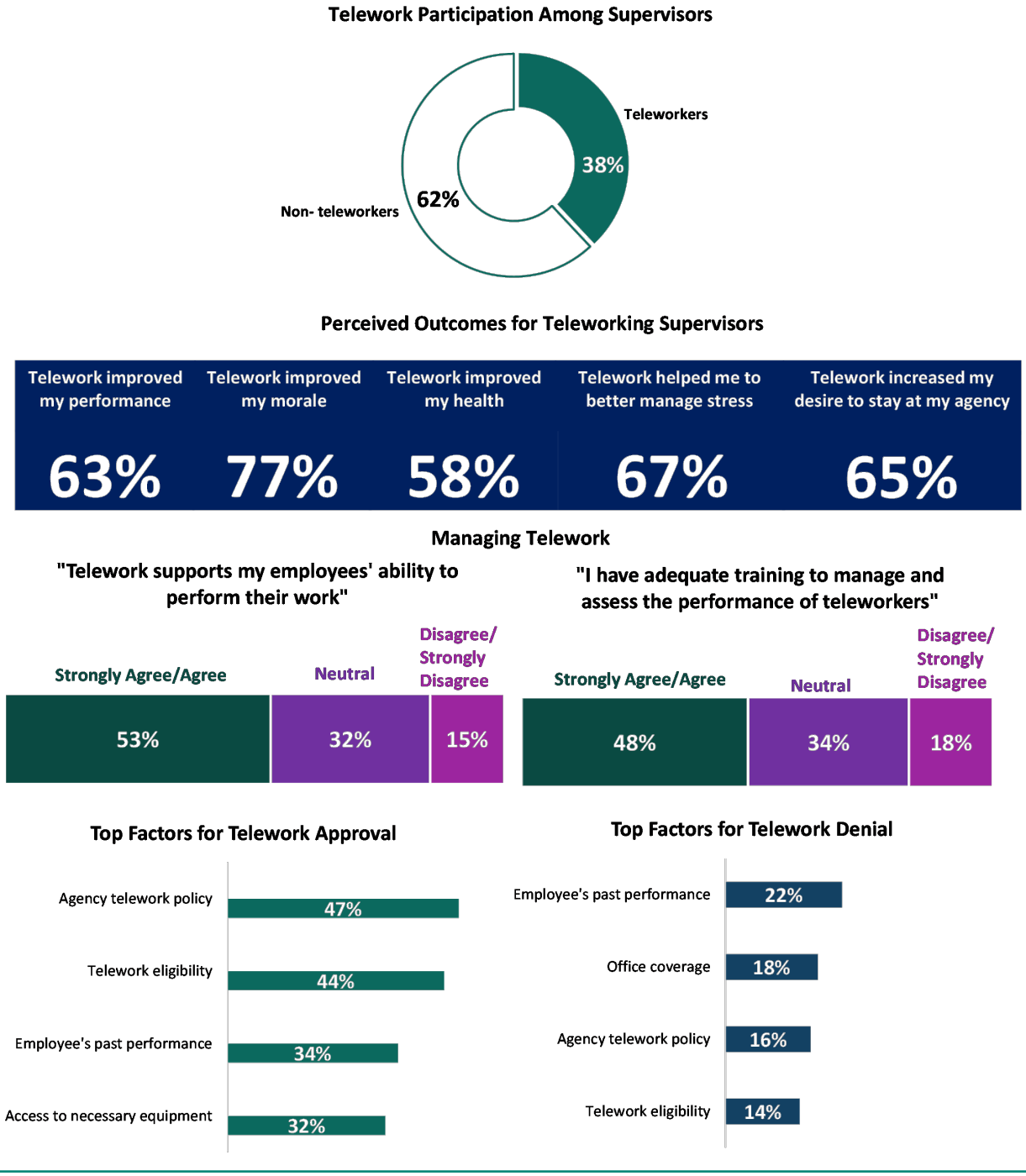
Results from the 2017 FEVS provide additional support for the many potential benefits of telework for improving Government performance. Figure 11 shows comparisons of key attitudes for teleworkers and non-teleworkers who reported they did not telework due to a barrier. The comparisons focus on employees who do not telework due to a barrier because non-teleworkers by choice tend to exhibit similar attitudes to teleworkers, as discussed in previous OPM reports. The 2017 results show that teleworkers exhibit higher self-reported engagement scores (72 percent versus 62

percent), overall job satisfaction (69 percent versus 58 percent), and retention intent (70 percent versus 63 percent). Although these correlations do not necessarily reflect causal relationships, they support widely accepted theoretical linkages between programs and outcomes.

Supervisor Perspectives from the Federal Work-Life Survey

Data from the Federal Work-Life Survey allow a closer look at key drivers of employees' and supervisors' perceptions and attitudes toward work-life programs. Figure 12 summarizes results from the Federal Work-Life Survey on telework participation among supervisors, supervisory perceptions of employees' reported telework participation outcomes, supervisors' confidence to effectively manage telework performance, and key drivers for telework approvals/denials.

FIGURE 12. Supervisor Perspectives from the Federal Work-Life Survey



Although agency telework policies establish the basic guidelines for telework eligibility and the application process, managers and supervisors generally have discretion to implement telework to fit the business needs of their organizations, while recognizing that some entities' missions (e.g., direct medical care or law enforcement) may not be suitable for telework. Because of this, it is important to understand supervisors' views on telework, and how those opinions might affect their management of teleworkers.

As shown in Figure 12, 38 percent of Federal supervisors reported teleworking to some degree. Among supervisors, the most common barrier to their own telework participation was the need to be physically present while working (41 percent of supervisors, not shown).

Results also support well established research that cites lack of trust as a key barrier in telework support.[11] While almost two-thirds of supervisors (63 percent) perceived telework to improve their own performance, only slightly more than half of all supervisors (53 percent) agreed that telework helps employees to perform their work. Notably, slightly less than half of all supervisors (48 percent) reported having adequate training to manage and assess the performance of teleworkers, the lowest percentage of any workplace flexibility considered.

When asked about the factors that influenced their decisions to approve telework, supervisors most commonly cited the agency telework policy (47 percent), employee's eligibility status (44 percent), and the employee's past performance (34 percent). In contrast, decisions to deny telework were most commonly based on the employee's past performance (22 percent), the need for office coverage (18 percent), and the agency telework policy (16 percent).

These results indicate opportunities for improvement, as managers and supervisors must be equipped to manage a virtual workforce. OPM currently offers training resources for managers in the form of an interactive online training course and a two-part webinar series on telework and performance management. Managers and supervisors must also be committed to using telework to the fullest extent possible within their organizations if Federal telework programs are to succeed. Agencies should encourage managers and supervisors to regularly participate in telework in order to lead by example and be comfortable with the dynamics of managing in a telework environment.

Conclusion

The results of this report show that Federal agencies continue to take steps to improve and expand their telework programs in support of a wide range of valuable outcomes. Although telework participation appears to have slightly decreased, situational telework remains prominent as the most common form of telework participation.

Agencies reported considerable progress in meeting telework participation goals, with 64 percent of agencies meeting at least one participation goal set for fiscal year 2017. In addition, agencies are very active in using telework to achieve outcome goals that drive Government performance, especially in the areas of employee attitudes, emergency preparedness, recruitment, and retention.

Opportunities continue to exist for additional improvement, particularly in the areas of telework eligibility documentation and automated data collection through time and attendance systems. Despite progress in improving data collection methods, many agencies still face challenges accurately tracking eligibility and participation. OPM continues to work closely with agencies to facilitate the transition to automated data collected through the EHRI database.

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. OPM's issuance of Governmentwide guidance highlighting techniques for evaluating the benefits and costs of work-life programs, and telework specifically, will provide agencies with critical tools to help them analyze the use of telework and make data-driven decisions about their programs. These efforts illustrate OPM's commitment to supporting robust Federal telework programs that yield benefits for employees, agencies, and the community.

11 Dahlstrom, T. (2014). Telecommuting and leadership style. Public Personnel Management Journal, 42(3), 438-451; Stout, M. S., Awad, G., & Guzmán, M. (2013). Exploring managers' attitudes toward work/family programs in the private sector. The Psychologist-Manager Journal, 16(3), 176-195; Kowalski, K. B., & Swanson, J. A. (2005). Critical success factors in developing teleworking programs. Benchmarking: An International Journal, 12(3), 236-249; Watad, M., & Will, P. (2003). Telecommuting and organizational change: A middle-managers' prospective. Business Process Management Journal, 9(4), 459-472.

Appendices

APPENDIX 1. Figure Descriptions and Data

Figure 1: Telework Eligibility, FY 2012-2017

"43 percent of Federal employees were eligible to telework in 2017"

Year	Percent of eligible employees
2012	47%
2013	45%
2014	44%
2015	44%
2016	42%
2017	43%

Figure 2: Telework Participation, FY 2012-2017

"Telework participation remains relatively stable for all Federal employees and eligible Federal employees"

Year	Percent of all employees	Percent of eligible employees
2012	14%	29%
2013	17%	39%
2014	18%	42%
2015	20%	46%
2016	22%	51%
2017	21%	49%

Figure 3: Changes in Telework Participation from FY 2016 to FY 2017

"Various organizational factors contributed to changes in telework participation"

- 15 agencies reported participation increases

Factors driving increases:

- Improved reporting accuracy
- Real estate reduction efforts
- Revisions to telework policy

- 16 agenceies reported participation decreases

Factors driving decreases:

- Changes in reporting systems
- Attrition
- Improved reorting accuracy
- Fewer situational telework events

Figure 4: Telework Frequency, FY 2017 and September 2017

FY 2017

Frequency category	Percent of teleworkers
Situational	50%
1-2 days	28%
3+ days	32%
No more than once monthly	6%

September 2017

Frequency category	Percent of teleworkers
Situational	25%
1-2 days	34%
3+ days	41%
No more than once monthly	13%

Figure 5: Methods for Telework Calculations

"How did you determine the number of teleworkers reported?"

Method for calculating number of teleworkers	Percent of agencies
Time & attendance (T&A) system	75%
Manual review of telework agreements	39%
Customized tracking system	24%
Surveyed employees, managers, other personnel	6%
Other	2%

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

Calculating days teleworked	Percent of agencies
Any part of the work day	81%
Only work full work days	20%
Other	1%

Figure 6: FY 2017 Telework Participation Goal Progress

Type of goal	Met	Not met	Not verifiable	No goal provided
Total participation	39%	37%	4%	19%
Infrequent routine	28%	24%	8%	40%
Frequent routine	24%	18%	7%	52%
Situational	36%	26%	2%	36%

Figure 7: Percentage of Agencies Setting Participation Goals

"Agency goal setting remains steady, with the majority of agencies continuing to set both total participation and telework frequency goals"

Type of Goal	Set 2017 Goal	Set 2018 Goal
Total and frequency goal	71%	70%
Total participation goal only	9%	9%
No goal	16%	19%
Frequency goal only	3%	2%

Figure 8: Percentage of Agencies Setting Outcome Goals

"Agency goal setting has increased in almost every outcome area"

Outcome goal	2016 Data Call	2017 Data Call
Attitudes	55%	63%
Emergency Preparedness	58%	60%
Recruitment	41%	48%
Retention	40%	42%
Commuter Miles	27%	35%
Performance	17%	24%
Real Estate	13%	17%
Energy	13%	12%

Figure 9: Cost Savings Achieved through Telework

"Agencies have improved their ability to track cost savings achieved through telework"

Cost savings achieved	2016 Data Call	2017 Data Call
We are unable to track cost savings	49%	48%
Planning is underway for assessing cost savings	14%	17%
Transit/commuting costs	17%	13%
We have not achieved any cost savings	10%	13%
Rent/office space	6%	11%
Human capital (e.g., recruitment, retention)	12%	9%
Reduced employee absences	6%	8%
Utilities	3%	6%
Training	1%	2%

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	80%
Advocates telework in agency-wide meetings	56%

Efforts to promote telework	Percent of agencies
Sending agency-wide emails of support	40%
Aligning telework with agency strategic goals and mission	39%
Hosting special telework events	17%
Other	17%
Uses telework goals/measurement to hold managers accountable	12%
Posting signs/posters	11%
No action specifically taken to promote telework	10%

Figure 11: Results from the 2017 Federal Employee Viewpoint Survey

Telework Participation	Percentage
Teleworker	36%
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	18%

Telework Satisfaction

- 77%: 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	34%
60 and over	15%
Tenure	**Percentage**
5 years or less	17%
6 to 14 years	40%
15 years or more	43%

Telework and Employee Attitudes

Employee attitudes	Teleworkers	Non-teleworkers
Engagement	72%	62%
Job satisfaction	69%	58%
Retention	70%	63%

Figure 12: Supervisor Perspectives from the Federal Work-Life Survey

Telework Participation Among Supervisors	Percentage
Teleworker	38%
Non-teleworker	62%

Perceived Outcomes for Teleworking Supervisors

Telework Participation	Percentage
Telework improved my performance	63%
Telework improved my morale	77%
Telework improved my health	58%
Telework helped me to better manage stress	67%
Telework increased my desire to stay at my agency	65%

Managing Telework

Supervisor Perception	Strongly agree/ Agree	Neutral	Stongly disagree/ Disagree
“Telework supports my employees’ ability to perform their work”	53%	32%	15%
“I have adequate training to manage and assess the performance of teleworkers”	48%	34%	18%

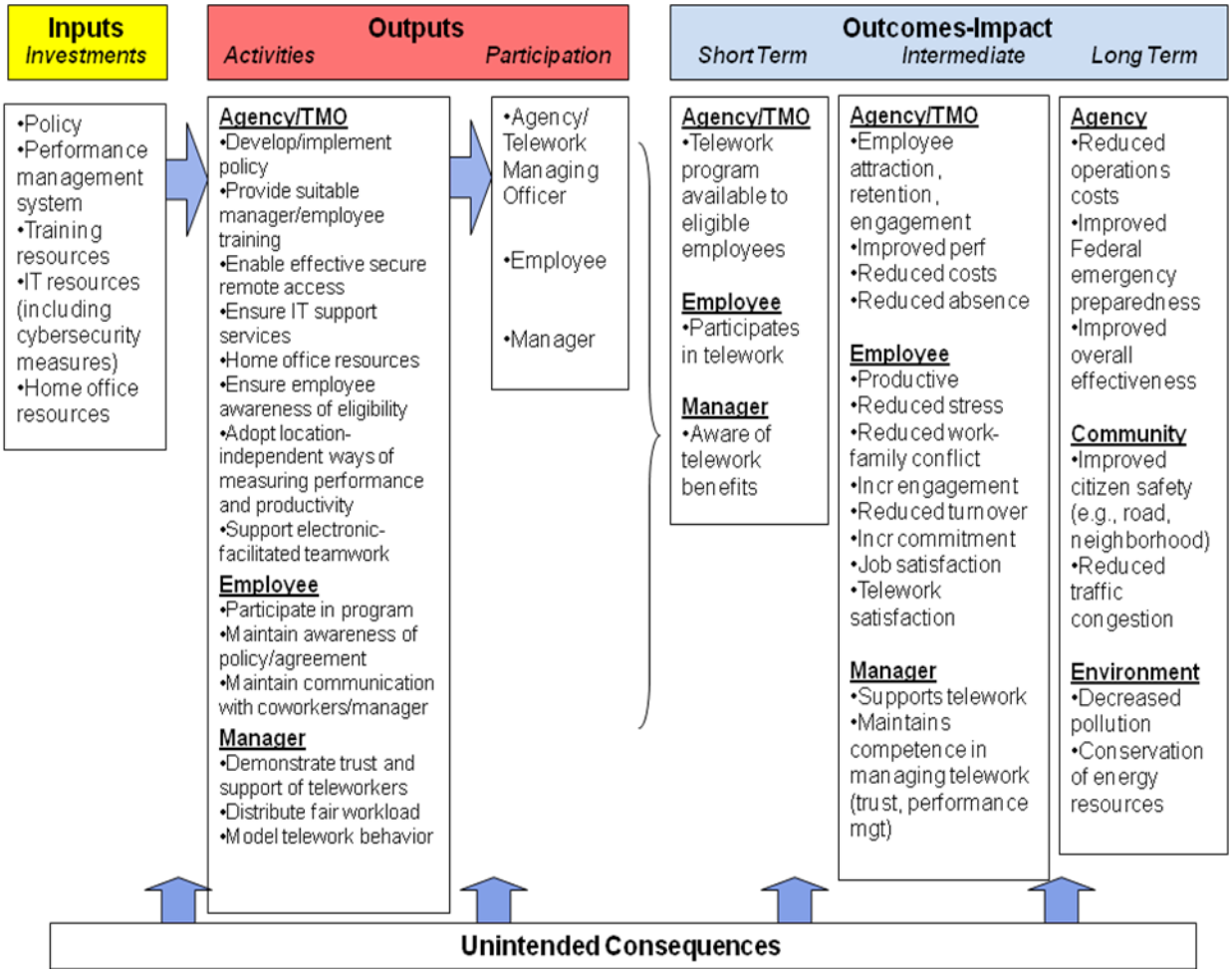
Top Factors for Telework Approval

Approval Factors	Percentage
Agency telework policy	47%
Telework eligibility	44%
Employee's past performance	34%
Access to necessary equipment	32%

Top Factors for Telework Denial

Denial Factors	Percentage
Employee's past performance	22%
Office coverage	18%
Agency telework policy	16%
Telework eligibility	14%

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:

Short-Term	*Intermediate-Term*	*Long-Term*
Agency/TMO • Telework program available to eligible employees Employee • Participates in telework Manager • Aware of telework benefits	Agency/TMO • Employee attraction, retention, engagement • Improved performance • Reduced costs • Reduced absence Employee • Productive • Reduced stress • Reduced work-family conflict • Increased engagement • Reduced turnover • Increased commitment • Job satisfaction • Telework satisfaction Manager • Supports telework • Maintains competence in managing telework (trust, performance management)	Agency • Reduced operations costs • Improved Federal emergency preparedness • Improved overall effectiveness Community • Improved citizen safety (e.g., road, neighborhood) • Reduced traffic congestion Environment • Decreased pollution • Conservation of energy resources

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

APPENDIX 3. 2017 Data Call Instrument

2017 Telework Data Call

Please enter your password to begin the 2017 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) 2017 Call for Telework Data (Data Call). 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 1, 2017.** All responses must be received by COB **December 13, 2017.**

(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 13, 2017**. 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 does not include any part of work done while on official travel or mobile work. This definition is also distinct from what is generally referred to as remote work. See the following clarifications on remote and mobile work.

- Remote work: A work arrangement in which the employee regularly works from an approved remote worksite (usually the employee's residence). Remote work is distinct from telework and may result in a change in duty location to the alternative worksite (e.g., home) if the employee does not return to the official worksite at least twice in a biweekly pay period. (Agencies sometimes informally refer to remote work as "full-time telework). For reporting purposes, these employees should only be included in responses referring to remote workers.

- 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

2017 Telework Eligibility and Participation

4. What was the total number of employees in your agency/subagency as of **September 30, 2017** (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, 2017** (or the closest date for which you have data)?

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

6. Consider the entire **Fiscal Year 2017.** 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 2017 ***[Skip to question 10]***

(End of Page 7)

Changes in Telework Participation, FY 2016 to FY 2017

Please note your percent change in participation from FY 2016 to FY 2017. 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 2016 to FY 2017, while a percent change of -12 means that your telework participation decreased by 12 percent from FY 2016 to FY 2017. ***[Display only for agencies, not subagencies]***

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

Your reported telework participation for FY 2017 (from 2017 Data Call): _____ ***[Prepopulated]***

Your percent change in participation from FY 2016 to FY 2017: _____ ***[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 2016 and FY 2017. ***[Ask only of agencies, not subagencies]***

_____

_____

_____

(End of Page 8)

Fiscal Year 2017 Telework Frequency

8a. Consider the **entire Fiscal Year 2017**. How many employees teleworked in each of the **ROUTINE telework** frequency categories listed in the table below? **Please remember to only provide ONE response per row (either a number *or* not applicable/no record).** You may only select "**Not applicable/no record"** if you do not have data available to answer the question (thus, "No record") or the frequency category is disallowed by your policy (thus, "Not applicable").

Please note: the categories below are **mutually exclusive**, such that a single employee **SHOULD NOT be counted more than once** within the routine telework category. Please see Appendix C for tips on calculating the numbers for routine telework frequency categories.

	Provide a number	Not applicable/no record
No more than once per month	_____	❑
1 or 2 days during a two-week period	_____	❑
3 or more days during a two-week period	_____	❑

8b. Consider the **entire Fiscal Year 2017**. How many employees teleworked on a **SITUATIONAL** basis? Note that employees who were counted in a routine frequency category above **may also** be counted towards situational telework if they participate in both forms of telework.

	Provide a number	Not applicable/no record
Situational telework	_____	❑

(End of Page 9)

9. How many employees conducted remote work during **Fiscal Year 2017**?

- ❍ 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 2017**?

- ❍ 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)

2017 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 2017" for question 6]

Since you reported that your data collection system does not permit you to collect annual data for 2017, the following participation and frequency questions ask you to report data based on the month of September.

September 2017 Telework Participation

Please consider the month of **September 2017.** 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 **2017** your data represent.

_____

_____

_____

10.1. How many employees teleworked during the time period you selected for **2017**?

- ❍ Please provide a number: _____

(End of Page 12)

Changes in Telework Participation, September 2016 to September 2017

Please note your percent change in participation from September 2016 to September 2017. 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 2016 to 2017, while a percent change of -12 means that your telework participation decreased by 12 percent from 2016 to 2017. ***[Display only for agencies, not subagencies]***

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

Your telework participation for September 2017 (from 2017 Data Call): _____ ***[Prepopulated]***

Your percent change in participation from 2016 to 2017:

_____ ***[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 2016 and September 2017. ***[Ask only of agencies, not subagencies]***

_____

_____

_____

(End of Page 13)

2017 Telework Frequency

12a. Consider the same two-week time period you used to answer question 10 for **September 2017**. How many employees teleworked in each of the **ROUTINE telework** frequency categories listed in the table below? **Please remember to only provide ONE response per row (either a number *or* not applicable/no record)**. You may only select "**Not applicable/no record"** if you do not have data available to answer the question (thus, "No record") or the frequency category is disallowed by your policy (thus, "Not applicable").

Please note: the categories below are **mutually exclusive**, such that a single employee **SHOULD NOT be counted more than once** within the routine telework category. Please see Appendix C for tips on calculating the numbers for routine telework frequency categories.

	Provide a number	Not applicable/no record
No more than once per month	_____	❑
1 or 2 days during a two-week period	_____	❑
3 or more days during a two-week period	_____	❑

12b. Consider the same two-week time period you used to answer question 10 for **September 2017**. How many employees teleworked on a **SITUATIONAL** basis? Note that employees who were counted in a routine frequency category above **may also** be counted towards situational telework if they participate in both forms of telework.

	Provide a number	Not applicable/no record
Situational telework	_____	❑

(End of Page 14)

13. How many employees conducted remote work during the same two-week **September 2017** 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 2017**?

- ❍ 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 2018 Goals

The Telework Enhancement Act requires each agency to establish an agency goal for increasing telework participation and frequency.

16. Enter your agency goals for the following categories for **Fiscal Year 2018**. Note that the goal number or percentage in each of the frequency categories (situational, infrequent routine, and frequent routine) **SHOULD NOT** exceed the total participation goal number or percentage.

For example, if your **total participation goal** is 100%, **the sum of the frequency category goals must be NO MORE THAN 100%**. Employees may be counted towards both situational and **EITHER** category of routine (frequent **OR** infrequent) telework goals if they are expected to participate in both forms of telework.

Please remember to only provide ONE response per row. You may enter a number *OR* percentage *OR* not applicable/ no record.

Goals for Fiscal Year 2018	Goal for number of employees teleworking	Goal for percentage of eligible employees teleworking (e.g., 14%)	Not applicable/no record
Total participation goal	_____	_____	❑
Situational telework	_____	_____	❑
Infrequent routine telework, that is, 2 or fewer days per two-week period	_____	_____	❑
Frequent routine telework, that is, 3 or more days per two-week period	_____	_____	❑

(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 2017'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 2017 participation goal from the last (2016) 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 2017?

- ❍ Yes
- ❍ No
- ❍ Not applicable (no numeric goal provided in 2016 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 2017 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 (2016), has your agency made progress in using telework to further any of the following outcomes? (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 (2016) 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 2017**. 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 2017**? (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 2017, and we will evaluate again in Year 4 to demonstrate our goal satisfaction of a 10% reduction in office space. [Sets another milestone goal, clearly states how you will achieve it, and explains evaluation, with source of data (amount of office space)]

Choosing a Method for Assessing Your Goal

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

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

- **Compare Before-and-After**: compare measures of benefits before you implemented telework and after. Some agencies have collected HR data for years and you may have data showing absence rates

or employee satisfaction, for example, before and after you met the requirements for the Telework Enhancement Act.

- **Compare With-and-Without**: compare teleworkers and similar employees who do not telework on measures of your goal. For example, if you want to show that telework does influence employee retention in your agency, compare quit rates among employees who telework versus those who do not.
- **Time-Series Assessment**: examine the changes produced by the policy, tracked over a long time period. For example, if you have data on employee performance over several years, you could conduct a with-and-without comparison over time rather than only at a single point in time. Examine your data (e.g., average monthly absence, job satisfaction scores on the FEVS) and examine it for any changes over time. Think about the context too and try to rule out alternate explanations that may also have influenced your goal achievement (e.g., if your scores on job satisfaction decreased among employees over time, it may be that they are reflecting a downward trend for all agencies).

Example

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

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): https://www.opm.gov/fevs/
- 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://obamawhitehouse.archives.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:

https://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 and success for our telework program evidenced when we show an increase in the proportion of telework-eligible employees using situational telework on "unscheduled telework" days from 10% on average (FY2013) to 25% on average (during FY2014).

Action steps:

Actions to be taken	Key Deliverables	Start Date/ End Date	Responsible Party(ies)	Budget, Resources, and Approvals
Host manager information session on telework and COOP	Invitation – 3/21 Presentation – 4/7 Evaluation tool – 4/14 Holding event – 4/21 Analysis of feedback – 4/30	March-April 2014 (Target date is April 21)	Telework coordinator	$0 Staff time, Facility TMO approval

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

Appendix C: Calculating Telework Frequency

As in past years, and as required by law, the Data Call asks agencies to report on the number of employees who teleworked in each of four categories:

- No more than once per month
- 1 or 2 days per two-week period
- 3 or more days per two-week period
- Situational telework

The first three categories are subtypes of ROUTINE telework, a type of telework that occurs on a regularly scheduled basis. Because routine telework schedules are often established in an employees' telework agreement, these categories of routine telework are considered to be mutually exclusive. Situational telework, on the other hand, occurs on an unscheduled or ad hoc basis. It is important to remember, as noted in the question text, that employees may be counted towards both situational and routine telework if they participate in both forms of telework.

OPM understands that agencies have different methods for coding telework on timesheets, and that agency time and attendance systems may provide data in different formats.

Below is an example of data on ROUTINE telework instances for each employee by pay period. We have listed PP1, PP2, then ellipses to indicate the intervening pay periods due to space constraints, and then the last two pay periods.

Instances of *ROUTINE* telework by pay period:

Employee	PP 1	PP 2	…	PP 25	PP 26	Total
Employee A	2	2	…	3	2	62
Employee B	1	1	…	1	1	29
Employee C	0	0	…	0	1	7
Employee D	4	3	…	4	4	99

The challenge is that even though the numbers displayed above represent routine telework, most of the employees have different numbers of instances recorded for different pay periods. Most often, this is probably due to employees misreporting (for example, reporting situational telework as routine).

We recommend using summary measures (i.e., mean, median, mode) to categorize employees.

The mode, the value that occurs most often, generally tends to perform best of these summary measures for the following reasons:

- The mode is less sensitive to extreme values than the mean.
- It will not take on a decimal value (which complicates the effort to determine which frequency category an employee should be in)
- The most commonly observed number of telework instances per pay period is likely to align with the employee's actual telework schedule.

Below is an example of how this might work using the modal frequency to categorize employees using Microsoft Excel.

	A	B	C	…	Z	AA	AB	AC
1	**Instances of *ROUTINE* telework by pay period**							
2	**Employee**	**PP 1**	**PP 2**	**…**	**PP 25**	**PP 26**	**Total**	**Mode**
3	Employee A	2	2	…	3	2	62	2
4	Employee B	1	1	…	1	1	29	1
5	Employee C	0	0	…	0	1	7	0
6	Employee D	4	3	…	4	4	99	4

MODE APPROACH			
Category	**N**	**Functional definition**	**Excel formula (applies to table above)**
3 or more days per two-week period	1	Modal routine telework instances per pay period is greater than or equal to 3	=COUNTIF(AC3:AC6,”>=3”)
1-2 days per two-week period	2	Modal routine telework instances per pay period is greater than or equal to 1 and less than or equal to 2	=COUNTIFS(AC3:AC6,”>=1”,AC3:AC6,”<=2”)
No more than once per month	1	Modal routine telework per pay period is less than 1 PROVIDED that at least one instance of routine telework is recorded during the FY	=COUNTIFS(AC3:AC6,”<1”,AB3:AB6,”>0”)

This technique uses the COUNTIF or COUNTIFS functions in Excel, which allow you to write formulas that return the number of cells in a particular range that meet specified criteria.

You can use Excel’s MODE function to calculate the mode for each employee, then apply COUNTIF functions to count up the number of employees in each category based on the thresholds described under the “functional definition” of each category.

Although this is the approach that OPM recommends, the way your agency’s pay roll data is set up may necessitate using a different strategy. If needed, please consider reaching out to a data analyst at your agency who can assist you.

Calculating situational telework is somewhat more straightforward. Below is an example of sample data only on situational telework that shows instances of situational telework for each employee by pay period.

Instances of *SITUATIONAL* telework by pay period:

Employee	PP 1	PP 2	…	PP 25	PP 26	Total Instances
Employee A	1	2	…	1	0	14
Employee B	0	0	…	1	0	4
Employee C	0	1	…	0	0	7
Employee D	0	0	…	0	0	0

In this case, you would just want to count any employees that have one or more reported instances of situational telework. This would also work just as easily if you counted employees who have one or more reported hours of situational telework. Note that situational teleworkers may ***also*** be counted as routine teleworkers if they participate in both types of telework.

In summary:

- Data are often messy due to misreporting and/or changes in telework behavior over the course of the FY
- Use an appropriate methodology to assign employees to a frequency category (e.g., modal frequency across pay periods)
- Employees may be counted towards *both* routine and situational telework if they engage in both. Thus, it is often best to analyze the two types of telework separately
- If available, you may base frequency calculations on employees' approved telework agreements
- **If needed, seek support from a data analyst at your agency**
- Contact OPM for assistance!

APPENDIX 4. Detailed Methodology Description

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

Federal Work-Life Survey

The first Governmentwide Federal Work-Life Survey was administered by OPM's Work-Life office in early 2017. The survey is designed to evaluate the relationship between work-life programs and organizational benefits, and help individual agencies understand their employees' work-life needs and priorities, allowing senior leaders and managers to make evidence-based decisions about investments in these programs.

Full-time and part-time permanent, non-seasonal and seasonal employees were eligible to participate in the survey. A total of 64,474 Federal employees participated in the survey, for a response rate of 37 percent. Survey participants represent 101 headquarter and level one component agencies/departments within the Executive Branch. Data were weighted to produce survey estimates that correctly represent all Federal employees by demographic characteristics (e.g., gender, age, ethnicity).

All telework questions were included in the work schedule flexibilities section of the survey. Survey items for telework included questions about participation, satisfaction, barriers, and perceived program outcomes. This section also included items that specifically targeted supervisors/managers and their perceptions of telework and telework management competencies.

Detailed methodology notes for the Federal Work-Life Survey can be found in the appendices of the Govermentwide report.[1]

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 2017 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 80 agencies participated in the survey effort, from Departments to Large and Small/Independent agencies, across the Federal Government. A total of 486,105 employees responded to the survey, resulting in a response rate of 45.5 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 and the Federal Work-Life Survey, 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.[2]

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

1 https://www.opm.gov/policy-data-oversight/worklife/federal-work-life-survey/

2 See https://www.opm.gov/fevs/reports/technical-reports/

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 2016 Data Call was considerably streamlined to address the specific reporting requirements of the Act. The 2017 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, Office of Personnel Management. Members included acknowledged leaders and experts in Federal telework.[3] 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 2017 Data Call was identical to the 2016 Data Call, with the exception of an updated requirement to separate remote workers from telework participation counts, where possible.

3 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.

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.[4] 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 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, 2017, with an initial deadline December 12, 2017. 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, 2017). 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, 2017.

OPM research staff was available to provide support and answer any questions about the Data Call during the entire

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

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 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 2017 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 2017 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 2017. 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 2017 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

APPENDIX 5. List of Responding Agencies to the 2017 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
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes	Yes
Department of Justice	Yes	Yes	Yes	Yes
Department of Labor	Yes	Yes	Yes	Yes
Department of State	Yes	Yes	Yes	Yes
Department of Transportation	Yes	Yes	Yes	Yes
Department of Treasury	Yes	Yes	Yes	Yes
Department of Veterans Affairs	Yes	Yes	Yes	No**
Election Assistance Commission	Yes	Yes	No	No
Environmental Protection Agency	Yes	Yes	No	No
Equal Employment Opportunity Commission	Yes	Yes	No	No
Export-Import Bank of the United States	Yes	Yes	No	No
Farm Credit Administration	Yes	Yes	No	No
Farm Credit System Insurance Corporation	Yes	Yes	No	No
Federal Communications Commission	Yes	Yes	No	No
Federal Deposit Insurance Corporation	Yes	Yes	No	No
Federal Election Commission	Yes	Yes	No	No
Federal Energy Regulatory Commission	Yes**	Yes	No	No
Federal Housing Finance Agency	Yes	Yes	No	No
Federal Labor Relations Authority	Yes	Yes	No	No
Federal Maritime Commission	Yes	Yes	No	No
Federal Mediation and Conciliation Service	Yes	Yes	No	No
Federal Mine Safety and Health Review Commission	Yes	Yes	No	No
Federal Retirement Thrift Investment Board	Yes	Yes	No	No

APPENDIX 5. List of Responding Agencies to the 2017 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
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
National Archives and Records Administration	Yes	Yes	No	No
National Capital Planning Commission	Yes	Yes	No	No
National Council on Disability	Yes	Yes	No	No
National Credit Union Administration	Yes	Yes	No	No
National Endowment for the Arts	Yes	Yes	No	No
National Endowment for the Humanities	Yes	Yes	No	No
National Indian Gaming Commission	Yes	No	No	No
National Labor Relations Board	Yes	Yes	No	No
National Mediation Board	Yes	Yes	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

APPENDIX 5. List of Responding Agencies to the 2017 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
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
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

APPENDIX 5. List of Responding Agencies to the 2017 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
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	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 the Chief Information Officer (OCFO)
Department of Agriculture	Office of the General Counsel (OGC)
Department of Agriculture	Office of Inspector General (OIG)
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)
Department of Agriculture	Research, Education and Economics (REE)
Department of Agriculture	Rural Development (RD)
Department of Commerce	Bureau of Economic Analysis
Department of Commerce	Bureau of Industry and Security
Department of Commerce	Economic Development Administration (EDA)
Department of Commerce	Economics and Statistics Administration (ESA)
Department of Commerce	International Trade Administration (ITA)
Department of Commerce	Minority Business Development Agency (MBDA)
Department of Commerce	National Institute of Standards and Technology (NIST)
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)
Department of Commerce	National Technical Information Service (NTIS)
Department of Commerce	National Telecommunications and Information Administration (NTIA)
Department of Commerce	Office of the Inspector General
Department of Commerce	Office of the Secretary
Department of Commerce	U.S. Census Bureau
Department of Defense	Department of Air Force
Department of Defense	Department of Army
Department of Defense	Department of Navy
Department of Defense	Other Department of Defense
Department of Education	Advisory Councils and Committees (EY)
Department of Education	Edet-Office of English Language Acquisition (ET)
Department of Education	Office of The Deputy Secretary of Education (EB)
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)

Agency	Subagency
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)
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 General Counsel (EG)
Department of Education	Office of The Under Secretary (EE)
Department of Energy	National Nuclear Security Administration
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

Agency	Subagency
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
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)

Agency	Subagency
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
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

Agency	Subagency
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

APPENDIX 7. Agency Telework Participation Data for 2017

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Access Board	28	27	-	-	-	27	100%	96%
Agency for International Development	3,668	2,440	-	-	-	1,919	79%	52%
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	12	-	-	-	12	100%	100%
Broadcasting Board of Governors	1,497	1,208	353	29%	24%	-	-	-
Central Intelligence Agency	-	-	-	-	-	63	-	-
Chemical Safety and Hazard Investigation Board	42	42	-	-	-	23	55%	55%
Commodity Futures Trading Commission	705	705	-	-	-	608	86%	86%
Consumer Financial Protection Bureau	1,641	1,181	-	-	-	1,017	86%	-
Consumer Product Safety Commission	541	474	-	-	-	353	74%	65%
Corporation for National and Community Service	575	519	-	-	-	519	100%	90%
Court Services and Offender Supervision Agency	1,174	1,145	-	-	-	709	62%	60%
Defense Nuclear Facilities Safety Board	112	112	-	-	-	102	91%	91%
Denali Commission	16	3	-	-	-	3	100%	19%
Department of Agriculture	94,286	62,744	17,689	28%	19%	32,277	51%	34%
Department of Commerce	47,776	47,350	9,116	19%	19%	-	-	-
Department of Defense	785,751	365,946	-	-	-	121,080	33%	15%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Education	4,068	4,045	3,219	80%	79%	-	-	-
Department of Energy	14,832	13,954	-	-	-	6,095	44%	41%
Department of Health and Human Services	85,842	52,985	-	-	-	40,333	76%	47%
Department of Homeland Security	199,674	60,136	-	-	-	27,069	45%	14%
Department of Housing and Urban Development	7,837	6,649	-	-	-	5,405	81%	-
Department of Justice	115,644	38,144	-	-	-	8,338	22%	7%
Department of Labor	15,202	15,146	-	-	-	11,698	77%	77%
Department of State	24,520	17,149	-	-	-	5,025	29%	20%
Department of the Interior	68,731	61,354	10,357	17%	15%	-	-	-
Department of the Treasury	96,058	53,059	-	-	-	45,843	86%	48%
Department of Transportation	54,843	25,985	-	-	-	18,692	72%	34%
Department of Veterans Affairs	391,210	49,144	-	-	-	31,404	64%	8%
Election Assistance Commission	31	28	-	-	-	9	32%	29%
Environmental Protection Agency	15,152	15,124	-	-	-	11,895	79%	79%
Equal Employment Opportunity Commission	2,067	-	728	-	35%	1,859	-	90%
Executive Office of the President (Science & Technology)	16	16	Can't specify a number since we don't track.	-	-	-	-	-
Export-Import Bank of the United States	441	331	-	-	-	266	80%	60%
Farm Credit Administration	299	290	-	-	-	271	93%	91%
Farm Credit System Insurance Corporation	11	11	-	-	-	10	91%	91%
Federal Communications Commission	1,409	-	-	-	-	1,098	-	78%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Federal Deposit Insurance Corporation	6,236	6,015	-	-	-	4,997	83%	80%
Federal Election Commission	322	292	-	-	-	292	100%	91%
Federal Energy Regulatory Commission	1,460	1,420	-	-	-	1,251	88%	86%
Federal Housing Finance Agency	604	508	-	-	-	472	93%	-
Federal Labor Relations Authority	117	117	57	49%	49%	-	-	-
Federal Maritime Commission	123	123	-	-	-	65	53%	-
Federal Mediation and Conciliation Service	222	222	-	-	-	51	23%	23%
Federal Mine Safety and Health Review Commission	70	70	-	-	-	38	54%	54%
Federal Retirement Thrift Investment Board	264	250	155	62%	59%	-	-	-
Federal Trade Commission	1,141	986	-	-	-	735	75%	64%
General Services Administration	11,488	11,282	-	-	-	9,398	83%	82%
Institute of Museum and Library Services	63	63	57	90%	90%	-	-	-
Japan-United States Friendship Commission	4	3	-	-	-	3	100%	75%
Marine Mammal Commission	12	11	-	-	-	7	64%	58%
Merit Systems Protection Board	218	179	-	-	-	130	73%	60%
Millennium Challenge Corporation	310	309	-	-	-	286	93%	92%
National Aeronautics and Space Administration	18,035	16,006	5,456	34%	30%	-	-	-
National Archives and Records Administration	2,902	1,077	-	-	-	976	91%	34%
National Capital Planning Commission	36	34	-	-	-	26	76%	72%
National Council on Disability	9	8	-	-	-	8	100%	89%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
National Credit Union Administration	1,153	458	-	-	-	357	78%	31%
National Endowment for the Arts	152	152	-	-	-	133	88%	88%
National Endowment for the Humanities	172	154	-	-	-	71	46%	41%
National Labor Relations Board	1,480	1,456	564	39%	38%	-	-	-
National Mediation Board	36	36	-	-	-	27	75%	75%
National Science Foundation	1,488	1,488	-	-	-	1,379	93%	93%
Nuclear Regulatory Commission	3,258	3,258	-	-	-	2,200	68%	68%
Nuclear Waste Technical Review Board	21	11	-	-	-	11	100%	52%
Occupational Safety and Health Review Commission	55	55	-	-	-	33	60%	60%
Office of Government Ethics	65	62	-	-	-	54	87%	83%
Office of Management and Budget (EOP)	637	573	-	-	-	430	75%	-
Office of National Drug Control Policy	66	61	-	-	-	36	59%	55%
Office of Navajo and Hopi Indian Relocation	31	31	-	-	-	0	0%	0%
Office of Personnel Management	5,512	5,092	3,016	59%	55%	-	-	-
Office of the Director of National Intelligence	800	100	-	-	-	2	2%	0%
Office of the United States Trade Representative (EOP)	279	248	-	-	-	129	52%	46%
Overseas Private Investment Corporation	264	249	-	-	-	169	68%	64%
Patent and Trademark Office	12,609	11,893	-	-	-	5,151	43%	41%
Peace Corps	1,029	1,029	-	-	-	293	28%	28%
Pension Benefit Guaranty Corporation	953	950	-	-	-	845	89%	89%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Postal Regulatory Commission	78	77	-	-	-	52	68%	67%
Privacy and Civil Liberties Oversight Board	17	17	-	-	-	17	100%	-
Railroad Retirement Board	845	508	-	-	-	428	84%	51%
Securities and Exchange Commission	4,599	4,580	-	-	-	4,184	91%	91%
Small Business Administration	5,324	2,465	-	-	-	1,559	63%	29%
Social Security Administration	61,971	31,381	-	-	-	25,177	80%	41%
Tennessee Valley Authority	10,092	10,092	-	-	-	340	3%	3%
Trade and Development Agency	51	51	-	-	-	47	92%	92%
U.S. AbiliityOne Commission	33	33	-	-	-	28	85%	85%
U.S. Commission on Civil Rights	36	36	-	-	-	25	69%	69%
U.S. International Trade Commission	402	401	-	-	-	323	81%	80%
U.S. Office of Special Counsel	134	134	-	-	-	117	87%	87%

Note: In cases where the percentage of eligible employees teleworking and/or percentage of all employees teleworking exceeds 100%, the reported total number of employees and/or eligible teleworkers at the agency during the time of data collection was smaller than the number of employees who participated in telework over the course of the fiscal year. Cells with dashes (-) indicate that no data were reported for that field.

APPENDIX 8. Agency Telework Frequency Data for 2017

Agency	FY 2017							September 2017						
	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	-	-	-	20 (71%)	-			-	-	-	-	-		
Agency for International Development	692 (19%)	658 (18%)	-	569 (16%)	31 (1%)	*	^	-	-	-	-	-		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	5 (42%)	4 (33%)	3 (25%)	7 (58%)	5 (42%)	*	^	-	-	-	-	-		
Broadcasting Board of Governors	-	-	-	-	-			107 (7%)	170 (11%)	-	125 (8%)	-		
Central Intelligence Agency	10	15	-	38	167			-	-	-	-	-		
Chemical Safety and Hazard Investigation Board	7 (17%)	1 (2%)	-	22 (52%)	7 (17%)		^	-	-	-	-	-		
Commodity Futures Trading Commission	-	307 (44%)	-	608 (86%)	-			-	-	-	-	-		
Consumer Financial Protection Bureau	404 (25%)	372 (23%)	241 (15%)	-	-			-	-	-	-	-		
Consumer Product Safety Commission	128 (24%)	155 (29%)	-	177 (33%)	-			-	-	-	-	-		
Corporation for National and Community Service	117 (20%)	71 (12%)	135 (23%)	-	-			-	-	-	-	-		
Court Services and Offender Supervision Agency	168 (14%)	356 (30%)	34 (3%)	709 (60%)	-	*		-	-	-	-	-		
Defense Nuclear Facilities Safety Board	1 (1%)	25 (22%)	-	102 (91%)	4 (4%)	*	^	-	-	-	-	-		
Denali Commission	-	3 (19%)	-	-	-	*		-	-	-	-	-		
Department of Agriculture	7349 (8%)	7686 (8%)	-	12620 (13%)	-			-	-	-	-	-		
Department of Commerce	-	-	-	-	-			5036 (11%)	2214 (5%)	1866 (4%)	-	-		

Agency	FY 2017							September 2017						
	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	19203 (2%)	22479 (3%)	3645 (<1%)	95215 (12%)	-			-	-	-	-	-		
Department of Education	-	-	-	-	-			751 (18%)	1387 (34%)	-	1081 (27%)	-		
Department of Energy	952 (6%)	2591 (17%)	2448 (17%)	6096 (41%)	92 (1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	18045 (21%)	12497 (15%)	-	15472 (18%)	1531 (2%)	*	^	-	-	-	-	-		
Department of Homeland Security	8373 (4%)	10933 (5%)	1602 (1%)	9376 (5%)	-			-	-	-	-	-		
Department of Housing and Urban Development	1234 (16%)	2257 (29%)	-	1420 (18%)	1000 (13%)	*		-	-	-	-	-		
Department of Justice	1719 (1%)	3404 (3%)	409 (<1%)	3539 (3%)	143 (<1%)	*	^	-	-	-	-	-		
Department of Labor	3368 (22%)	3685 (24%)	4645 (31%)	9577 (63%)	-			-	-	-	-	-		
Department of State	-	-	-	3401 (14%)	61 (<1%)	*	^	-	-	-	-	-		
Department of the Interior	-	-	-	-	-			4487 (7%)	5870 (9%)	-	113 (<1%)	-		
Department of the Treasury	26148 (27%)	7602 (8%)	4347 (5%)	14001 (15%)	435 (<1%)		^	-	-	-	-	-		
Department of Transportation	7442 (14%)	7230 (13%)	1227 (2%)	2793 (5%)	-			-	-	-	-	-		
Department of Veterans Affairs	17413 (4%)	3762 (1%)	281 (<1%)	11115 (3%)	3981 (1%)	*	^	-	-	-	-	-		
Election Assistance Commission	3 (10%)	6 (19%)	-	23 (74%)	3 (10%)	*		-	-	-	-	-		
Environmental Protection Agency	-	-	-	9959 (66%)	-	*	^	-	-	-	-	-		
Equal Employment Opportunity Commission	361 (17%)	962 (47%)	481 (23%)	54 (3%)	-			-	-	-	-	-		

Agency	FY 2017							September 2017						
	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		
Executive Office of the President (Science & Technology)	-	-	-	-	-			-	-	-	-	-		
Export-Import Bank of the United States	86 (20%)	140 (32%)	78 (18%)	-	3 (1%)	*	^	-	-	-	-	-		
Farm Credit Administration	2 (1%)	86 (29%)	39 (13%)	78 (26%)	11 (4%)	*	^	-	-	-	-	-		
Farm Credit System Insurance Corporation	1 (9%)	2 (18%)	-	7 (64%)	-			-	-	-	-	-		
Federal Communications Commission	18 (1%)	411 (29%)	-	669 (47%)	-			-	-	-	-	-		
Federal Deposit Insurance Corporation	437 (7%)	597 (10%)	208 (3%)	4645 (74%)	-			-	-	-	-	-		
Federal Election Commission	194 (60%)	98 (30%)	-	292 (91%)	1 (<1%)		^	-	-	-	-	-		
Federal Energy Regulatory Commission	672 (46%)	312 (21%)	-	1179 (81%)	-	*		-	-	-	-	-		
Federal Housing Finance Agency	-	-	-	94 (16%)	-			-	-	-	-	-		
Federal Labor Relations Authority	-	-	-	-	-			21 (18%)	9 (8%)	27 (23%)	4 (3%)	-		
Federal Maritime Commission	9 (7%)	34 (28%)	7 (6%)	65 (53%)	-			-	-	-	-	-		
Federal Mediation and Conciliation Service	1 (<1%)	25 (11%)	-	25 (11%)	-			-	-	-	-	-		
Federal Mine Safety and Health Review Commission	11 (16%)	27 (39%)	-	9 (13%)	3 (4%)	*	^	-	-	-	-	-		
Federal Retirement Thrift Investment Board	-	-	-	-	-			85 (32%)	58 (22%)	12 (5%)	20 (8%)	-		
Federal Trade Commission	75 (7%)	246 (22%)	-	722 (63%)	-			-	-	-	-	-		
General Services Administration	5371 (47%)	2080 (18%)	310 (3%)	1637 (14%)	492 (4%)		^	-	-	-	-	-		

Agency	FY 2017							September 2017						
	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	-	-	-	-	-			-	52 (83%)	-	15 (24%)	-		
Japan-United States Friendship Commission	3 (75%)	3 (75%)	-	3 (75%)	-			-	-	-	-	-		
Marine Mammal Commission	2 (17%)	1 (8%)	-	4 (33%)	1 (8%)		^	-	-	-	-	-		
Merit Systems Protection Board	67 (31%)	30 (14%)	33 (15%)	33 (15%)	-			-	-	-	-	-		
Millennium Challenge Corporation	34 (11%)	90 (29%)	-	285 (92%)	1 (<1%)			-	-	-	-	-		
National Aeronautics and Space Administration	-	-	-	-	-			710 (4%)	421 (2%)	327 (2%)	3998 (22%)	-		
National Archives and Records Administration	402 (14%)	574 (20%)	-	517 (18%)	41 (1%)	*	^	-	-	-	-	-		
National Capital Planning Commission	-	9 (25%)	-	25 (69%)	-			-	-	-	-	-		
National Council on Disability	-	7 (78%)	1 (11%)	8 (89%)	-			-	-	-	-	-		
National Credit Union Administration	106 (9%)	63 (5%)	-	294 (25%)	76 (7%)	*	^	-	-	-	-	-		
National Endowment for the Arts	21 (14%)	45 (30%)	-	67 (44%)	-			-	-	-	-	-		
National Endowment for the Humanities	20 (12%)	60 (35%)	-	53 (31%)	1 (1%)			-	-	-	-	-		
National Labor Relations Board	-	-	-	-	-			379 (26%)	76 (5%)	96 (6%)	23 (2%)	-		
National Mediation Board	12 (33%)	15 (42%)	-	5 (14%)	27 (75%)			-	-	-	-	-		
National Science Foundation	170 (11%)	326 (22%)	398 (27%)	1238 (83%)	7 (<1%)	*	^	-	-	-	-	-		
Nuclear Regulatory Commission	487 (15%)	560 (17%)	-	-	74 (2%)		^	-	-	-	-	-		
Nuclear Waste Technical Review Board	-	2 (10%)	-	11 (52%)	10 (48%)		^	-	-	-	-	-		

Agency	FY 2017							September 2017						
	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		
Occupational Safety and Health Review Commission	3 (5%)	30 (55%)	-	3 (5%)	33 (60%)	*	^	-	-	-	-	-		
Office of Government Ethics	17 (26%)	24 (37%)	-	41 (63%)	-			-	-	-	-	-		
Office of Management and Budget (EOP)	27 (4%)	312 (49%)	91 (14%)	118 (19%)	-			-	-	-	-	-		
Office of National Drug Control Policy	1 (2%)	7 (11%)	2 (3%)	34 (52%)	-			-	-	-	-	-		
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	*	^	-	-	-	-	-		
Office of Personnel Management	-	-	-	-	-	*		1737 (32%)	622 (11%)	130 (2%)	527 (10%)	-		
Office of the Director of National Intelligence	-	-	-	2 (<1%)	-			-	-	-	-	-		
Office of the United States Trade Representative (EOP)	-	12 (4%)	-	129 (46%)	-			-	-	-	-	-		
Overseas Private Investment Corporation	10 (4%)	45 (17%)	-	98 (37%)	-			-	-	-	-	-		
Patent and Trademark Office	3315 (26%)	1570 (12%)	-	266 (2%)	5954 (47%)		^	-	-	-	-	-		
Peace Corps	125 (12%)	170 (17%)	-	-	-			-	-	-	-	-		
Pension Benefit Guaranty Corporation	309 (32%)	306 (32%)	83 (9%)	410 (43%)	10 (1%)	*	^	-	-	-	-	-		
Postal Regulatory Commission	3 (4%)	31 (40%)	-	51 (65%)	1 (1%)	*		-	-	-	-	-		
Privacy and Civil Liberties Oversight Board	14 (82%)	2 (12%)	1 (6%)	17 (100%)	17 (100%)	*	^	-	-	-	-	-		
Railroad Retirement Board	250 (30%)	101 (12%)	26 (3%)	250 (30%)	1 (<1%)	*	^	-	-	-	-	-		
Securities and Exchange Commission	1532 (33%)	2136 (46%)	-	4184 (91%)	126 (3%)	*	^	-	-	-	-	-		
Small Business Administration	217 (4%)	621 (12%)	-	1222 (23%)	-			-	-	-	-	-		

Agency	FY 2017							September 2017						
	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		
Social Security Administration	5556 (9%)	19621 (32%)	-	1432 (2%)	234 (<1%)	*	^	-	-	-	-	-		
Tennessee Valley Authority	26 (<1%)	103 (1%)	1 (<1%)	324 (3%)	-			-	-	-	-	-		
Trade and Development Agency	-	-	-	44 (86%)	3 (6%)	*	^	-	-	-	-	-		
U.S. AbiliityOne Commission	-	29 (88%)	2 (6%)	30 (91%)	3 (9%)	*	^	-	-	-	-	-		
U.S. Commission on Civil Rights	1 (3%)	5 (14%)	-	24 (67%)	2 (6%)	*		-	-	-	-	-		
U.S. International Trade Commission	49 (12%)	77 (19%)	78 (19%)	119 (30%)	3 (1%)	*	^	-	-	-	-	-		
U.S. Office of Special Counsel	24 (18%)	67 (50%)	26 (19%)	117 (87%)	6 (4%)	*	^	-	-	-	-	-		

Note: Percentage is equal to number of teleworkers divided by total number of employees. Cells with dashes (-) indicate that no data were reported for that field.

** 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 2017

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Agriculture	Departmental Administration (DA/DM)	1,992	2,331	-	-	-	376	16%	19%
Department of Agriculture	Food Safety (FS)	9,674	1,551	-	-	-	941	61%	10%
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	1,468	1,099	567	52%	39%	-	-	-
Department of Agriculture	Marketing and Regulatory Programs (MRP)	12,729	9,623	3,531	37%	28%	-	-	-
Department of Agriculture	National Appeals Division (NAD)	84	80	-	-	-	77	96%	92%
Department of Agriculture	Natural Resources and Environment (NRE)	48,704	28,660	9,803	34%	20%	-	-	-
Department of Agriculture	Office of the Chief Information Officer (OCFO)	1,538	1,538	-	-	-	1,537	100%	100%
Department of Agriculture	Office of the General Counsel (OGC)	261	258	-	-	-	198	77%	76%
Department of Agriculture	Office of Inspector General (OIG)	458	458	-	-	-	298	65%	65%
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	134	132	-	-	-	85	64%	63%
Department of Agriculture	Research, Education and Economics (REE)	8,894	7,150	2,154	30%	24%	-	-	-
Department of Agriculture	Rural Development (RD)	4,338	4,130	-	-	-	1,882	46%	43%
Department of Commerce	Bureau of Economic Analysis	481	475	367	77%	76%	-	-	-
Department of Commerce	Bureau of Industry and Security	377	243	101	42%	27%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Commerce	Economic Development Administration (EDA)	180	165	88	53%	49%	-	-	-
Department of Commerce	Economics and Statistics Administration (ESA)	34	30	17	-	50%	-	-	-
Department of Commerce	International Trade Administration (ITA)	1,404	1,111	519	47%	37%	-	-	-
Department of Commerce	Minority Business Development Agency (MBDA)	46	46	29	63%	63%	-	-	-
Department of Commerce	National Institute of Standards and Technology (NIST)	3,437	2,656	698	26%	20%	-	-	-
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,412	11,102	3,036	27%	27%	-	-	-
Department of Commerce	National Technical Information Service (NTIS)	68	68	42	62%	62%	-	-	-
Department of Commerce	National Telecommunications and Information Administration (NTIA)	513	495	230	46%	45%	-	-	-
Department of Commerce	Office of the Inspector General	160	145	97	67%	61%	-	-	-
Department of Commerce	Office of the Secretary	787	732	270	37%	34%	-	-	-
Department of Commerce	U.S. Census Bureau	16,289	6,398	3,622	57%	22%	-	-	-
Department of Defense	Department of Air Force	147,052	39,666	-	-	-	9,691	24%	7%
Department of Defense	Department of Army	224,586	96,170	-	-	-	24,923	26%	11%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Defense	Department of Navy	207,841	118,094	-	-	-	35,927	30%	17%
Department of Defense	Other Department of Defense	206,272	112,016	-	-	-	50,539	45%	25%
Department of Education	Advisory Councils and Committees (EY)	12	11	-	-	-	-	-	-
Department of Education	Edet-Office of English Language Acquisition (ET)	17	17	17	100%	100%	-	-	-
Department of Education	Office of The Deputy Secretary of Education (EB)	34	34	31	91%	91%	-	-	-
Department of Education	Federal Student Aid (EN)	1,382	1,375	1,233	90%	89%	-	-	-
Department of Education	Imm Office of Sec of Education (EA)	79	76	27	36%	34%	-	-	-
Department of Education	Institute of Education Sciences (ER)	178	178	165	93%	93%	-	-	-
Department of Education	National Assessment Governing Board (EZ)	36	36	13	36%	36%	-	-	-
Department of Education	Office For Civil Rights (EC)	566	565	431	76%	76%	-	-	-
Department of Education	Office of Career, Technical, and Adult Education (EV)	75	74	62	84%	83%	-	-	-
Department of Education	Office of Communications and Outreach (EO)	93	92	41	45%	44%	-	-	-
Department of Education	Office of Elem and Sec Ed (ES)	218	217	133	61%	61%	-	-	-
Department of Education	Office of Innovation and Improvement (EU)	73	73	66	90%	90%	-	-	-
Department of Education	Office of Inspector General (EF)	230	226	153	68%	67%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Education	Office of Legis and Congressional Affairs (EJ)	12	12	8	67%	67%	-	-	-
Department of Education	Office of Management (EM)	187	185	151	82%	81%	-	-	-
Department of Education	Office of Planning, Eval and Policy Develop (ED)	82	81	52	64%	63%	-	-	-
Department of Education	Office of Postsecondary Education (EP)	183	183	147	80%	80%	-	-	-
Department of Education	Office of Spec Ed and Rehab Serv (EH)	202	201	177	88%	88%	-	-	-
Department of Education	Office of The Chief Financial Officer (EL)	168	168	144	86%	86%	-	-	-
Department of Education	Office of The Chief Information Officer (EI)	118	118	98	83%	83%	-	-	-
Department of Education	Office of The General Counsel (EG)	108	107	65	61%	60%	-	-	-
Department of Education	Office of The Under Secretary (EE)	15	15	5	33%	33%	-	-	-
Department of Energy	National Nuclear Security Administration	2,374	2,364	-	-	-	692	29%	29%
Department of Health and Human Services	Administration for Children and Families	1,287	1,267	-	-	-	826	65%	64%
Department of Health and Human Services	Administration on Community Living	190	176	-	-	-	119	68%	63%
Department of Health and Human Services	Agency for Health Care Research and Quality	295	295	-	-	-	279	95%	95%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Health and Human Services	Centers for Disease Control and Prevention	12,406	10,353	-	-	-	7,276	70%	59%
Department of Health and Human Services	Centers for Medicare and Medicaid Services	6,375	6,375	-	-	-	3,205	50%	50%
Department of Health and Human Services	Food and Drug Administration	17,000	12,862	-	-	-	11,349	88%	67%
Department of Health and Human Services	Health Resources and Services Administration	2,100	2,100	-	-	-	1,586	76%	76%
Department of Health and Human Services	Indian Health Service	15,135	304	-	-	-	304	100%	2%
Department of Health and Human Services	National Institutes of Health	18,388	13,727	-	-	-	11,134	81%	61%
Department of Health and Human Services	Office of the Secretary	9,967	2,968	-	-	-	2,313	78%	23%
Department of Health and Human Services	Program Support Center	432	394	-	-	-	250	63%	58%
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	574	550	-	-	-	467	85%	81%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Homeland Security	DHS Headquarters	3,868	3,868	-	-	-	3,305	85%	85%
Department of Homeland Security	Federal Emergency Management Agency	15,407	8,595	-	-	-	1,784	21%	12%
Department of Homeland Security	Federal Law Enforcement Training Center	1,292	1,250	-	-	-	484	39%	37%
Department of Homeland Security	National Protection and Programs Directorate	3,537	1,981	-	-	-	1,550	78%	44%
Department of Homeland Security	Transportation Security Administration	57,600	4,054	-	-	-	3,288	81%	6%
Department of Homeland Security	US Citizenship and Immigration Services	16,871	14,370	-	-	-	8,542	59%	51%
Department of Homeland Security	US Coast Guard	8,548	6,788	-	-	-	2,149	32%	25%
Department of Homeland Security	US Customs and Border Protection	59,173	8,065	-	-	-	4,682	58%	8%
Department of Homeland Security	US Immigration and Customs Enforcement	19,487	5,798	-	-	-	2,944	51%	15%
Department of Homeland Security	US Secret Service	6,796	5,325	-	-	-	101	2%	1%
Department of Justice	Antitrust Division	665	630	-	-	-	384	61%	58%
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	5,107	2,023	-	-	-	1,465	72%	29%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Justice	Civil Division	1,369	1,283	-	-	-	886	69%	65%
Department of Justice	Civil Rights Division	567	556	-	-	-	322	58%	57%
Department of Justice	Criminal Division	991	-	-	-	-	427	-	43%
Department of Justice	Drug Enforcement Administration	8,969	2,805	-	-	-	465	17%	5%
Department of Justice	Environment and Natural Resources Division	619	433	162	-	26%	-	-	-
Department of Justice	Executive Office for Immigration Review	1,699	178	-	-	-	274	154%	16%
Department of Justice	Executive Office for the US Attorneys	10,956	-	-	-	-	246	-	2%
Department of Justice	Federal Bureau of Investigation	36,060	22,539	-	-	-	35	<1%	<1%
Department of Justice	Federal Bureau of Prisons	37,722	2,162	-	-	-	1,224	57%	3%
Department of Justice	Justice Management Division Offices Boards and Divisions	1,100	780	-	-	-	505	65%	46%
Department of Justice	Office of Justice Programs	707	702	-	-	-	648	92%	92%
Department of Justice	Office of the Inspector General	468	463	-	-	-	417	90%	89%
Department of Justice	Tax Division	503	502	110	-	22%	-	-	-
Department of Justice	US Marshals Service	5,153	2,061	-	-	-	524	25%	10%
Department of Justice	US Trustee Program	1,092	1,027	-	-	-	462	45%	42%
Department of Labor	Adjudicatory Boards	109	109	-	-	-	93	85%	85%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Labor	Bureau of International Labor Affairs (ILAB)	112	112	-	-	-	111	99%	99%
Department of Labor	Bureau of Labor Statistics (BLS)	2,377	2,360	-	-	-	2,052	87%	86%
Department of Labor	Employee Benefits Security Administration (EBSA)	906	906	-	-	-	717	79%	79%
Department of Labor	Employment and Training Administration (ETA)	1,140	1,140	-	-	-	1,127	99%	99%
Department of Labor	Mine Safety and Health Administration (MSHA)	2,114	2,114	-	-	-	443	21%	21%
Department of Labor	Occupational Safety and Health Administration (OSHA)	1,982	1,982	-	-	-	1,615	81%	81%
Department of Labor	Office of Administrative Law Judges (OALJ)	158	158	-	-	-	108	68%	68%
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	7	7	-	-	-	7	100%	100%
Department of Labor	Office of Disability Employment Policy (ODEP)	48	48	-	-	-	48	100%	100%
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	557	557	-	-	-	513	92%	92%
Department of Labor	Office of Labor-Management Standards (OLMS)	196	177	-	-	-	150	85%	77%
Department of Labor	Office of Public Affairs (OPA)	50	50	-	-	-	50	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	762	750	-	-	-	750	100%	98%
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	33	33	-	-	-	30	91%	91%
Department of Labor	Office of the Chief Financial Officer (OCFO)	101	101	-	-	-	101	100%	100%
Department of Labor	Office of the Inspector General (OIG)	344	344	-	-	-	284	83%	83%
Department of Labor	Office of the Secretary (OSEC)	57	57	-	-	-	36	63%	63%
Department of Labor	Office of the Solicitor (SOL)	697	672	-	-	-	595	89%	85%
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,466	1,279	-	-	-	1,279	100%	87%
Department of Labor	Veterans Employment and Training Services (VETS)	232	233	-	-	-	230	99%	99%
Department of Labor	Wage and Hour Division (WHD)	1,711	1,711	-	-	-	1,316	77%	77%
Department of Labor	Women's Bureau (WB)	43	43	-	-	-	43	100%	100%
Department of State	International Boundary and Water Commission: United States and Mexico	257	92	-	-	-	44	48%	17%
Department of State	International Boundary Commission: United States and Canada	8	7	-	-	-	4	57%	50%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of State	International Joint Commission: United States and Canada	16	16	-	-	-	16	100%	100%
Department of the Interior	Bureau of Indian Affairs	4,433	3,718	192	5%	4%	-	-	-
Department of the Interior	Bureau of Land Management	10,460	9,666	1,013	10%	10%	-	-	-
Department of the Interior	Bureau of Ocean Energy Management	574	573	230	40%	40%	-	-	-
Department of the Interior	Bureau of Reclamation	5,423	5,242	730	14%	13%	-	-	-
Department of the Interior	Bureau of Safety and Environmental Enforcement	862	838	272	32%	32%	-	-	-
Department of the Interior	Fish and Wildlife Service	9,043	8,696	1,800	21%	20%	-	-	-
Department of the Interior	National Park Service	21,437	17,420	1,849	11%	9%	-	-	-
Department of the Interior	Office Natural Resource Revenue	606	605	429	71%	71%	-	-	-
Department of the Interior	Office Of Indian Ed Programs	3,392	2,401	-	-	-	-	-	-
Department of the Interior	Office Of Surface Mining, Reclamation & Enf	428	425	201	47%	47%	-	-	-
Department of the Interior	Office Of The Inspector General	254	254	174	69%	69%	-	-	-
Department of the Interior	Office Of The Sec, IBC	932	912	526	58%	56%	-	-	-
Department of the Interior	Office Of The Secretary Of The Interior	1,362	1,355	730	54%	54%	-	-	-
Department of the Interior	Office Of The Solicitor	418	418	187	45%	45%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of the Interior	Office of the Special Trustee	593	546	142	26%	24%	-	-	-
Department of the Interior	OS, Asst Sec Indian Affairs	219	212	76	36%	35%	-	-	-
Department of the Interior	U.S. Geological Survey	8,295	8,073	1,806	22%	22%	-	-	-
Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,807	541	-	-	-	476	88%	26%
Department of the Treasury	Bureau of the Fiscal Service (BFS)	3,550	3,099	-	-	-	2,397	77%	68%
Department of the Treasury	Departmental Offices	1,957	1,846	-	-	-	969	52%	50%
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	274	273	-	-	-	171	63%	62%
Department of the Treasury	Internal Revenue Service (IRS)	79,300	39,642	-	-	-	35,081	88%	44%
Department of the Treasury	IRS Chief Counsel	2,006	1,577	-	-	-	1,434	91%	71%
Department of the Treasury	Office of Inspector General (OIG)	168	165	-	-	-	165	100%	98%
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	3,956	3,944	-	-	-	3,630	92%	92%
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	138	138	-	-	-	109	79%	79%
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	488	482	-	-	-	442	92%	91%
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	791	764	-	-	-	636	83%	80%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2017	Percentage of all eligible employees teleworking in Sept. 2017	Percentage of employees teleworking in Sept. 2017	Number of employees teleworking in FY 2017	Percentage of eligible employees teleworking in FY 2017	Percentage of employees teleworking in FY 2017
Department of the Treasury	U.S. Mint	1,623	588	-	-	-	333	57%	21%
Department of Transportation	Federal Aviation Administration	45,644	17,745	-	-	-	12,714	72%	28%
Department of Transportation	Federal Highway Administration	2,711	2,384	-	-	-	2,206	93%	81%
Department of Transportation	Federal Motor Carrier Safety Administration	1,162	959	-	-	-	515	54%	44%
Department of Transportation	Federal Railroad Administration	909	909	-	-	-	358	39%	39%
Department of Transportation	Federal Transit Administration	553	542	-	-	-	478	88%	86%
Department of Transportation	Maritime Administration	743	574	-	-	-	304	53%	41%
Department of Transportation	National Highway Traffic Safety Administration	549	478	-	-	-	421	88%	77%
Department of Transportation	Office of Inspector General	409	409	-	-	-	382	93%	93%
Department of Transportation	Office of Secretary of Transportation	1,493	1,422	-	-	-	903	64%	60%
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	540	540	-	-	-	396	73%	73%
Department of Transportation	St. Lawrence Seaway Dev Corp	130	23	-	-	-	15	65%	12%

Note: Cells with dashes (-) indicate that no data were reported for that field.

APPENDIX 10. Subagency Telework Frequency Data for 2017

Department	Subagency	FY 2017							September 2017						
		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)	1301 (65%)	835 (42%)	6 (<1%)	736 (37%)	42 (2%)			-	-	-	-	-		
Department of Agriculture	Food Safety (FS)	112 (1%)	305 (3%)	-	821 (8%)	-			-	-	-	-	-		
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	-	-	-	-	-			386 (26%)	567 (39%)	-	14 (1%)	-		
Department of Agriculture	Marketing and Regulatory Programs (MRP)	-	-	-	-	-			1686 (13%)	1491 (12%)	-	354 (3%)	-		
Department of Agriculture	National Appeals Division (NAD)	56 (67%)	19 (23%)	5 (6%)	10 (12%)	-	*	^	-	-	-	-	-		
Department of Agriculture	Natural Resources and Environment (NRE)	-	-	-	-	-			1782 (4%)	1872 (4%)	-	6149 (13%)	-		
Department of Agriculture	Office of the Chief Information Officer (OCFO)	-	-	-	1537 (100%)	-			-	-	-	-	-		
Department of Agriculture	Office of the General Counsel (OGC)	72 (28%)	90 (34%)	-	36 (14%)	-			-	-	-	-	-		
Department of Agriculture	Office of Inspector General (OIG)	106 (23%)	75 (16%)	-	-	60 (13%)	*	^	-	-	-	-	-		
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	43 (32%)	34 (25%)	-	7 (5%)	3 (2%)	*	^	-	-	-	-	-		
Department of Agriculture	Research, Education and Economics (REE)	-	-	-	-	-			774 (9%)	842 (9%)	-	538 (6%)	-		
Department of Agriculture	Rural Development (RD)	696 (16%)	993 (23%)	-	193 (4%)	-			-	-	-	-	-		
Department of Commerce	Bureau of Economic Analysis	-	-	-	-	-			276 (57%)	57 (12%)	34 (7%)	-	-		

Department	Subagency	FY 2017					September 2017				
		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	-	-	-	-	-	19 (5%)	50 (13%)	32 (8%)	-	-
Department of Commerce	Economic Development Administration (EDA)	-	-	-	-	-	50 (28%)	21 (12%)	17 (9%)	-	-
Department of Commerce	Economics and Statistics Administration (ESA)	-	-	-	-	-	14 (41%)	2 (6%)	1 (3%)	-	-
Department of Commerce	International Trade Administration (ITA)	-	-	-	-	-	220 (16%)	162 (12%)	137 (10%)	-	-
Department of Commerce	Minority Business Development Agency (MBDA)	-	-	-	-	-	6 (13%)	19 (41%)	4 (9%)	-	-
Department of Commerce	National Institute of Standards and Technology (NIST)	-	-	-	-	-	299 (9%)	198 (6%)	201 (6%)	-	-
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	-	-	-	-	-	1386 (12%)	823 (7%)	827 (7%)	-	-
Department of Commerce	National Technical Information Service (NTIS)	-	-	-	-	-	24 (35%)	11 (16%)	7 (10%)	-	-
Department of Commerce	National Telecommunications and Information Administration (NTIA)	-	-	-	-	-	129 (25%)	48 (9%)	53 (10%)	-	-
Department of Commerce	Office of the Inspector General	-	-	-	-	-	23 (14%)	33 (21%)	41 (26%)	-	-
Department of Commerce	Office of the Secretary	-	-	-	-	-	103 (13%)	79 (10%)	88 (11%)	-	-
Department of Commerce	U.S. Census Bureau	-	-	-	-	-	2487 (15%)	711 (4%)	424 (3%)	-	-
Department of Defense	Department of Air Force	474 (<1%)	1881 (1%)	193 (<1%)	9685 (7%)	-	-	-	-	-	-
Department of Defense	Department of Army	1262 (1%)	4887 (2%)	525 (<1%)	24912 (11%)	-	-	-	-	-	-

Department	Subagency	FY 2017					September 2017				
		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	2047 (1%)	6065 (3%)	1365 (1%)	35750 (17%)	-	-	-	-	-	-
Department of Defense	Other Department of Defense	15430 (7%)	9682 (5%)	1582 (1%)	34455 (17%)	-	-	-	-	-	-
Department of Education	Advisory Councils and Committees (EY)	-	-	-	-	-	-	-	-	-	-
Department of Education	Edet-Office of English Language Acquisition (ET)	-	-	-	-	-	4 (24%)	8 (47%)	-	5 (29%)	-
Department of Education	Office of The Deputy Secretary of Education (EB)	-	-	-	-	-	4 (12%)	13 (38%)	-	14 (41%)	-
Department of Education	Federal Student Aid (EN)	-	-	-	-	-	271 (20%)	563 (41%)	-	399 (29%)	-
Department of Education	Imm Office of Sec of Education (EA)	-	-	-	-	-	1 (1%)	11 (14%)	-	15 (19%)	-
Department of Education	Institute of Education Sciences (ER)	-	-	-	-	-	30 (17%)	80 (45%)	-	55 (31%)	-
Department of Education	National Assessment Governing Board (EZ)	-	-	-	-	-	-	5 (14%)	-	8 (22%)	-
Department of Education	Office For Civil Rights (EC)	-	-	-	-	-	66 (12%)	165 (29%)	-	200 (35%)	-
Department of Education	Office of Career, Technical, and Adult Education (EV)	-	-	-	-	-	20 (27%)	20 (27%)	-	22 (29%)	-
Department of Education	Office of Communications and Outreach (EO)	-	-	-	-	-	11 (12%)	10 (11%)	-	20 (22%)	-
Department of Education	Office of Elem and Sec Ed (ES)	-	-	-	-	-	31 (14%)	64 (29%)	-	38 (17%)	-
Department of Education	Office of Innovation and Improvement (EU)	-	-	-	-	-	8 (11%)	43 (59%)	-	15 (21%)	-
Department of Education	Office of Inspector General (EF)	-	-	-	-	-	42 (18%)	35 (15%)	-	76 (33%)	-

Department	Subagency	FY 2017							September 2017						
		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 Legis and Congressional Affairs (EJ)	-	-	-	-	-			2 (17%)	1 (8%)	-	5 (42%)	-		
Department of Education	Office of Management (EM)	-	-	-	-	-			31 (17%)	89 (48%)	-	31 (17%)	-		
Department of Education	Office of Planning, Eval and Policy Develop (ED)	-	-	-	-	-			8 (10%)	22 (27%)	-	22 (27%)	-		
Department of Education	Office of Postsecondary Education (EP)	-	-	-	-	-			39 (21%)	78 (43%)	-	30 (16%)	-		
Department of Education	Office of Spec Ed and Rehab Serv (EH)	-	-	-	-	-			115 (57%)	41 (20%)	-	21 (10%)	-		
Department of Education	Office of The Chief Financial Officer (EL)	-	-	-	-	-			40 (24%)	59 (35%)	-	45 (27%)	-		
Department of Education	Office of The Chief Information Officer (EI)	-	-	-	-	-			21 (18%)	45 (38%)	-	32 (27%)	-		
Department of Education	Office of The General Counsel (EG)	-	-	-	-	-			7 (6%)	30 (28%)	-	28 (26%)	-		
Department of Education	Office of The Under Secretary (EE)	-	-	-	-	-			-	5 (33%)	-	-	-		
Department of Energy	National Nuclear Security Administration	26 (1%)	152 (6%)	514 (22%)	592 (25%)	-			-	-	-	-	-		
Department of Health and Human Services	Administration for Children and Families	540 (42%)	286 (22%)	-	357 (28%)	10 (1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Administration on Community Living	60 (32%)	36 (19%)	-	31 (16%)	2 (1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Agency for Health Care Research and Quality	167 (57%)	50 (17%)	-	62 (21%)	-			-	-	-	-	-		

Department	Subagency	FY 2017							September 2017						
		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	Centers for Disease Control and Prevention	4207 (34%)	3069 (25%)	-	1193 (10%)	60 (<1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Centers for Medicare and Medicaid Services	2300 (36%)	945 (15%)	-	2069 (32%)	659 (10%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Food and Drug Administration	5407 (32%)	2960 (17%)	-	3217 (19%)	524 (3%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Health Resources and Services Administration	917 (44%)	677 (32%)	-	371 (18%)	51 (2%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Indian Health Service	220 (1%)	84 (1%)	-	275 (2%)	93 (1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	National Institutes of Health	2133 (12%)	3168 (17%)	-	5740 (31%)	25 (<1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Office of the Inspector General	528 (33%)	160 (10%)	-	537 (33%)	8 (<1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Office of the Secretary	1172 (12%)	820 (8%)	-	1147 (12%)	94 (1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Program Support Center	127 (29%)	123 (28%)	-	28 (6%)	5 (1%)	*	^	-	-	-	-	-		

Department	Subagency	FY 2017							September 2017						
		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	Substance Abuse and Mental Health Services Administration	267 (47%)	119 (21%)	-	445 (78%)	-			-	-	-	-	-		
Department of Homeland Security	DHS Headquarters	1028 (27%)	1121 (29%)	210 (5%)	944 (24%)	-			-	-	-	-	-		
Department of Homeland Security	Federal Emergency Management Agency	521 (3%)	666 (4%)	105 (1%)	491 (3%)	1 (<1%)	*	^	-	-	-	-	-		
Department of Homeland Security	Federal Law Enforcement Training Center	10 (1%)	53 (4%)	15 (1%)	406 (31%)	-			-	-	-	-	-		
Department of Homeland Security	National Protection and Programs Directorate	414 (12%)	630 (18%)	99 (3%)	407 (12%)	-			-	-	-	-	-		
Department of Homeland Security	Transportation Security Administration	781 (1%)	915 (2%)	-	1466 (3%)	126 (<1%)	*	^	-	-	-	-	-		
Department of Homeland Security	US Citizenship and Immigration Services	3778 (22%)	2344 (14%)	440 (3%)	1880 (11%)	100 (1%)	*	^	-	-	-	-	-		
Department of Homeland Security	US Coast Guard	636 (7%)	908 (11%)	104 (1%)	499 (6%)	2 (<1%)	*	^	-	-	-	-	-		
Department of Homeland Security	US Customs and Border Protection	1137 (2%)	3278 (6%)	267 (<1%)	2563 (4%)	-			-	-	-	-	-		
Department of Homeland Security	US Immigration and Customs Enforcement	490 (3%)	1053 (5%)	214 (1%)	1182 (6%)	-			-	-	-	-	-		
Department of Homeland Security	US Secret Service	12 (<1%)	36 (1%)	5 (<1%)	48 (1%)	-	*	^	-	-	-	-	-		

Department	Subagency	FY 2017							September 2017						
		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	Antitrust Division	5 (1%)	61 (9%)	-	377 (57%)	-			-	-	-	-	-		
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	315 (6%)	532 (10%)	617 (12%)	617 (12%)	-			-	-	-	-	-		
Department of Justice	Civil Division	17 (1%)	435 (32%)	-	434 (32%)	53 (4%)		^	-	-	-	-	-		
Department of Justice	Civil Rights Division	45 (8%)	187 (33%)	90 (16%)	322 (57%)	5 (1%)	*	^	-	-	-	-	-		
Department of Justice	Criminal Division	6 (1%)	147 (15%)	22 (2%)	271 (27%)	74 (7%)	*	^	-	-	-	-	-		
Department of Justice	Drug Enforcement Administration	138 (2%)	373 (4%)	-	248 (3%)	35 (<1%)	*	^	-	-	-	-	-		
Department of Justice	Environment and Natural Resources Division	-	-	-	-	-			15 (2%)	147 (24%)	-	57 (9%)	-		
Department of Justice	Executive Office for Immigration Review	97 (6%)	142 (8%)	77 (5%)	6 (<1%)	-			-	-	-	-	-		
Department of Justice	Executive Office for the US Attorneys	76 (1%)	226 (2%)	-	589 (5%)	-			-	-	-	-	-		
Department of Justice	Federal Bureau of Investigation	9 (<1%)	6 (<1%)	5 (<1%)	29 (<1%)	-			-	-	-	-	-		
Department of Justice	Federal Bureau of Prisons	256 (1%)	598 (2%)	-	370 (1%)	-			-	-	-	-	-		
Department of Justice	Justice Management Division Offices Boards and Divisions	86 (8%)	167 (15%)	39 (4%)	295 (27%)	25 (2%)	*	^	-	-	-	-	-		
Department of Justice	Office of Justice Programs	369 (52%)	136 (19%)	143 (20%)	-	9 (1%)	*	^	-	-	-	-	-		
Department of Justice	Office of the Inspector General	-	349 (75%)	33 (7%)	5 (1%)	-			-	-	-	-	-		
Department of Justice	Tax Division	-	-	-	-	-			2 (<1%)	53 (11%)	-	63 (13%)	-		

Department	Subagency	FY 2017							September 2017						
		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	US Marshals Service	189 (4%)	95 (2%)	-	267 (5%)	20 (<1%)		^	-	-	-	-	-		
Department of Justice	US Trustee Program	41 (4%)	-	-	41 (4%)	-			-	-	-	-	-		
Department of Labor	Adjudicatory Boards	32 (29%)	33 (30%)	28 (26%)	78 (72%)	-			-	-	-	-	-		
Department of Labor	Bureau of International Labor Affairs (ILAB)	23 (21%)	52 (46%)	36 (32%)	104 (93%)	-			-	-	-	-	-		
Department of Labor	Bureau of Labor Statistics (BLS)	698 (29%)	714 (30%)	640 (27%)	1625 (68%)	-			-	-	-	-	-		
Department of Labor	Employee Benefits Security Administration (EBSA)	129 (14%)	227 (25%)	361 (40%)	653 (72%)	-			-	-	-	-	-		
Department of Labor	Employment and Training Administration (ETA)	392 (34%)	347 (30%)	388 (34%)	886 (78%)	-			-	-	-	-	-		
Department of Labor	Mine Safety and Health Administration (MSHA)	64 (3%)	115 (5%)	264 (12%)	375 (18%)	-			-	-	-	-	-		
Department of Labor	Occupational Safety and Health Administration (OSHA)	266 (13%)	499 (25%)	850 (43%)	1424 (72%)	-			-	-	-	-	-		
Department of Labor	Office of Administrative Law Judges (OALJ)	9 (6%)	37 (23%)	62 (39%)	80 (51%)	-			-	-	-	-	-		
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	-	1 (14%)	6 (86%)	5 (71%)	-			-	-	-	-	-		
Department of Labor	Office of Disability Employment Policy (ODEP)	13 (27%)	21 (44%)	14 (29%)	48 (100%)	-			-	-	-	-	-		
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	180 (32%)	141 (25%)	192 (34%)	442 (79%)	-			-	-	-	-	-		

Department	Subagency	FY 2017					September 2017				
		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 Labor-Management Standards (OLMS)	48 (24%)	33 (17%)	69 (35%)	119 (61%)	-	-	-	-	-	-
Department of Labor	Office of Public Affairs (OPA)	11 (22%)	11 (22%)	28 (56%)	50 (100%)	-	-	-	-	-	-
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	158 (21%)	305 (40%)	287 (38%)	581 (76%)	-	-	-	-	-	-
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	2 (6%)	2 (6%)	26 (79%)	24 (73%)	-	-	-	-	-	-
Department of Labor	Office of the Chief Financial Officer (OCFO)	21 (21%)	34 (34%)	46 (46%)	88 (87%)	-	-	-	-	-	-
Department of Labor	Office of the Inspector General (OIG)	99 (29%)	63 (18%)	122 (35%)	234 (68%)	-	-	-	-	-	-
Department of Labor	Office of the Secretary (OSEC)	-	6 (11%)	30 (53%)	36 (63%)	-	-	-	-	-	-
Department of Labor	Office of the Solicitor (SOL)	91 (13%)	223 (32%)	281 (40%)	524 (75%)	-	-	-	-	-	-
Department of Labor	Office of Workers' Compensation Programs (OWCP)	713 (49%)	342 (23%)	224 (15%)	946 (65%)	-	-	-	-	-	-
Department of Labor	Veterans Employment and Training Services (VETS)	76 (33%)	74 (32%)	80 (34%)	202 (87%)	-	-	-	-	-	-
Department of Labor	Wage and Hour Division (WHD)	326 (19%)	390 (23%)	600 (35%)	1018 (59%)	-	-	-	-	-	-
Department of Labor	Women's Bureau (WB)	16 (37%)	12 (28%)	15 (35%)	35 (81%)	-	-	-	-	-	-
Department of State	International Boundary and Water Commission: United States and Mexico	2 (1%)	2 (1%)	-	40 (16%)	1 (<1%)	-	-	-	-	-

Department	Subagency	FY 2017					September 2017				
		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 State	International Boundary Commission: United States and Canada	-	-	-	4 (50%)	-	-	-	-	-	-
Department of State	International Joint Commission: United States and Canada	-	-	-	-	-	-	-	-	-	-
Department of the Interior	Bureau of Indian Affairs	-	-	-	-	-	63 (1%)	129 (3%)	-	-	-
Department of the Interior	Bureau of Land Management	-	-	-	-	-	394 (4%)	619 (6%)	-	26 (<1%)	-
Department of the Interior	Bureau of Ocean Energy Management	-	-	-	-	-	99 (17%)	131 (23%)	-	-	-
Department of the Interior	Bureau of Reclamation	-	-	-	-	-	230 (4%)	500 (9%)	-	63 (1%)	-
Department of the Interior	Bureau of Safety and Environmental Enforcement	-	-	-	-	-	123 (14%)	149 (17%)	-	-	-
Department of the Interior	Fish and Wildlife Service	-	-	-	-	-	707 (8%)	1093 (12%)	-	1 (<1%)	-
Department of the Interior	National Park Service	-	-	-	-	-	770 (4%)	1079 (5%)	-	5 (<1%)	-
Department of the Interior	Office Natural Resource Revenue	-	-	-	-	-	285 (47%)	144 (24%)	-	-	-
Department of the Interior	Office Of Indian Ed Programs	-	-	-	-	-	-	-	-	-	-
Department of the Interior	Office Of Surface Mining, Reclamation & Enf	-	-	-	-	-	96 (22%)	105 (25%)	-	-	-
Department of the Interior	Office Of The Inspector General	-	-	-	-	-	101 (40%)	73 (29%)	-	-	-
Department of the Interior	Office Of The Sec, IBC	-	-	-	-	-	232 (25%)	294 (32%)	-	-	-

Department	Subagency	FY 2017							September 2017						
		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 Secretary Of The Interior	-	-	-	-	-			426 (31%)	304 (22%)	-	9 (1%)	-		
Department of the Interior	Office Of The Solicitor	-	-	-	-	-			58 (14%)	129 (31%)	-	7 (2%)	-		
Department of the Interior	Office of the Special Trustee	-	-	-	-	-			71 (12%)	71 (12%)	-	-	-		
Department of the Interior	OS, Asst Sec Indian Affairs	-	-	-	-	-			47 (21%)	29 (13%)	-	-	-		
Department of the Interior	U.S. Geological Survey	-	-	-	-	-			785 (9%)	1021 (12%)	-	2 (<1%)	-		
Department of the Treasury	Bureau of Engraving & Printing (BEP)	10 (1%)	438 (24%)	-	267 (15%)	4 (<1%)		^	-	-	-	-	-		
Department of the Treasury	Bureau of the Fiscal Service (BFS)	1578 (44%)	1064 (30%)	179 (5%)	481 (14%)	7 (<1%)		^	-	-	-	-	-		
Department of the Treasury	Departmental Offices	172 (9%)	188 (10%)	-	242 (12%)	21 (1%)		^	-	-	-	-	-		
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	114 (42%)	77 (28%)	-	113 (41%)	2 (1%)		^	-	-	-	-	-		
Department of the Treasury	Internal Revenue Service (IRS)	23231 (29%)	4286 (5%)	3697 (5%)	8166 (10%)	239 (<1%)		^	-	-	-	-	-		
Department of the Treasury	IRS Chief Counsel	257 (13%)	816 (41%)	361 (18%)	361 (18%)	-			-	-	-	-	-		
Department of the Treasury	Office of Inspector General (OIG)	8 (5%)	85 (51%)	-	72 (43%)	-			-	-	-	-	-		
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	92 (2%)	284 (7%)	49 (1%)	3542 (90%)	-			-	-	-	-	-		
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	2 (1%)	14 (10%)	61 (44%)	81 (59%)	-			-	-	-	-	-		
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	201 (41%)	18 (4%)	-	155 (32%)	138 (28%)		^	-	-	-	-	-		

Department	Subagency	FY 2017							September 2017						
		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	Treasury Inspector General for Tax Administration (TIGTA)	385 (49%)	200 (25%)	-	216 (27%)	18 (2%)		^	-	-	-	-	-		
Department of the Treasury	U.S. Mint	98 (6%)	132 (8%)	-	305 (19%)	6 (<1%)		^	-	-	-	-	-		
Department of Transportation	Federal Aviation Administration	5911 (13%)	4963 (11%)	-	1840 (4%)	-			-	-	-	-	-		
Department of Transportation	Federal Highway Administration	277 (10%)	781 (29%)	760 (28%)	388 (14%)	-			-	-	-	-	-		
Department of Transportation	Federal Motor Carrier Safety Administration	283 (24%)	169 (15%)	57 (5%)	6 (1%)	-			-	-	-	-	-		
Department of Transportation	Federal Railroad Administration	30 (3%)	183 (20%)	131 (14%)	14 (2%)	-			-	-	-	-	-		
Department of Transportation	Federal Transit Administration	173 (31%)	245 (44%)	-	60 (11%)	-			-	-	-	-	-		
Department of Transportation	Maritime Administration	88 (12%)	112 (15%)	70 (9%)	34 (5%)	-			-	-	-	-	-		
Department of Transportation	National Highway Traffic Safety Administration	16 (3%)	172 (31%)	70 (13%)	163 (30%)	-			-	-	-	-	-		
Department of Transportation	Office of Inspector General	219 (54%)	80 (20%)	-	83 (20%)	-			-	-	-	-	-		
Department of Transportation	Office of Secretary of Transportation	298 (20%)	476 (32%)	109 (7%)	20 (1%)	-			-	-	-	-	-		
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	141 (26%)	47 (9%)	30 (6%)	178 (33%)	-			-	-	-	-	-		
Department of Transportation	St. Lawrence Seaway Dev Corp	6 (5%)	2 (2%)	-	7 (5%)	-			-	-	-	-	-		

Note: Percentage is equal to number of teleworkers divided by total number of employees. Cells with dashes (-) indicate that no data were reported for that field.

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

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Access Board	Yes	The decrease is because employees changed schedules, retirement and one deceased.	
Agency for International Development	No	N/A	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	No		
Broadcasting Board of Governors	Yes		Better promotion of telework as a flexibility and better record keeping on WebTA which was launched a year ago.
Central Intelligence Agency	Yes	CIA actually experienced an increase in both teleworkers and remote workers. The perceived decrease resulted from a change in Data Call procedures. In 2017, we were instructed to combine both teleworkers (61) and remote workers (118) in reporting telework participation, which resulted in a total of 179. Under the 2017 instructions, this section asks only for teleworkers (63); the remote workers (167) are reported separately in question 9. Had we combined the two numbers as we did last year, the total would have been 230, which is plus 51 from the 2017 total.	
Chemical Safety and Hazard Investigation Board	Yes	Remote employees were included in the FY16 data	
Commodity Futures Trading Commission	No		
Consumer Financial Protection Bureau	Yes	We used a new reporting system this year that allowed us to capture date for all of 2017. In the year prior we were only able to capture data for one pay period so the number of teleworkers was significantly lower.	

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Consumer Product Safety Commission	No	N/A	
Corporation for National and Community Service	No		
Court Services and Offender Supervision Agency	No		
Defense Nuclear Facilities Safety Board	No		
Denali Commission	Yes	Agency policy has been updated to eliminate eligibility of positions for telework.	
Department of Agriculture	No		
Department of Commerce	No		
Department of Defense	No		
Department of Education	Yes		Last year our payroll system was able to capture the total number of teleworkers for all of FY16. This year however, our payroll provider implemented a new system that doesn't have the capabilities to capture telework data for an entire year. The new system can only capture telework data by pay-periods therefore, the data captured for 2017 is significantly different than the data from 2017. Additionally, we had surge of retirements early FY 17 which also has an impact on the 2017 data.
Department of Energy	No		
Department of Health and Human Services	No		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Department of Homeland Security	Yes	Between 2017 and 2017 the percentage of DHS employees who teleworked decreased from 55% to 45%. This was the first drop in percentage of eligible employees teleworking that we have seen since we started reporting. An analysis of the Component data shows that FEMA was the only component to see a significant decrease (27%) in the number of eligible teleworkers teleworking during FY2017. We believe this drop is due in large part to the number of FEMA employees who were either deployed because of natural disasters – Hurricanes Harvey and Irma and resulting flooding, as well as California wild fires – or working in the office to support disaster recovery and response efforts.	
Department of Housing and Urban Development	No	HUD was able to achieve an increase in telework participation during FY16 due to continued efforts to bring awareness of the Telework Program. This awareness took place in the New Employee Orientations weekly to ensure new employees are aware of the program. Supervisors and Managers also mentioned to current employees throughout the year that they are telework eligible and then discussed the agency policy pertaining to telework. Therefore, the increase was due to awareness efforts, some new employees after hearing of the program in orientation deciding to participate almost immediately and some current employees that did not participate in FY15 opted to participate in FY16.	
Department of Justice	No		
Department of Labor	No		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Department of State	Yes	During FY-17, the change in Administration resulted in a Department hiring freeze on outside recruitment, and internal CS laterals, reassignments and promotions. The prospect of a Department buy-out resulted in potentially eligible employees, delaying retirement decisions. Therefore, due to normal attrition and increases in workload due to vacancies or turnover, we anticipate that fewer employees could telework as a workplace flexibility. However, we anticipate a temporary impact.	
Department of the Interior	Yes	Our data retrieval system changed and we had to use the average count and not the data system we used the year before. We believe this number is greater than the FY2017 data, but don't have a means to capture the correct data.	
Department of the Treasury	No	NA	
Department of Transportation	No	N/A	
Department of Veterans Affairs	No	NA	
Election Assistance Commission	Yes	In 2015, leadership allowed everyone to telework 2 days a week. New leadership is reshaping the workforce and has asked that the 7 new employees hired in FY17 not participate in telework until the recommendations are put into place. This should take place in February 2018. Some old staff have elected to discontinue teleworking since workloads have increased..	
Environmental Protection Agency	No		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Equal Employment Opportunity Commission	Yes	The Agency has promoted telework as a tool to optimize the efficiency of operations. We facilitated trainings on proper reporting and the use of telework which has proven to provide more accurate reporting.	
Executive Office of the President(Science and Technology)	No		All staff in 2017 and 2017 are eligible to telework.
Export-Import Bank of the United States	Yes	FY 2017 was not properly annotated and documented in the system, therefore, Telework system was not properly set up to report most accurately numbers.	
Farm Credit Administration	No	The agency had a lower number of employees for FY2017	
Farm Credit System Insurance Corporation	No	Decrease in telework participation due to one employee chose to opt-out in teleworking between FY2017 and FT2017.	
Federal Communications Commission	Yes	While our FY 2017 telework participation was not recorded, our telework participation decreased due to the number of retirements in 2017-2017.	
Federal Deposit Insurance Corporation	No		
Federal Election Commission	Yes	Do not know what was reported in FY16	
Federal Energy Regulatory Commission	No		
Federal Housing Finance Agency	No		
Federal Labor Relations Authority	Yes		FLRA did not submit data for the 2017 Telework Report.
Federal Maritime Commission	No		
Federal Mediation and Conciliation Service	No		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Federal Mine Safety and Health Review Commission	Yes	There were no significant activities in the District of Washington or major weather occurrences that required employees to telework like the previous year.	
Federal Retirement Thrift Investment Board	No		
Federal Trade Commission	Yes	The method in which the agency captures data resulted in a significant change from FY 2017 and FY2017. Recognizing the importance of more reliable data, the Human Capital Management Office launched a communications strategy, which included providing employees' desk aids and guidance on how to properly code all telework hours into the agency's time and attendance system. The data reported for FY 2017 is collected from the time and attendance system and is now a more accurate depiction of the agency's participation rates.	
General Services Administration	No	The change in GSA participation is partially based on the change in OPM requirements which removes remote workers (in GSA "full-time teleworkers) this year. That change results in a close to 4% decrease in participation. It is worth noting that if remote worker data (492 in GSA in FY17) had continued to be included in this count, GSA's telework participation rate would have risen to 9890 in FY2017, which is a net increase of 1% in participation over what the Agency reported in FY2017.	
Institute of Museum and Library Services			
Institute of Museum and Library Services	Yes		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Japan-United States Friendship Commission	No	JUSFC is a nano agency with four FTEs. Of the four only three are authorized to telework. This number has not changed from FY2017 to FY2017. No change is anticipated in FY2018.	
Marine Mammal Commission	Yes	In FY16 there were some severe weather days during which many people teleworked. In FY17 there were very few, if any, severe weather days.	
Merit Systems Protection Board	Yes	The decrease in telework participation is likely the result of employee turnover during the period of the freeze and the Agency's reduction of the number of temporary employees.	
Millennium Challenge Corporation	Yes	MCC promotes a flexible work environment. New employees are provided training on flexible work options, with the ability to opt. out. All employees are required to have a master work schedule (MWS) on file. Of those who have a MWS on record, a majority of employees have selected the ability to participate in situational telework and have that noted in their MWS.	
National Aeronautics and Space Administration	Yes		
National Archives and Records Administration	No	N/A	
National Capital Planning Commission	Yes	This Fiscal Year (2017), there were no OPM government-wide closures (due to inclement weather) which resulted in the significant decrease in telework participation by some of our employees who rarely telework on an annual basis; compared to the previous years, when we have had a number of government-wide closures. Our agency requires our telework-ready employees to telework, or use leave, if there is a government-wide closure.	

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
National Council on Disability	Yes	There was a decrease in FTE's in FY2017.	
National Credit Union Administration	No		
National Endowment for the Arts	No		
National Endowment for the Humanities	No		
National Labor Relations Board	Yes		The 41 percent decrease is very likely due to data collection method. Our Agency started using webTA for our T&A processes in pay period 1708 (March 19 – April 1, 2017) , which is where the frequency report was generated from for 2017. It is apparent that a significant number of employees who telework have not been recording their frequency correctly or at all, for that matter.
National Mediation Board	No	The participation decrease due to employees separating from the National Mediation Board.	
National Science Foundation	No	The National Science Foundation's telework frequency increased 3.6% from FY16 to FY17.	
National Transportation Safety Board	No		
Nuclear Regulatory Commission	No	N/A	
Nuclear Waste Technical Review Board	No		
Occupational Safety and Health Review Commission	No	None	
Office of Government Ethics	No		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Office of Management and Budget (EOP)	Yes	As we mentioned FY 2017, we did not have an effective mechanism in place to track telework participation. We corrected this deficiency in FY 2017 through a training and education campaign with leadership and staff to increase their awareness of this flexibility and encouraging its use. Through this effort we also had employees participating in telework submit and/or update their telework agreements. In addition, we created and added dedicated telework codes into our time and attendance system so that we could more accurately capture teleworking data. This also included instances of medical telework as a reasonable accommodation.	
Office of National Drug Control Policy	Yes	Telework data was previously reported off of telework agreements. This year's data was collected from February 2017-September 2017 off of the data submitted in the T&A system.	
Office of Personnel Management	Yes		OPM recognizes that telework is a method to improve efficiency and obtain a better life balance while improving employee morale. As such, we advocate maximum participation within the Agency. Our telework participation increased by 31% as of pay period 20, 2017. However, we believe that the percentage rate is much higher across the Agency. Our new and upcoming T&A system will provide us with the ability to track this progression.
Office of the Director of National Intelligence	Yes	ODNI had additional qualifying applications for telework.	
Office of the United States Trade Representative (EOP)	No		
Overseas Private Investment Corporation	No		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
Patent and Trademark Office	Yes	FY 2017 telework participation total included remote workers; FY 2017 telework participation total does not include remote workers.	
Peace Corps	Yes	The agency now has the capability to accurately track telework due to changing from an in-house time and attendance system to the webTA time and attendance system. Tracking is done electronically as opposed to manually.	
Pension Benefit Guaranty Corporation	No		
Postal Regulatory Commission	No		
Privacy and Civil Liberties Oversight Board	Yes	Staff attrition during sub-quorum period, i.e., the PCLOB currently has only one of five Board Members.	
Railroad Retirement Board	Yes	We updated our Telework plan and took off the 50% rule in 2017. In 2017, all employees that were eligible to telework could so do; depending on supervisor's approval.	
Securities and Exchange Commission	Yes	The increase in telework percent is attributed to educating the SEC staff on the requirement to their record telework hours in the time and attendance system.	
Small Business Administration	Yes	After the 2017 Telework survey, and as a part of our migration to a new payroll provider, we did T&A training with our timekeepers to ensure that employees were using the correct codes.	
Social Security Administration	Yes	The largest component of SSA is currently conducting a pilot program that is continuing to expand each quarter.	
Tennessee Valley Authority	No		
Trade and Development Agency	No		

Agency	More than 10% increase or decrease from 2017 to 2017?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2017	Comparison Between September 2017 and September 2017
U.S. AbiliityOne Commission	Yes	We hired more employees	
U.S. Commission on Civil Rights			
U.S. International Trade Commission		N/A	
U.S. Office of Special Counsel			

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

Agency	Consider Fiscal Year 2017. 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	The agency management plans to introduce telework to new employees that may be hired. The agency will continue to promote telework as an incentive to maintain retention, job satisfaction and employee retention.
Agency for International Development	USAID's 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	The TMO will talk with supervisors to get feedback on how telecommuters (especially remote teleworkers) are doing in completing their work assignments.
Broadcasting Board of Governors	We provide briefings and include telework in required supervisory training. We evaluate through this data call and the Federal Employee Viewpoint survey.
Central Intelligence Agency	Management continues to promote telework options, where feasible, particularly in the use of flexible work centers. The telework centers have computers and printers that are available on a first come, first served basis. They are open 24 hours a day, seven days a week. The telework centers have over 50 desks in the greater Washington D.C. area that a large number of employees, on an ad-hoc basis, utilize - tracking indicates approximately 900 separate system accesses per week. Additional desks are projected to be added to our flexible work centers in 2018.
Chemical Safety and Hazard Investigation Board	Used as a retention tool.
Commodity Futures Trading Commission	We are in the process of bargaining our current telework policy with our union to include in our new collective bargaining agreement.
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 flexible work schedule flexibilities. It also allows for extended situational telework for personal circumstances as well as for medical instances. We also had a large office move and employees were able to continue working because they were able to utilize telework.
Consumer Product Safety Commission	CPSC management promotes telework via newsletter articles and email reminders when it comes to inclement weather, so that operations may continue as much as possible. An audit of the telework program occurred in FY17 which resulted in recommended actions. A corrective action plan was created that consists of research of best practices from other agencies and OPM, surveys to all employees and supervisors, a revision of the telework policy, and training for employees on how to code their timesheets.

Agency	Consider Fiscal Year 2017. 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.
Corporation for National and Community Service	The Agency 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.
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. Specifically, in 2017, both CSOSA and PSA invested in mobile technology to ensure employees are readily available and able to work effectively at numerous sites. The Agency also implemented a hoteling program to save physical space in organizations that feature frequent routine telework. 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. Both CSOSA and PSA continue to promote the program wherever it would be beneficial to fulfilling our critical public safety missions and are continually considering innovative ways to evaluate the program's effectiveness.
Defense Nuclear Facilities Safety Board	The Board has successfully planned and implement a robust telework program. However, existing agency policy and procedures did not have a formal requirement or mechanism to regularly assess the program. The recent revision of the Board's telework procedures now includes a requirement to evaluate its telework program through annual audits. In addition, the agency's telework program was the subject of an IG audit in 2017. The audit recommended--and the Board incorporated-- additional procedures regarding employee/supervisor telework training and tracking telework participation. The procedural changes noted above will enable management to better evaluate the effectiveness of the program.

Agency	Consider Fiscal Year 2017. 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	FY 16, DoD Management efforts to promote telework include: - 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 mechanisms 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 Human Capital Strategy Board and at senior Administrative Officer Forums. Best practices are shared and new initiates/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	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. Last year, we began planning for a major initiative to improve the workplace at the Department of Education (ED) by building greater employee performance and productivity through innovative space designs and technology enhancements, while reducing the agency's space footprint and associated out-year costs. This initiative includes working extensively with our subagencies to evaluate their positions to determine the frequency at which these positions were able to telework. We offered training to subagency representatives to train other staff members. We began linking telework goals to space reduction goals and emphasizing the need for a cultural shift in our telework usage. We analyze usage and trend reports with agency leadership and provided feedback to help increase telework usage. ED's CHCO and the Principal Deputy Assistant Secretary for Management frequently meet with senior leadership to provide status reports and to emphasize the Department's dedication to expanding our telework program. We frequently work with offices/subagencies to provide assistance and or training to effectively managing telework. We work with our union officials to identify employee concerns about telework, and address those concerns collaboratively. Additionally, ED promotes telework to all staff on a regular basis.
Department of Energy	Uses the telework goals settings and measures to hold managers accountable. Emphases telework if its Continuity of Operations Plan (COOP) events, special telework events (e.g. telework awareness week, telework drills), TMO/CHCO memorandum is issued to Head of Departmental elements on the results of meeting the current FY goals, as well as the upcoming FY goals.

Agency	Consider Fiscal Year 2017. 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 Health and Human Services	HHS establishes yearly goals and works through Departmental Communities of Practice to discuss goals, evaluate hurdles and share telework success stories. The established telework targets which the Department has achieved works in relationship with other employee programs.
Department of Housing and Urban Development	In FY17, HUD had New Employee Orientations that would introduce the Telework Program to incoming employees. HUD also reviews annually the Data Call results and other reports (such as Federal Employee Viewpoint Survey) to evaluate the effectiveness of the program.
Department of Justice	Managers are required to complete Telework Training for Managers and they are also responsible for ensure that all employees are on a telework agreement and that telework is properly recorded on time and attendance records.
Department of Labor	Telework utilization measures and milestones are included in agency operating plans. Program enhancements are made as necessary to improve policy and operations and promote program efficiency.
Department of State	Through internal weekly Director meetings, our CHCO, TMO and office directors keep a pulse on the organization's workforce status, complications and any problem areas that require the attention of senior leadership. Our Department Notices, ALDAC cables and messaging does require engaging senior leaders and with their input/clearance, this another avenue of inviting their input and seeking their buy-in for our progressive and pro-active workplace flexibility policies and programs.
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 2017 in a number of ways, including: 1. 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) 2. Continuing to provide telework training for employees and managers? 3. Providing telework policy guidance to employees, supervisors and managers on an ongoing basis and 4. 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	VA establishes Department-wide goals each fiscal year, which incorporates the established goals of each VA Administration. We promote, educate, and provide resources on the Department's telework policies and programs as well as evaluate the status of fiscal year telework goals each quarter.
Election Assistance Commission	For FY 2017, employees hired after 10/1/2017, do not telework on a regular basis. This is a change since FY 2017 when new employees were allowed to participate in the current program.

Agency	Consider Fiscal Year 2017. 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.
Environmental Protection Agency	During FY 2017 the EPA implemented a new telework policy with significant enhancements designed to promote telework including a new mandatory telework training requirement for all managers and supervisors. During FY 2017, EPA's telework program underwent an extensive OIG audit which resulted in a final finding that declared it being fully compliant and consistent with the Telework Act and OPM Guidance and therefore, warranting no recommended corrective actions.
Equal Employment Opportunity Commission	The EEOCs Office of the Chief Human Capital Officer (OCHCO) continues to promote telework by negotiating increase telework programs, providing training on telework programs to include the use of and how to manage them. Agency leaders have promoted and supported telework through the establishment of new telework programs and trainings.
Export-Import Bank of the United States	Export-Import Bank continue to promote telework through or intranet page, through our "All Hands Meetings" and at our new employee orientation briefings.
Farm Credit Administration	Agency leadership supports the CHCO as the Telework Managing Official in providing support and encouragement for telework. The Human Resources Division offers services and resources to support and encourage telework in the federal government. .Improvements to the telework automated form were made and training modules for managers and employees have been shared. Effective technical support is provided for teleworkers. Skype technology is used for effective meeting management.
Federal Communications Commission	Telework is part of our agency's Basic Negotiated Agreement and available to all eligible employees who meet requirements and wish to participate.
Federal Deposit Insurance Corporation	In Fiscal Year 2017, the FDIC continued to manage the Telework Program with senior management support. We 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 marketed our internal computer based instruction training for both managers/supervisors and employees. The FDIC worked 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 tracked telework agreements. The system allowed 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. The FDIC tracked the progress of the Diversity and Inclusion (D & I) 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. Telework is an important benefit at the FDIC. As a result it remains a component in the D & I Strategic Plan.

Agency	Consider Fiscal Year 2017. 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 Election Commission	Work with NTEU to encourage members to participate in the program. We have established policies that allows virtually all employees to participate.
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 telework policy, the agency continues to promote work-life balance to its employees. The 2017 EVS showed 86% of FHFA employees were satisfied with the telework flexibilities.
Federal Labor Relations Authority	Agency management periodically reminds all employees of telework options. The Human Resources Division discusses telework flexibility with each new hire. During times of inclement weather, management provides additional information regarding telework.
Federal Maritime Commission	We provide new employees agency specific training on our modernized program and conduct annual refresher training for all current employees and supervisors. Senior leadership reviews the annual FEVS and Telework Data call results to evaluate the satisfaction and participation of the Commission's employees.
Federal Mediation and Conciliation Service	Training Managers and Supervisors on the value of telework.
Federal Mine Safety and Health Review Commission	Management encourages employees with friendly reminders and timekeepers help to have employees annotate their telework on their timecards
Federal Retirement Thrift Investment Board	The agency conducted a complete Telework Program Evaluation that included review of FEVS scores, benchmarking from other small agencies, federal best practices, employee & supervisory focus groups as well as interviews of agency top leadership to include the Executive Director to determine if changes were needed for its effectiveness. As a result, ALL employees were required to attend mandatory telework refresher training and several enhancements were made to standardize the use of available technology. All required training must be completed prior to the annual renewal of telework agreements.
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.

Agency	Consider Fiscal Year 2017. 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.
General Services Administration	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 being updated 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 anticipates implementation of its new HRIT system, HRLinks, during FY18, which will allow consolidation in one system of data currently divided among several IT systems, increasing efficiency and reliability. GSA continues to make enhancements to our program, including: 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	In 2017 the agency's leadership had the Office of Human Resources (OHR) review, revise and implement and updated telework policy. During onboarding, OHR ensures that all employees (if the position allows) are aware of, and have agreements in place to telework. OHR works with the CIO's office to make sure equipment is available for teleworking, and OHR partners with the COO for telework drills, like Eagle Horizon. OHR will evaluate the changes in policy in 2018.
Marine Mammal Commission	Agency leadership encourages staff to telework, and telework is supported by supervisors.
Merit Systems Protection Board	The MSPB's telework program was in effect well prior to the Act of 2010, and has always had the strong support of the Agency's senior managers.
Millennium Challenge Corporation	Briefings are provided to Senior Leadership to evaluate telework utilization. Specific questions are included in the Employee Viewpoint Survey on flexible work and the data is analyzed to determine who employees feel about the program.
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, Federal Work-Life Survey 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

Agency	Consider Fiscal Year 2017. 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 Capital Planning Commission	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 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, which includes work schedule arrangements (e.g. routine, intermittent, or short-term for reasonable accommodation or medical purposes), duties or tasks to be performed, and policy terms & conditions; 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, as part of the orientation/onboarding process, new hires are informed of the option to participate in our Telework Program and its policy and procedures. The policy, which includes OPM Telework Training web link, is available 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 throughout the performance review and evaluation cycle. The program participation is also evaluated in alignment with our agency's mission and strategic goals.
National Council on Disability	Our agency's management plans, implements, and evaluates our program to promote the adoption of telework in your agency by ongoing review and update of the agency's telework policy and procedures. All employees are required to complete an annual telework training. Managers are required to complete an annual telework training for managers. Telework agreements are reviewed and updated annually.
National Credit Union Administration	With the majority of NCUA employees being a mobile workforce, NCUA is very used to and strongly supports allowing employees to work from alternative sites. Employees are evaluated based on work results achieved. When senior management planned a major reorganization that was announced in July 2017, the plan called for an increased number of remote employees (full-time teleworkers) as a result of the restructuring. Further, NCUA's Diversity and Inclusion Strategic Plan encourages a supportive, welcoming, inclusive and fair work environment through flexible workplace policies such as telework, to cultivate employee engagement and empowerment.
National Endowment for the Arts	NEA promotes telework via new employee orientation and periodic all staff email.

Agency	Consider Fiscal Year 2017. 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 Labor Relations Board	The NLRB Extended Telework Program (ETP) is a pilot work arrangement that allows eligible employees to work at an alternate worksite during paid work hours to conduct their official assigned duties. While in the telework program, a participating employee will continue to provide internal and external customer service and maintain the normal functions and performance of the Agency. Employees will be allowed to participate to the maximum extent possible without diminished performances as long as they meet the requirements of this policy and obtain supervisory approval. b) The Extended Telework Program (Pilot) will promote workforce transformation; provide cost reductions in office space, Transit Program, Bicycle Program, and parking. The NLRB recognizes that mobility and flexibility allow employees to effectively perform work both within and outside of the Agency worksite. Mobility requires accurate coordination, timely communication, and deliberate flexibility among team members to be effective. This policy is designed to provide the structure needed for the successful implementation of an Extended Telework Program (Pilot).
National Mediation Board	The National Mediation Board is in the process of revising its Telecommuting Policy.
National Science Foundation	Starting in May 2017, and continuing through FY17, NSF issued guidance to staff providing increased workplace flexibilities, including the increased use of recurring telework, to help with impacts as a result of the WMATA SafeTrack Implementation. NSF's increased flexibilities continued throughout the remainder of the WMATA SafeTrack project, and were praised by OPM as a Federal best practice. The NSF Telework Managing Officer (TMO) delivered numerous briefings to senior leadership, and customer organizations and facilitated discussions on how to work through organizational telework concerns. The TMO continued to work individually with Directorates/Divisions across the agency on how to effectively implement telework in their organization, encouraging a collaborative approach between supervisors and employees to support increased telework usage and generally a more robust NSF telework program. NSF's management continued to promote telework through the following actions, - Increased 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 use of telework flexibilities across the agency. Examples included emphasizing in telework trainings and customer briefings and New Employee Orientation (NEO) sessions, the importance of properly recording telework hours worked and providing education on how to code telework hours in the agency's time and attendance system. - NSF provided training to encourage an increase in the use of telework flexibilities across the agency. In FY17, it finalized a comprehensive in-person NSF-specific training for supervisors of teleworkers which included 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 included 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	The agency has developed a new telework policy. Agency leadership plans for the new policy including an updated telework agreement to be rolled out to the agency in early 2018. Concurrent with the roll out of the improved policy, there will be training available to all employees.

Agency	Consider Fiscal Year 2017. 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	The agency has implemented a change in our time reporting system to collect data on telework hours. The agency will now be able to report telework data that is more closely aligned with actual participation levels. The agency was also able to finalize a new Telework management directive. Staff and management from the Office of the Chief Human Capital Officer give presentations on our Telework Program to groups of NRC employees and supervisors. They promote the program in October during National Work and Family Month, as well as at other times during the year. The staff provides resources for employees and managers to assist them in applying for the telework program, and provides advice and guidance on ensuring these arrangements are effective. 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 at home under a special circumstances (i.e., temporary remote due to personal incapacitation or hardship) arrangement. We use the feedback received to assess the effectiveness of these types of arrangements.
Nuclear Waste Technical Review Board	NWTRB management plans to review telework agreements, and update them based on the strategic plan. Management will meet with employees to determine if implementing additional routine telework days will increase their productivity or help achieve the agency's strategic goals and objectives. Unscheduled telework days will be planned to assess employee readiness to telework. 2018 COOP exercises will be planned in order for NWTRB to be in compliance will all federal laws and regulations. Management will conduct a bi-annual evaluation to determine if the telework program is helping NWTRB achieve its strategic plan and having a positive impact on employee work.
Office of Government Ethics	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. The Agency continues to allow telework arrangements for employees when such arrangements are beneficial to the Agency in terms of productivity or enhances quality of work, 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 Agency will continue to encourage telecommuting arrangements and approve them when consistent with the agency mission.
Office of Management and Budget (EOP)	We will continue to refine our metrics to capture telework data and to promote to and educate management and staff on the benefits of telework.
Office of Navajo and Hopi Indian Relocation	Agency leadership has provided for a telework plan and staff have been notified of its existence. No staff have taken the opportunity for teleworking, as much of the focus has been to work on goals related to agency phase out planning and implementation.

Agency	Consider Fiscal Year 2017. 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.
Office of Personnel Management	We will launch a new Telework Policy Agency-wide during FY 18. We also established a Telework Policy Implementation Plan that (to include key action items and timeframes) focuses on promoting telework to employees and managers and offering various resources to ensure the workforce is telework ready. Currently, the TMO is spearheading efforts to improve data collection and perform data clean-up prior to the implementation of the new telework policy. In addition, we will continue to look for trends by reviewing the total number of eligible employees and the number of telework eligible employees with telework agreements in place.
Office of the United States Trade Representative (EOP)	The Assistant U.S. Trade Representative (AUST) for Administration and the CHCO closely monitor any new policies, trends or updates announced by OPM. Consultations for best practices with other agencies of similar size are performed by the TMO. As appropriate, trials and pilot programs are put in place using small groups of employees. Based on their success new programs are announced by the AUSTR for Administration agency-wide. The CHCO and staff then lead on implementation and evaluating the program annually. Meetings to address concerns are scheduled as appropriate with managers not allowing participation.
Overseas Private Investment Corporation	OPIC will continue to promote telework when recruiting new employees as part of employee benefit offerings. Telework options (episodic, regular and medical), are available and widely supported by OPIC's management.
Patent and Trademark Office	The USPTO continued to enhance it telework environment in FY 2017 by expanding telework opportunities (an increase of 226 teleworkers from FY16 to FY17) 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 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	- PBGC CHCO planned a development project for Leadership Development mentees to evaluate the current policy and procedures - In-house telework training for new supervisors and managers was re-vamped and delivered to all new supervisors in 2017.
Postal Regulatory Commission	Classified as a very small agency (less than 100 employees), the Chairman advocates telework directly to senior leadership and across the agency and emphasizes telework as 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.

Agency	Consider Fiscal Year 2017. 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.
Privacy and Civil Liberties Oversight Board	The PCLOB utilized robust telework agreements and frequent situational approvals to help staff during the prolonged sub-quorum period.
Railroad Retirement Board	We request senior managers to review positions for telework eligibility and keep the information updated.
Securities and Exchange Commission	In FY2017, the SEC implemented a Telework Effectiveness project plan that included internal controls to ensure compliance with the Telework Enhancement Act of 2010 and additional promotional efforts. During the fiscal year, the SEC monitored manager and employee completion of required telework training and took corrective action as needed. The SEC also offered an additional 17 telework-related courses to staff. In April, the SEC celebrated Telework Week 2017 that included a "Get Up and Move" Challenge, email distributed from OCHO to all SEC managers that included LEAP links to three on-line webinars: Managing Virtual Workers – Part 1; Managing Virtual Workers – Part 2; and Telework and Dependent Care, three classroom and virtual telework-related trainings and several telework-related articles in the SEC Today newsfeed. The SEC monitored telework participation by reviewing the use of telework codes in the time and attendance system compared to employees' telework agreements and ensured employees were teleworking with an active telework agreement. Corrective action was taken when discrepancies existed. SEC's biggest accomplishment this year was the increase in the number of employees who recorded their telework hours in the time and attendance system. During the fiscal year, 91% of the SEC staff reported that they teleworked compared to 64% in FY16. This increase is due to employees being educated through the SEC Today newsfeed regarding the requirement to record telework hours in the time and attendance system. The result is consistent with the fact that in September 2017, 93% of the SEC staff had an active telework agreement.
Social Security Administration	The SSA component with the majority of our employees is continuing to expand its telework pilot program. In addition, SSA has recently changed its policy for employees who are scheduled to telework on inclement weather days. In the past, on full-day building closure days, employees scheduled to telework did not have to telework. Those employees scheduled to telework would still have to complete their scheduled workday on partial-day building closures. Now, all employees scheduled to telework must telework or take leave, unless there are mitigating circumstances.
Tennessee Valley Authority	Ongoing education with leadership and employees so they are aware the program is available. HR Generalists are the key liaisons for informing.
Trade and Development Agency	USTDA is extremely supportive of situational telework and is always seeking ways to expand participation. Increasingly, individual supervisors reinforce the option of telework as a way of alleviating the stress of commuting and meeting other personal needs, as well as utilizing telework to increase employee morale.
U.S. AbiliityOne Commission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)
U.S. Commission on Civil Rights	The agency executive team evaluated the telework policy and found it fit to update b/c the previous policy was too restrictive. They updated the policy from one a week to three days a week to meet the need of the agency and employees.

Agency	Consider Fiscal Year 2017. 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.
U.S. International Trade Commission	The USITC intends to promote telework by improving its telework enabling technology for better collaboration, adopting a new VPN model across the agency, and promoting the importance of "telework readiness" to its offices.

APPENDIX 13. Agency Management Efforts to Promote Telework in Fiscal Year 2017

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 measure-ment 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	X	X	X	X	-	X	-	
Agency for International Development	X	X	-	X	-	X	-	
Broadcasting Board of Governors	-	-	-	X	-	X	X	Telework briefings by TMO and integrating telework into supervisory training
Central Intelligence Agency	-	-	-	-	-	-	-	Management's support of the pilot completed by the Unclassified Telework From Home Working Group.
Chemical Safety and Hazard Investigation Board	X	-	-	-	-	-	-	
Commodity Futures Trading Commission	-	-	-	X	-	-	-	
Consumer Financial Protection Bureau	-	-	-	X	-	-	-	
Consumer Product Safety Commission	X	-	-	-	-	X	-	CPSC management promotes telework via newsletter articles and email reminders when it comes to inclement weather, so that operations may continue as much as possible.
Corporation for National and Community Service	-	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 measure-ment 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:
Court Services and Offender Supervision Agency	X	X	-	X	-	X	-	
Defense Nuclear Facilities Safety Board	-	X	-	X	-	X	-	
Department of Agriculture	X	X	-	X	X	-	-	
Department of Commerce	X	-	-	X	X	-	X	
Department of Defense	-	-	-	X	-	-	-	
Department of Education	X	X	-	X	X	X	X	
Department of Energy	-	X	X	X	X	X	-	
Department of Health and Human Services	-	-	-	X	-	-	X	
Department of Homeland Security	X	X	X	X	X	X	X	
Department of Justice	X	X	-	X	X	-	-	
Department of Labor	X	X	X	X	-	X	X	
Department of State	-	X	-	X	-	-	-	
Department of the Interior	-	-	-	X	-	-	-	
Department of the Treasury	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 measure-ment 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	-	-	-	
Department of Veterans Affairs		X	-	X	X	X	-	
Environmental Protection Agency	-	X	-	X	-	X	-	
Equal Employment Opportunity Commission	-	-	-	X	X	-	-	
Executive Office of the President (Science & Technology)	-	X	-	X	-	-	-	
Export-Import Bank of the United States	X	X	-	X	-	-	-	
Farm Credit Administration	X	X	-	X	-	X	-	
Farm Credit System Insurance Corporation	X	-	-	X	-	-	X	
Federal Communications Commission	-	-	-	X	-	-	-	
Federal Deposit Insurance Corporation	X	X	X	X	X	X	-	
Federal Election 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 measure-ment 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 Energy Regulatory Commission	X	X	-	X	-	X	-	
Federal Housing Finance Agency	X	-	-	X	-	X	-	
Federal Maritime Commission	-	X	-	X	-	-	-	
Federal Mediation and Conciliation Service	-	X	-	X	-	-	-	
Federal Mine Safety and Health Review Commission	X	-	-	X	-	-	-	
Federal Retirement Thrift Investment Board	X	X	-	X	-	-	-	
Federal Trade Commission	-	-	-	X	-	-	-	
General Services Administration	X	X	-	X	-	X	-	
Institute of Museum and Library Services	-	-	-	X	-	-	-	
Marine Mammal Commission	-	X	-	X	-	-	-	
Merit Systems Protection Board	-	X	-	X	-	-	-	
Millennium Challenge Corporation	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 measure-ment 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 Aeronautics and Space Administration	-	-	-	X	X	X	-	
National Archives and Records Administration	X	X	-	X	-	-	-	
National Capital Planning Commission	X	-	-	X	-	-	-	
National Council on Disability	-	X	-	-	-	-	-	
National Credit Union Administration	X	X	-	X	-	-	-	
National Endowment for the Arts	-	-	-	-	-	X	X	
National Endowment for the Humanities	X	X	X	X	-	-	-	
National Labor Relations Board	-	-	-	X	-	-	-	
National Mediation Board	-	X	-	X	-	-	X	
National Science Foundation	X	X	-	X	X	X	X	
National Transportation Safety Board	-	X	-	X	-	X	-	
Nuclear Regulatory Commission	X	X	-	X	-	-	-	
Nuclear Waste Technical Review Board	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 measure-ment 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:
Occupational Safety and Health Review Commission	X	X	X	X	-	X	-	
Office of Government Ethics	-	X	-	X	-	X	-	
Office of Management and Budget (EOP)	-	-	-	-	-	X	-	
Office of National Drug Control Policy	-	-	-	X	-	-	-	
Office of Personnel Management	X	X	-	X	-	-	-	
Office of the United States Trade Representative (EOP)	-	X	-	X	-	X	-	
Overseas Private Investment Corporation	X	X	-	X	-	-	-	
Patent and Trademark Office	X	X	X	X	-	-	-	
Peace Corps	-	X	-	X	X	-	-	
Pension Benefit Guaranty Corporation	-	X	-	X	X	X	-	
Postal Regulatory Commission	X	-	-	X	-	-	-	
Privacy and Civil Liberties Oversight Board	-	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 measure-ment 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:
Securities and Exchange Commission	X	X	-	X	X	X	X	
Social Security Administration	-	X	-	X	-	-	-	
Tennessee Valley Authority	-	-	-	X	-	-	-	
Trade and Development Agency	-	X	-	X	-	-	-	
U.S. AbiliityOne Commission	-	X	-	-	-	-	-	
U.S. Commission on Civil Rights	-	-	-	X	-	X	-	
U.S. International Trade Commission	-	-	-	-	-	-	-	
U.S. Office of Special Counsel	-	X	-	X	-	X	-	

Note: Blank cells indicate that no data were reported. Cells with dashes (-) indicate that no data were reported for that field.

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2017 Participation Goals

The following tables show agencies' stated total, frequent, and infrequent participation goals for 2017, 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 where 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 assessment showed the established 2017 participation goal (numeric or percentage) was met
- No, not met: OPM's assessment showed the agency did not meet its established numeric or percentage 2017 participation goal
- No goal: the agency participated in the 2016 Data Call but was unable or elected not to provide a 2017 participation goal
- Unable to verify: OPM was unable to verify either because the agency did not set any goal, provided incomplete 2017 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 2016 Data Call	Agency's reported total percentage goal from 2016 Data Call	OPM's assessment
Access Board	Yes	27	100	Yes, met
Agency for International Development	Yes		65	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	12		Yes, met
Broadcasting Board of Governors	Yes		25	Yes, met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Chemical Safety and Hazard Investigation Board	Yes		100	Not met
Commodity Futures Trading Commission	Yes	600		Yes, met
Consumer Financial Protection Bureau	Yes		58	Yes, met
Consumer Product Safety Commission	No		78	Not met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2016 Data Call	Agency's reported total percentage goal from 2016 Data Call	OPM's assessment
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2016 Data Call)		85	Yes, met
Court Services and Offender Supervision Agency	No	715		Not met
Defense Nuclear Facilities Safety Board	No		95	Not met
Denali Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Department of Agriculture	Yes		100	Not met
Department of Commerce	No	14112		Not met
Department of Defense	Yes		30	Yes, met
Department of Education	No	4130		Not met
Department of Energy	Yes		46	Not met
Department of Health and Human Services	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Homeland Security	No	30798		Not met
Department of Housing and Urban Development	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Justice	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Labor	Yes		65	Yes, met
Department of State	No	6200	3	Not met
Department of the Interior	No		16	Yes, met
Department of the Treasury	No		88	Not met
Department of Transportation	Not applicable (no numeric goal provided in 2016 Data Call)		50	Yes, met
Department of Veterans Affairs	Yes	6301		Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2016 Data Call	Agency's reported total percentage goal from 2016 Data Call	OPM's assessment
Election Assistance Commission	No	29		Not met
Environmental Protection Agency	Yes		74	Yes, met
Equal Employment Opportunity Commission	Yes		60	Unable to verify
Executive Office of the President (Science & Technology)	Yes			No goal provided
Export-Import Bank of the United States	Yes	350		Not met
Farm Credit Administration	Yes	346	5	Not met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Federal Communications Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Federal Deposit Insurance Corporation	Yes		40	Yes, met
Federal Election Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Federal Housing Finance Agency	Yes		80	Yes, met
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Federal Maritime Commission	Yes	68	10	Yes, met
Federal Mediation and Conciliation Service	No	75	50	Not met
Federal Mine Safety and Health Review Commission	No	50		Not met
Federal Retirement Thrift Investment Board	Yes	92		Yes, met
Federal Trade Commission	No		85	Not met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2016 Data Call	Agency's reported total percentage goal from 2016 Data Call	OPM's assessment
General Services Administration	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Institute of Museum and Library Services	Yes	50		Yes, met
Japan-United States Friendship Commission	Yes	3	75	Yes, met
Marine Mammal Commission	No	9		Not met
Merit Systems Protection Board	No	160		Not met
Millennium Challenge Corporation	Yes	75		Yes, met
National Aeronautics and Space Administration	No	10140		Not met
National Archives and Records Administration	Yes		37	Yes, met
National Capital Planning Commission	Yes		90	Not met
National Council on Disability	No	91	91	Not met
National Credit Union Administration	Yes	350		Yes, met
National Endowment for the Arts	Yes	115		Yes, met
National Endowment for the Humanities	Yes	70	58	Yes, met
National Labor Relations Board	No	972	99	Not met
National Mediation Board	No	41		Not met
National Science Foundation	Yes		82	Yes, met
National Transportation Safety Board	No	379		Not met
Nuclear Regulatory Commission	Yes	2300		Not met
Nuclear Waste Technical Review Board	Yes	11	100	Yes, met
Occupational Safety and Health Review Commission	Yes	30	5818	Yes, met
Office of Government Ethics	Yes	40		yes, met
Office of Navajo and Hopi Indian Relocation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Office of Personnel Management	Yes		30	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2016 Data Call	Agency's reported total percentage goal from 2016 Data Call	OPM's assessment
Peace Corps	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes	819		Yes, met
Privacy and Civil Liberties Oversight Board	Yes	100	100	Yes, met
Railroad Retirement Board	Yes			Unable to verify
Securities and Exchange Commission	Yes		60	Yes, met
Small Business Administration	Not applicable (no numeric goal provided in 2016 Data Call)		75	Not met
Social Security Administration	Yes	20000		Yes, met
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Trade and Development Agency	Yes		80	Yes, met
U.S. AbiliityOne Commission	Yes		100	Not met
U.S. Commission on Civil Rights	Yes			Unable to verify
U.S. International Trade Commission	No	333		Not met
U.S. Office of Special Counsel	Yes	138		Not 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 2016 Data Call	Agency's reported frequent percentage goal from 2016 Data Call	OPM's assessment
Access Board	Yes	2		Unable to verify
Agency for International Development	Yes		30	Not met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	2		Yes, met
Broadcasting Board of Governors	Yes		7	Unable to verify
Central Intelligence Agency	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	Yes			No goal
Commodity Futures Trading Commission	Yes			No goal
Consumer Financial Protection Bureau	Yes		11	Yes, met
Consumer Product Safety Commission	No	127		Yes, met
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Court Services and Offender Supervision Agency	No	160		Yes, met
Defense Nuclear Facilities Safety Board	No		5	Not met
Denali Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Agriculture	Yes		50	Not met
Department of Commerce	No	10535		Not met
Department of Defense	Yes		11	Not met
Department of Education	No	1295		Not met
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Homeland Security	No	13268		Not met

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2016 Data Call	Agency's reported frequent percentage goal from 2016 Data Call	OPM's assessment
Department of Housing and Urban Development	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Justice	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Labor	Yes			No goal
Department of State	No	300	2	Unable to verify
Department of the Interior	No		30	No goal
Department of the Treasury	No		30	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Veterans Affairs	Yes	2726		Yes, met
Election Assistance Commission	No	3		Yes, met
Environmental Protection Agency	Yes			No goal
Equal Employment Opportunity Commission	Yes		40	Unable to verify
Executive Office of the President (Science & Technology)	Yes			No goal
Export-Import Bank of the United States	Yes	45		Yes, met
Farm Credit Administration	Yes	189	5	Yes, met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Communications Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Deposit Insurance Corporation	Yes		5	Yes, met
Federal Election Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2016 Data Call	Agency's reported frequent percentage goal from 2016 Data Call	OPM's assessment
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Housing Finance Agency	Yes			No goal
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Maritime Commission	Yes	7	10	Yes, met
Federal Mediation and Conciliation Service	No			No goal
Federal Mine Safety and Health Review Commission	No	2		Yes, met
Federal Retirement Thrift Investment Board	Yes	30		Yes, met
Federal Trade Commission	No		55	Not met
General Services Administration	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Institute of Museum and Library Services	Yes	0		No goal
Japan-United States Friendship Commission	Yes	3	75	Yes, met
Marine Mammal Commission	No	4		Not met
Merit Systems Protection Board	No	80		Not met
Millennium Challenge Corporation	Yes	15		Yes, met
National Aeronautics and Space Administration	No	1897		Not met
National Archives and Records Administration	Yes		20	Yes, met
National Capital Planning Commission	Yes			No goal
National Council on Disability	No	55	55	Unable to verify
National Credit Union Administration	Yes	70		Yes, met
National Endowment for the Arts	Yes	40		Not met
National Endowment for the Humanities	Yes	20	17	Yes, met
National Labor Relations Board	No	700	72	Not met
National Mediation Board	No	30		Not met
National Science Foundation	Yes		10	Yes, met
National Transportation Safety Board	No	90		Yes, met

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2016 Data Call	Agency's reported frequent percentage goal from 2016 Data Call	OPM's assessment
Nuclear Regulatory Commission	Yes			No goal
Nuclear Waste Technical Review Board	Yes			No goal
Occupational Safety and Health Review Commission	Yes	30	5091	Not met
Office of Government Ethics	Yes	13		Yes, met
Office of Navajo and Hopi Indian Relocation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Office of Personnel Management	Yes		10	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes	319		Not met
Privacy and Civil Liberties Oversight Board	Yes	80	100	Not met
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	Yes		20	Yes, met
Small Business Administration	Not applicable (no numeric goal provided in 2016 Data Call)		75	Not met
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Trade and Development Agency	Yes			No goal
U.S. AbiliityOne Commission	Yes		75	Unable to verify
U.S. Commission on Civil Rights	Yes			No goal
U.S. International Trade Commission	No	61		Not met
U.S. Office of Special Counsel	Yes	11		Yes, met

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 2016 Data Call	Agency's reported infrequent percentage goal from 2016 Data Call	OPM's assessment
Access Board	Yes	26		No goal
Agency for International Development	Yes		38	Not met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	2		Yes, met
Broadcasting Board of Governors	Yes			No goal
Central Intelligence Agency	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	Yes			No goal
Commodity Futures Trading Commission	Yes	300		Yes, met
Consumer Financial Protection Bureau	Yes		22	Yes, met
Consumer Product Safety Commission	No	156		Unable to verify
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Court Services and Offender Supervision Agency	No	332		Yes, met
Defense Nuclear Facilities Safety Board	No		20	Yes, met
Denali Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Agriculture	Yes			No goal
Department of Commerce	No			No goal
Department of Defense	Yes		10	Not met
Department of Education	No		5	Yes, met
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2016 Data Call)			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2016 Data Call	Agency's reported infrequent percentage goal from 2016 Data Call	OPM's assessment
Department of Homeland Security	No			No goal
Department of Housing and Urban Development	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Justice	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Labor	Yes			No goal
Department of State	No			No goal
Department of the Interior	No			No goal
Department of the Treasury	No			No goal
Department of Transportation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Veterans Affairs	Yes			No goal
Election Assistance Commission	No	26		Not met
Environmental Protection Agency	Yes			No goal
Equal Employment Opportunity Commission	Yes		20	Unable to verify
Executive Office of the President (Science & Technology)	Yes	4		Unable to verify
Export-Import Bank of the United States	Yes	70		Yes, met
Farm Credit Administration	Yes	96		Yes, met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Communications Commission	Not applicable (no numeric goal provided in 2016 Data Call)	75		No goal
Federal Deposit Insurance Corporation	Yes			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2016 Data Call	Agency's reported infrequent percentage goal from 2016 Data Call	OPM's assessment
Federal Election Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2016 Data Call)	25		Yes, met
Federal Housing Finance Agency	Yes	10	7	Unable to verify
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2016 Data Call)			Unable to verify
Federal Maritime Commission	Yes		75	Not met
Federal Mediation and Conciliation Service	No		53	Not met
Federal Mine Safety and Health Review Commission	No			No goal
Federal Retirement Thrift Investment Board	Yes	40	66	Yes, met
Federal Trade Commission	No	3	100	Not met
General Services Administration	Not applicable (no numeric goal provided in 2016 Data Call)	1	8	No goal
Institute of Museum and Library Services	Yes	4		Yes, met
Japan-United States Friendship Commission	Yes		30	Yes, met
Marine Mammal Commission	No	35		Not met
Merit Systems Protection Board	No		20	Yes, met
Millennium Challenge Corporation	Yes		25	Yes, met
National Aeronautics and Space Administration	No			No goal
National Archives and Records Administration	Yes	80		Yes, met
National Capital Planning Commission	Yes	39		Not met
National Council on Disability	No	20		Not met

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2016 Data Call	Agency's reported infrequent percentage goal from 2016 Data Call	OPM's assessment
National Credit Union Administration	Yes	266	15	Not met
National Endowment for the Arts	Yes	21	100	Not met
National Endowment for the Humanities	Yes		20	Yes, met
National Labor Relations Board	No	70		Yes, met
National Mediation Board	No	550		Not met
National Science Foundation	Yes			No goal
National Transportation Safety Board	No			No goal
Nuclear Regulatory Commission	Yes			No goal
Nuclear Waste Technical Review Board	Yes		15	Yes, met
Occupational Safety and Health Review Commission	Yes		100	Not met
Office of Government Ethics	Yes			No goal
Office of Navajo and Hopi Indian Relocation	Not applicable (no numeric goal provided in 2016 Data Call)		30	Not met
Office of Personnel Management	Yes			No goal
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes			No goal
Privacy and Civil Liberties Oversight Board	Yes			No goal
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	Yes			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2016 Data Call	Agency's reported infrequent percentage goal from 2016 Data Call	OPM's assessment
Small Business Administration	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Trade and Development Agency	Yes		59	Not met
U.S. AbiliityOne Commission	Yes	0		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			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 2016 Data Call	Agency's reported situational percentage goal from 2016 Data Call	OPM's assessment
Access Board	Yes	0	0	No goal
Agency for International Development	Yes		80	Not met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	5		Yes, met
Broadcasting Board of Governors	Yes		20	Not met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	Yes			No goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2016 Data Call	Agency's reported situational percentage goal from 2016 Data Call	OPM's assessment
Commodity Futures Trading Commission	Yes	275		Yes, met
Consumer Financial Protection Bureau	Yes		20	Unable to verify
Consumer Product Safety Commission	No	40		Yes, met
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2016 Data Call)		50	No goal
Court Services and Offender Supervision Agency	No	464		Yes, met
Defense Nuclear Facilities Safety Board	No		90	Yes, met
Denali Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Agriculture	Yes		50	Not met
Department of Commerce	No	2912		Not met
Department of Defense	Yes		6	Yes, met
Department of Education	No	716		Yes, met
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Homeland Security	No	8637		Yes, met
Department of Housing and Urban Development	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Justice	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Labor	Yes			No goal
Department of State	No	4000	2	Not met
Department of the Interior	No			No goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2016 Data Call	Agency's reported situational percentage goal from 2016 Data Call	OPM's assessment
Department of the Treasury	No		39	Not met
Department of Transportation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Department of Veterans Affairs	Yes			No goal
Election Assistance Commission	No	29		Not met
Environmental Protection Agency	Yes		60	Yes, met
Equal Employment Opportunity Commission	Yes		5	Unable to verify
Executive Office of the President (Science & Technology)	Yes			No goal
Export-Import Bank of the United States	Yes	300		Not met
Farm Credit Administration	Yes	240	5	Yes, met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Communications Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Deposit Insurance Corporation	Yes		30	Yes, met
Federal Election Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Housing Finance Agency	Yes			No goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2016 Data Call	Agency's reported situational percentage goal from 2016 Data Call	OPM's assessment
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Federal Maritime Commission	Yes	48	10	Yes, met
Federal Mediation and Conciliation Service	No	75	100	Not met
Federal Mine Safety and Health Review Commission	No	5		Yes, met
Federal Retirement Thrift Investment Board	Yes	92		Not met
Federal Trade Commission	No		35	Yes, met
General Services Administration	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Institute of Museum and Library Services	Yes	50		Not met
Japan-United States Friendship Commission	Yes	3	75	Yes, met
Marine Mammal Commission	No	5		Not met
Merit Systems Protection Board	No	37		Not met
Millennium Challenge Corporation	Yes	65		Yes, met
National Aeronautics and Space Administration	No	8180		Not met
National Archives and Records Administration	Yes		10	Yes, met
National Capital Planning Commission	Yes		65	Yes, met
National Council on Disability	No	100	91	Yes, met
National Credit Union Administration	Yes	385		Not met
National Endowment for the Arts	Yes	60		Yes, met
National Endowment for the Humanities	Yes	20	17	Yes, met
National Labor Relations Board	No	78	8	Not met

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2016 Data Call	Agency's reported situational percentage goal from 2016 Data Call	OPM's assessment
National Mediation Board	No	5		Yes, met
National Science Foundation	Yes		72	Yes, met
National Transportation Safety Board	No	139		Not met
Nuclear Regulatory Commission	Yes			No goal
Nuclear Waste Technical Review Board	Yes	11	100	Yes, met
Occupational Safety and Health Review Commission	Yes	2	364	Yes, met
Office of Government Ethics	Yes	45		Not met
Office of Navajo and Hopi Indian Relocation	Not applicable (no numeric goal provided in 2016 Data Call)		1	No goal
Office of Personnel Management	Yes		20	Not met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes	192		Yes, met
Privacy and Civil Liberties Oversight Board	Yes	100	100	Yes, met
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	Yes		60	Yes, met
Small Business Administration	Not applicable (no numeric goal provided in 2016 Data Call)		75	Not met
Social Security Administration	Yes			No goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2016 Data Call	Agency's reported situational percentage goal from 2016 Data Call	OPM's assessment
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Trade and Development Agency	Yes		80	Yes, met
U.S. AbiliityOne Commission	Yes		100	Not met
U.S. Commission on Civil Rights	Yes			No goal
U.S. International Trade Commission	No	119		Yes, met
U.S. Office of Special Counsel	Yes	27		Yes, met

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 2016 Data Call	Agency's reported total percentage goal from 2016 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Yes			No goal provided
Office of Management and Budget (EOP)	Yes	467		Not met
Office of National Drug Control Policy	Yes			Unable to verify
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2016 Data Call)			No goal provided
Office of the United States Trade Representative (EOP)	Yes		60	Not met
Patent and Trademark Office	Yes	11179		Not met
Postal Regulatory Commission	Yes	33		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 2016 Data Call	Agency's reported frequent percentage goal from 2016 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Yes			No goal
Office of Management and Budget (EOP)	Yes			No goal
Office of National Drug Control Policy	Yes		15	Not met
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		10	Unable to verify
Patent and Trademark Office	Yes	2278		Yes, met
Postal Regulatory Commission	Yes	20		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 infre-quent numeric goal from 2016 Data Call	Agency's reported infrequent percentage goal from 2016 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Yes	4		Unable to verify
Office of Management and Budget (EOP)	Yes		10	Yes, met
Office of National Drug Control Policy	Yes			No goal
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2016 Data Call)	50		Unable to verify
Office of the United States Trade Representative (EOP)	Yes			No goal
Patent and Trademark Office	Yes	11		Yes, met

Voluntary Agency Participants	Agency's reported assessment	Agency's reported infrequent numeric goal from 2016 Data Call	Agency's reported infrequent percentage goal from 2016 Data Call	OPM's assessment
Postal Regulatory Commission	Yes		25	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 2016 Data Call	Agency's reported situational percentage goal from 2016 Data Call	OPM's assessment
Executive Office of the President (Science and Technology)	Yes			No goal
Office of Management and Budget (EOP)	Yes			No goal
Office of National Drug Control Policy	Yes		100	Not met
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2016 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		70	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 2017 Participation Goals

Agency	Reason agency did not meet FY 2017 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Consumer Product Safety Commission	The goals were partially met. The infrequent telework and situational goals were met or exceeded and the telework participation rate was 74.47% (353/474), short of the goal of 78% by 3%. In an analysis of the data, telework indicators used by employees on their timesheets are inaccurate so the data is not as reliable as it can be. While some corrections were made to adjust for some of the inaccuracies, further adjustments will be made, and training will be provided to employees so that they are using the correct codes on their timesheets, thereby improving the accuracy of the data.	A telework review and revamp is taking place which will include a telework policy revision that will incorporate telework best practices, telework eligibility determinations are being reviewed, telework data will be realigned to comply with requirements to separate remote workers from the telework data, and training will be created and deployed for all employees on how to code your timesheet using telework indicators. Additionally, at least one telework practice drill may be implemented. It is anticipated that by taking the actions referenced above, barriers will be minimized or eliminated and the telework participation goal will increase.
Court Services and Offender Supervision Agency	CSOSA did not meet its overall participation goal by 6 employees. This was likely due to a calmer winter in FY17 (i.e., no government closures). CSOSA significantly exceeded its goals in the frequency categories.	In 3 out of 4 categories CSOSA exceeded its goals, including exceeding its infrequent routine telework goal by 31 employees. When viewed as a whole, the Agency's participation frequency numbers indicate that the Agency expanded its telework program in FY17.
Defense Nuclear Facilities Safety Board	There were two issues with the participation goals set for FY 2017. The first is that I misunderstood the question and posted three answers that did not correspond to agency practice. The second is that the goals for 2017 were created assuming the DNFSB would implement a revised telework policy and procedures in the third quarter of FY 2017. However, the Board's IG conducted an audit of the agency's telework program in April-May 2017. Incorporating the auditors' recommendations into the revised telework policy and procedures delayed final approval of the policy by the Board prevented full implementation in FY 2017. Full implementation is expected to occur in the second quarter of FY 2018.	Barriers included dealing with audit recommendations and working with senior management to expedite approval of the policy/procedures. Both obstacles have been overcome: the auditors' recommendations have been incorporated into the revised policy/procedures. As a result, the Board is expected to approve the updated telework policy/procedures in January 2018.

Agency	Reason agency did not meet FY 2017 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Department of Commerce	The FY 2017 was based on a projection of teleworking for the entire year. Our records for FY 17 are only for a single pay period in FY 2017 and we cannot compare a pay period to an entire year.	We are in the process of revising our Department Telework plan and that revision will include language supporting increased teleworking per pay periods.
Department of Education	We exceeded our goal for Regular Telework however, we were unable to meet our goal for Frequent and Periodic because we had surge of retirements in early FY 17 that impacted our participation goals for FY 2017.	ED continues to train supervisors and employees on the benefits of telework. We market the program by posting telework best practices, conducting telework pulse checks and provide tools and resources for mangers to success-fully manage teleworking employees and for employees to have a productive telework experience. We are also continuing to reduce the footprint to increase our telework numbers and save cost on space.
Department of Homeland Security	Due to the Natural Disasters during FY 17 (wildfires, hurri-canes, and floods), FEMA employees were deployed and employees throughout DHS participated in Surge Capacity resulting in decreased telework numbers.	DHS employees are encouraged to assist during Natural Disasters. Otherwise, when serving in their normal capacity, telework is encouraged when applicable.
Department of State	Please note that for reasons provided in Questions 16.1 and 16.2 in addition to budgetary climate and the Department's ongoing hiring freeze, we were unable to meet our goals. Promotion of telework continues, but at least temporarily workplace flexibilities have been affected if/when office workload or staff turnover/reductions dictated it.	We anticipate that after our new Service Now platform (software) is launched in CY-2018 for telework online application submissions, telework tracking and data collection will eliminate any barriers to maximizing telework participation for the next reporting period. We are excited about a more up-to-date computer system.
Department of the Interior	The method we have used to capture telework data for this reporting cycle is different from the method used previously. This new method does not permit us to collect cumulative employee telework data and has affected the accuracy of the data reported this cycle.	NA

Agency	Reason agency did not meet FY 2017 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Department of the Treasury	While Treasury did not accomplish its overall participation goal, 5 of the 12 bureaus showed an increase and 4 maintained at same level. Overall Treasury missed its goal by only 1.62% compared to a shortfall of 4% in FY 16. Those bureaus who did not make their goal attributed it to higher than normal retirements, separations, and work requirement to be physically in the office to meet mission goals. In addition, there was a delay in issuing the revised Treasury Telework Policy which provided for additional telework options to foster the growth in participation. Going forward, we expect that the bureaus will leverage the expanded provisions under the updated Treasury Telework Policy to increase participation.	Treasury came very close to meeting its participation goal this year missing by less than 2%. While the data indicates that telework at Treasury may be leveling off, Treasury remains second in overall participation among the major large cabinet agencies behind the Department of Education. We continue to make improvements in data capture and overall program management including compliance and oversight. While we continue to experience many of the same barriers to telework that are common across the Federal government, we are anticipating an uptick in participation from traditionally conservative business units as technology enhancements continue to create opportunities that were not possible before. Freedom to Flex is a new Treasury-wide initiative focused on enhanced workplace flexibilities available to address common workplace challenges as well as workforce restructuring through leveraging the talent of the Treasury workforce no matter where they are located. Treasury understands that employees face challenges and competing demands on their time as they try to balance work and personal priorities. The 2017 Federal Employee Viewpoint Survey (FEVS) results show that Treasury continues to leverage its strength areas to help improve employee sentiment across the Department. In regard to supporting employee work-life balance, FEVS results show significant increases in positive response rates of two points from 2017 -2017 (83 percent to 85 percent). To build upon this success and address these challenges, the revised Treasury telework policy supports use of remote telework and one of the Treasury's bureaus successfully completed a Full Time Telework pilot in FY 17 which if adopted could have participation implications for the Department at large. The revised Treasury policy also addresses 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.
Election Assistance Commission	Due to a high attrition rate and increase in workload generated by the DHS critical infrastructure designation, many staffers, although eligible, chose to not telework on a routine basis.	Once the reshaping the workforce project has been completed in February 2018, and recommendations are implemented, telework participation may increase.

Agency	Reason agency did not meet FY 2017 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Federal Mediation and Conciliation Service	While we have more employees teleworking, we did not meet the goal for 2017. We did meet one goal in educating our managers and supervisors, so an entire component is teleworking at least 2 days a week or 3-4 days a pay period.	Continuing education supervisors and managers on the benefits of telework. Information to employees or this flexibility.
Federal Mine Safety and Health Review Commission	Employees are on ad hoc telework and there weren't any significant occurrences that required the employees to telework. Situational telework can't be measured because situations can happen on any given day.	Telework eligible employees were issued agency equipment in order to telework and connect to the agency's network via VPN
Federal Trade Commission	FY 2017 participation goals were ambitious. While we were able to realize increases in telework in various segments of our population and during our local transit system rehabilitation efforts, the agency's current telework policy allows eligibility only for employees with a rating of commendable and higher.	The agency's Telework policy is being finalized. Changes include relaxing the performance rating criteria for eligibility so that they are more consistent with the rest of the Federal sector. Employees are also strongly encouraged to talk with their supervisor about eligibility and the possibility of telework. Instructions for reporting telework hours in the agency's time and attendance system are more readily available via intranet. Telework FAQs are also available on the agency's intranet. Additionally, Telework training is conducted throughout the year and is available in-person, or through the Human Resource University via the agency's Learning Management System, eTrain.
Marine Mammal Commission	Most situational telework is due to inclement weather (snow and ice), and there was not a lot of severe weather during FY17.	We do not believe that there are barriers to maximizing telework participation. Employees are encouraged to telework if they are eligible. Some employees choose not to telework.
Merit Systems Protection Board	Employee turnover during the hiring freeze was a likely contributor as well as individual employee's decision not to participate in the telework program.	The agency does not have unnecessary barriers to maximizing telework participation.
National Aeronautics and Space Administration	Security enhancements to NASA's Web-based Time and Attendance System (WebTADS) implemented in calendar year 2017, has inhibited our ability to compare telework data from fiscal years 2016 and 2017.	NASA continues to build on the success of its past efforts to expand the use of telework through the use of pilots, Center training activities for managers, and Agency-wide communications.

Agency	Reason agency did not meet FY 2017 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
National Council on Disability	NCD is a small agency. At the close of the fiscal year, NCD had 9 FTE's. The reduction in staff impeded the agency's ability to participate in frequent routine telework.	The agency encourages a routine telework schedule and continually works with employees to maximize telework opportunities.
National Labor Relations Board	I am unable to determine if we met our goal due to the change in our data collection method.	Our Division of Administration is currently under an Extended Telework Program Pilot to demonstrate the following benefits of telework: • Recruit and retain a stronger and more well-rounded workforce; • Help employees manage long commutes and other work/life issues; • Reduce management costs related to employee turnover and absenteeism; and • Reduce real estate and transit costs. The pilot will demonstrate to other Agency Divisions how to implement extended telework frequencies up to the category of remote work.
National Mediation Board	The National Mediation Board was unable to meet our FY 2017 goals due to several employees separating from the Agency and employee requested the Alternative Works Schedule instead of telecommuting.	The National Mediation Board senior management staff will continue to encourage telecommuting.
National Transportation Safety Board	The goal was overly ambitious, given the number of retirements at the agency last year.	The immanent release of a new telework policy.

Agency	Reason agency did not meet FY 2017 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
U.S. International Trade Commission	The USITC did not meet its overall goal for telework because it did not meet its goal for Frequent Routine Telework. It did meet it for Infrequent Routine Telework and Situational Telework. USITC's collaborative work processes sometimes make it difficult for internal organizations to promote frequent telework in the absence of certain tools which enable efficient participation in working meetings while not present on the USITC premises. The USITC is working toward modernizing its meeting technology to allow for better collaboration with employees who are not in the building, but budget for such technology solutions is limited. Furthermore, routine teleworkers underreport their telework hours in the time and attendance system, resulting in that category of telework seeming smaller than it is.	Virtual Private Network replacing Citrix may have some positives and challenges for teleworkers and we will not know the results for 6 months. Upgrading to Windows 10 featuring enhanced video teleconferencing tools. Refreshing laptops. The technological solutions are limited by tight budgets.

APPENDIX 16. Fiscal Year 2018 Participation Goals - Type of Goal Set

Organizations Required to Respond	Total Participation Goal Set for FY 2018?	Infrequent Participation Goal Set for FY 2018?	Frequent Participation Goal Set for FY 2018?	Situational Participation Goal Set for FY 2018?
Access Board	Yes	No	No	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	Yes	Yes	Yes
Commodity Futures Trading Commission	Yes	Yes	Yes	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	Yes	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	Yes	Yes	Yes
Department of Commerce	Yes	Yes	Yes	No
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	Yes	Yes	Yes	Yes
Department of Justice	No	No	No	No
Department of Labor	Yes	No	No	No
Department of State	Yes	No	No	Yes
Department of the Interior	Yes	No	No	No
Department of the Treasury	Yes	Yes	Yes	Yes
Department of Transportation	No	No	No	No
Department of Veterans Affairs	Yes	No	Yes	Yes
Election Assistance Commission	Yes	Yes	No	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	No	No	No
Farm Credit System Insurance Corporation	No	No	No	No

Organizations Required to Respond	Total Participation Goal Set for FY 2018?	Infrequent Participation Goal Set for FY 2018?	Frequent Participation Goal Set for FY 2018?	Situational Participation Goal Set for FY 2018?
Federal Communications Commission	Yes	Yes	Yes	Yes
Federal Deposit Insurance Corporation	Yes	Yes	Yes	Yes
Federal Election Commission	Yes	Yes	Yes	Yes
Federal Energy Regulatory Commission	No	No	No	No
Federal Housing Finance Agency	Yes	No	No	No
Federal Labor Relations Authority	No	No	No	No
Federal Maritime Commission	Yes	Yes	Yes	Yes
Federal Mediation and Conciliation Service	No	Yes	Yes	Yes
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes
Federal Retirement Thrift Investment Board	Yes	Yes	No	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	Yes	Yes	Yes
Marine Mammal Commission	Yes	Yes	Yes	Yes
Merit Systems Protection Board	Yes	Yes	Yes	Yes
Millennium Challenge Corporation	No	No	No	No
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	No	No	No
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	No	Yes	No	No
Nuclear Regulatory Commission	Yes	Yes	Yes	Yes
Nuclear Waste Technical Review Board	Yes	Yes	Yes	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	Yes	Yes	Yes	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	No	No	No

Organizations Required to Respond	Total Participation Goal Set for FY 2018?	Infrequent Participation Goal Set for FY 2018?	Frequent Participation Goal Set for FY 2018?	Situational Participation Goal Set for FY 2018?
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
Small Business Administration	No	No	No	No
Social Security Administration	Yes	No	No	No
Tennessee Valley Authority	No	No	No	No
Trade and Development Agency	Yes	No	Yes	Yes
U.S. AbiliityOne Commission	Yes	Yes	Yes	Yes
U.S. Commission on Civil Rights	Yes	Yes	Yes	Yes
U.S. International Trade Commission	Yes	Yes	Yes	Yes
U.S. Office of Special Counsel	Yes	Yes	Yes	Yes
Total number of agencies reporting goals	65	51	49	54
Percent of agencies reporting goals for Fiscal Year 2018 (of total respondent agencies)	**79%**	**62%**	**60%**	**66%**

Voluntary Participants	Total Participation Goal Set for FY 2018?	Infrequent Participation Goal Set for FY 2018?	Frequent Participation Goal Set for FY 2018?	Situational Participation Goal Set for FY 2018?
Executive Office of the President (Science & Technology)	No	No	No	No
Office of Management and Budget (EOP)	Yes	Yes	Yes	Yes
Office of National Drug Control Policy	Yes	Yes	Yes	Yes
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	Yes
Postal Regulatory Commission	Yes	Yes	Yes	Yes

APPENDIX 17. Fiscal Year 2018 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	-	-	-	-	-	-	NA	NA	A goal was provided
Agency for International Development	-	-	-	60%	35%	25%	-	-	-	-
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	6	6	-	-	-	-	-	-	-
Broadcasting Board of Governors	-	-	-	15%	5%	3%	-	-	-	-
Central Intelligence Agency	-	-	-	-	-	-	NA	NA	NA	N/A
Chemical Safety and Hazard Investigation Board	-	-	-	100%	60%	20%	-	-	-	-
Commodity Futures Trading Commission	705	650	650	0%	0%	-	-	-	-	-
Consumer Financial Protection Bureau	-	-	-	58%	37%	42%	-	-	-	-

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
Consumer Product Safety Commission		140		70%	-	-	-	-	NA	The Agency is currently gathering best practice information from other agencies and from OPM and will use that information to revise its telework policy as a part of its action plan. The Agency is also planning to update and use the remote worker field in order to remove remote worker statistics from other telework data, e.g. situational and routine. As a part of this review and revision, the Agency is conducting a reassessment to determine if it is feasible to allow employees to telework for 3 days or more per pay period. Until the Agency's telework policy is revised, based on the outcome of the reassessment of the program, it is unknown whether there will be data in the category identified as not applicable.
Corporation for National and Community Service	85	50	0	85%	0%	0%	NA	NA	NA	-
Court Services and Offender Supervision Agency	709	356	168	-	-	-	-	-	-	-
Defense Nuclear Facilities Safety Board	-	-	-	95%	25%	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
Denali Commission	-	-	-	-	-	-	NA	NA	NA	N/A
Department of Agriculture	0	0	0	0%	0%	0%	NA	NA	NA	n/a
Department of Commerce	15052			4%	4%	3%	-	-	-	-
Department of Defense	-	-	-	32%	13%	8%	-	-	-	-
Department of Education	-	-	-	2%	1%	1%	-	-	-	-
Department of Energy	-	-	-	47%	-	-	-	NA	NA	The goal is to increase participation in the overall telework program; and enhance our policies and procedures with governing the Department's telework program.
Department of Health and Human Services	-	-	-	-	-	-	NA	NA	NA	N/A
Department of Homeland Security	0	0	0	50%	50%	50%	-	-	-	-
Department of Housing and Urban Development	5513	2302	1258	-	-	-	-	-	-	-
Department of Justice	-	-	-	-	-	-	NA	NA	NA	All Components within DOJ would like to increase employee participation in telework. It is also the Department's goal to finalize the revised Telework Policy.
Department of Labor		-	-	65%	-	-	-	-	-	-

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 State	5100	-	-	1%	-	-	-	NA	NA	Yes, using a percentage goal, we set a goal increase of a minimum of 1% in each of the frequency categories that includes 2 or fewer days, 3 or more days, and no more than once per month, particularly in light of our budgetary environment and external hiring restrictions.
Department of the Interior	17	-	-	-	-	-	-	-	-	-
Department of the Treasury		-	-	88%	19%	46%	-	-	-	-
Department of Transportation	-	-	-	-	-	-	NA	NA	NA	N/A
Department of Veterans Affairs	-	-	-	67%	-	36%	-	NA	-	VA does not establish fiscal year telework participation goals for situational/ad hoc or routine telework 2 days or fewer.
Election Assistance Commission	-	-	-	100%	80%	-	-	-	NA	-
Environmental Protection Agency	-	-	-	78%	-	-	-	NA	NA	Agency records do not permit us to report on this type of telework.
Equal Employment Opportunity Commission	-	-	-	65%	20%	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 & Technology)	-	-	-	-	-	-	NA	NA	NA	All 16 staff members are eligible to telework. Due to the high demand here at the White House, staff uses situational telework. Our time keeping system doesn't allow us to record telework time. It makes it very difficult to track. OSTP has 16 staff members, however, we can have up to 100 detailees who work at are agency along with IPA's and Fellows. Our goal is to be workplace friendly and to accommodate all staff.
Export-Import Bank of the United States	350	275	50	-	-	-	-	-	-	-
Farm Credit Administration	300	-	-	100%	-	-	-	-	-	-
Farm Credit System Insurance Corporation	-	-	-	-	-	-	-	-	-	-
Federal Communications Commission	-	411	18	50%	0%	0%	-	-	-	-
Federal Deposit Insurance Corporation	-	-	-	40%	30%	5%	-	-	-	-
Federal Election Commission	-	-	-	90%	75%	60%	-	-	-	-

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 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.
Federal Housing Finance Agency	-	-	-	80%	-	-	-	NA	NA	-
Federal Labor Relations Authority	-	-	-	-	-	-	-	-	-	-
Federal Maritime Commission	68	36	9	-	-	-	-	-	-	-
Federal Mediation and Conciliation Service				-	25%	15%	-	-	-	-
Federal Mine Safety and Health Review Commission	50	18	3	-	-	-	-	-	-	-
Federal Retirement Thrift Investment Board	100	80	-	-	-	-	-	-	-	-
Federal Trade Commission	-	-	-	78%	76%	30%	-	-	-	-
General Services Administration	-	-	-	-	-	-	NA	NA	NA	-
Institute of Museum and Library Services	60	0	10	-	-	-	-	-	-	-
Japan-United States Friendship Commission	3	1	2	75%	25%	50%	-	-	-	-
Marine Mammal Commission	5	1	2	42%	8%	17%	-	-	-	-
Merit Systems Protection Board	140	40	70	-	-	-	-	-	-	-

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
Millennium Challenge Corporation				-	-	-	NA	NA	NA	-
National Aeronautics and Space Administration	5460	425	328	-	-	-	-	-	-	-
National Archives and Records Administration	-	-	-	36%	11%	15%	-	-	-	-
National Capital Planning Commission	-	-	-	90%	25%	-	-	-	-	-
National Council on Disability	-	-	-	90%	90%	0%	-	-	-	-
National Credit Union Administration	350	70	110	-	-	-	-	-	-	-
National Endowment for the Arts	143	48	25	-	-	-	-	-	-	-
National Endowment for the Humanities	90	-	-	100%	-	-	-	-	-	-
National Labor Relations Board	-	-	-	99%	20%	72%	-	-	-	-
National Mediation Board	36	15	12	100%	100%	100%	-	-	-	-
National Science Foundation	-	-	-	82%	17%	10%	-	-	-	-
National Transportation Safety Board	-	20	-	-	-	-	NA	-	NA	To have more training for employees and supervisors to effectively manage telework.
Nuclear Regulatory Commission	2300	600	500	-	-	-	-	-	-	-

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	2	0	100%	0%	0%	-	-	-	-
Occupational Safety and Health Review Commission	33	33	3	60%	55%	5%	-	-	-	-
Office of Government Ethics	40	18	13	-	-	-	-	-	-	-
Office of Management and Budget (EOP)	412	272	8	72%	66%	2%	-	-	-	-
Office of National Drug Control Policy	-	-	-	100%	15%	15%	-	-	-	-
Office of Navajo and Hopi Indian Relocation	0	0	0	-	-	-	NA	NA	NA	It is difficult to provide a percentage goal of eligible employees who can telework as again many employees must have direct interaction with clients at this agency or must access computer programs at the agency which are not available via telework.
Office of Personnel Management	-	-	-	32%	32%	12%	-	-	-	-
Office of the Director of National Intelligence	-	-	-	-	-	-	NA	NA	NA	-
Office of the United States Trade Representative (EOP)	-	-	-	70%	30%	10%	-	-	-	-

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
Overseas Private Investment Corporation	-	-	-	-	-	-	NA	NA	NA	-
Patent and Trademark Office	5185	1620	3565	0%	0%	0%	-	-	-	-
Peace Corps	-	-	-	-	-	-	NA	NA	NA	Our non-numeric goal will be to improve awareness in the telework program by offering annual lunch and learns and establishing an informational telework site on our intranet. Our goals will continue to include an increase in the use of telework for emergency preparedness and unexpected external factors (i.e., transportation issues) as well as the improvement in workplace flexibility.
Pension Benefit Guaranty Corporation	-	-	-	90%	-	-	-	-	-	-
Postal Regulatory Commission	52	31	3	-	-	-	-	-	-	-
Privacy and Civil Liberties Oversight Board	100	50	30	100%	50%	30%	-	-	-	-
Railroad Retirement Board	-	-	-	-	-	-	NA	NA	NA	Continue reviewing positions eligible for telework.
Securities and Exchange Commission	-	-	-	91%	47%	33%	-	-	-	-
Small Business Administration	-	-	-	-	-	-	NA	NA	NA	I am not qualified to provide that number.
Social Security Administration	25000	-	-	-	-	-	-	NA	NA	See 16.1

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
Tennessee Valley Authority	-	-	-	-	-	-	NA	NA	NA	Continued oversight and understanding of telework, ensuring managers/employees know about telework and when to put an agreement in place.
Trade and Development Agency	-	-	3	80%	-	-	-	-	-	-
U.S. AbiliityOne Commission	33	2	31	-	-	-	-	-	-	-
U.S. Commission on Civil Rights	36		30	-	-	-	-	-	-	-
U.S. International Trade Commission	325	100	150	-	-	-	-	-	-	-
U.S. Office of Special Counsel	134	10	24	85%	8%	20%	-	-	-	-

Note: Cells with dashes (-) indicate that no data were reported for that field.

APPENDIX 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2018 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	The classified nature of our mission continues to limit the scope of our telework opportunities and our ability to create meaningful, numeric goals. Management continues to explore options to increase telework opportunities by increasing the use of flexible work centers and remote work opportunities.
Consumer Product Safety Commission	The category for 3 or more days of telework per two-week period is not applicable at this time because the agency policy does not allow for 3 or more days of telework, outside of our full-time teleworkers. The Agency has been capturing these employees as teleworkers. The Agency has planned to update its telework policy where it may allow eligible employees to telework 3 or more days per pay period. It also plans to update and use the remote worker field in order to remove remote worker statistics from other telework data, e.g. situational and routine.
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	Agency policy has been updated to eliminate eligibility of positions for telework.
Department of Agriculture	n/a
Department of Commerce	Our T&A system, WebTA does not collect situational telework.
Department of Energy	The goal is to increase participation in the overall telework program; and enhance our policies and procedures with governing the Department's telework program.
Department of Health and Human Services	The Agency currently has new leadership and aligning telework with strategic goals has yet to be discussed.
Department of Justice	There are 17 Components within DOJ, and each Component may set an internal goal; however, those numbers were not provided for this data call.
Department of State	Please note that our customized electronic telework tracking system/database experienced a functional problem at end of FY-17, preventing us from determining an actual breakdown in the frequency rates for core telework arrangements each month, and frequencies each week and within a two-week period. In addition, prior to the end of FY-17, DoS invested and pursued development on a new Service Now platform designed by an outside contract company for efficient customized telework tracking and data collection using current business telework requirements to meet internal DoS needs and OPM's annual Data Call telework reports. We anticipate that this conversion to a new Service Now platform to replace our outdated electronic telework application (database) developed years ago will ensure accuracy and reliable reporting of telework Stats in future reports.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Department of Transportation	For the purposes of fostering a work culture that leverages telework while maximizing the use of workplace flexibilities, the Department in past years 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 more than 70 percent eligible employees having teleworked in each of the last three fiscal years, respectively. Furthermore, for the fiscal year 2017 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, the agency has assessed that overall telework participation in the Department is at an optimal level, and no further refinement to our participation goal setting is necessary at this time in terms of telework frequency.
Department of Veterans Affairs	VA does not establish fiscal year telework participation goals for situational/ad hoc or routine telework 2 days or fewer.
Election Assistance Commission	Employees [tele]working more days per two-week period are remote workers -- technical reviewers and a graphic artist. They are on one-year term appointments that will end in FY18. There are no plans to re-hire.
Environmental Protection Agency	Agency records do not permit us to report on this type of telework.
Executive Office of the President(Science and Technology)	All 16 staff members are eligible to telework. Due to the high demand here at the White House, staff uses situational telework. Our time keeping system doesn't allow us to record telework time. It makes it very difficult to track. OSTP has 16 staff members, however, we can have up to 100 detailees who work at are agency along with IPA's and Fellows.
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
General Services Administration	GSA continues to focus 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 approximately 88% of eligible GSA employees participated in either telework at some level, or in remote work (defined in GSA as full-time telework) during FY17. The results posted in this data call indicate that 73% of eligible employees teleworked on a routine basis at least one or more days per pay period or participated in remote work in FY17. GSA continues to explore ways in which we can both implement and model the mobile workforce/workplace across the Federal government.
Millennium Challenge Corporation	A majority of employees have elected to participate in situational telework (all but one employees). Since a majority of employees have elected to participate in situational telework, I'm not sure how to calculate a goal when we already have 99% of employees signed up in the master work schedule and electing situational telework
National Transportation Safety Board	The agency already has 87% overall telework participation.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Office of Navajo and Hopi Indian Relocation	It is difficult to establish a numeric goal and timeline for number of employees teleworking as a many employees at this agency must be able to meet directly with clients of the agency. Also, these employees must interact with clients for paperwork signing to finalize contracts. Other employees at this agency require access to internal records and specialized programs for processing payroll, personnel actions. We also have limited staff who can remain in the agency that need to remain at the agency for issues that arise.
Office of the Director of National Intelligence	ODNI does not establish goals for use of telework
Overseas Private Investment Corporation	Many OPIC employees conduct International travel as a routine part of their job assignments. 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, support staff, and for individuals assigned a COOP role.
Peace Corps	Telework is a professional discussion to have between employees and supervisors. Therefore, we do not focus on setting numeric goals. We do believe in the importance of telework and seek to improve awareness in the program.
Railroad Retirement Board	Increasing telework in a non-numeric goal.
Small Business Administration	This is the 3rd year that SBA does not have anyone managing telework or work life. Based on our thin staffing levels, this duty is not a priority for SBA HR.
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	The nature of the work requires the majority of employees to complete work on-site.
Central Intelligence Agency	The classified nature of our mission continues to limit the scope of our telework opportunities and our ability to create meaningful, numeric goals. Management continues to explore options to increase telework opportunities by increasing the use of flexible work centers and remote work opportunities.
Consumer Product Safety Commission	The category for 3 or more days of telework per two-week period is not applicable at this time because the agency policy does not allow for 3 or more days of telework, outside of our full-time teleworkers. The Agency has been capturing these employees as teleworkers. The Agency has planned to update its telework policy where it may allow eligible employees to telework 3 or more days per pay period. It also plans to update and use the remote worker field in order to remove remote worker statistics from other telework data, e.g. situational and routine.
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.

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	Yes	Yes	Yes	Yes	Yes	-
Agency for International Development	Yes	Yes	Yes	Yes	Yes	-	-	Yes	-
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	-	-	Yes	-	-	-	-	-
Broadcasting Board of Governors	-	-	-	-	Yes	-	-	-	-
Central Intelligence Agency	-	-	-	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	-	Yes	-	-	-	-	-	Yes	-
Commodity Futures Trading Commission	-	Yes	-	-	-	-	-	-	-
Consumer Financial Protection Bureau	Yes	-	-	-	Yes	-	-	Yes	-
Consumer Product Safety Commission	-	-	-	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
Corporation for National and Community Service	Yes	Yes	-	Yes	Yes	-	-	-	-
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	-	-	Yes	-	-	-	-	-
Department of Defense	-	-	-	Yes	Yes	-	-	-	-
Department of Education	Yes	Yes	Yes	Yes	Yes	-	Yes	Yes	-
Department of Energy	Yes	Yes	-	-	Yes	-	Yes	-	Yes
Department of Health and Human Services	Yes	-	-	Yes					-
Department of Homeland Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	-	-	-	-	-	-	-	-	-

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 Justice	Yes	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	-	-	-	-
Department of the Interior	-	-	-	-	-	-	-	-	-
Department of the Treasury	-	-	-	-	-	-	-	-	Yes
Department of Transportation	-	-	-	-	-	-	-	Yes	-
Department of Veterans Affairs	Yes	-	-	Yes	-	Yes	Yes	Yes	-
Election Assistance Commission	-	-	-	-	-	-	-	-	-
Environmental Protection Agency	-	-	-	Yes	-	-	-	-	-
Equal Employment Opportunity Commission	-	Yes	-	Yes	Yes	-	-	-	-
Executive Office of the President (Science & Technology)	Yes	-	Yes	Yes	Yes	-	-	Yes	-
Export-Import Bank of the United States	Yes	-	-	Yes	Yes	-	-	-	-
Farm Credit Administration	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
Farm Credit System Insurance Corporation	-	Yes	-	Yes	Yes	-	-	-	-
Federal Communications Commission	-	-	-	-	Yes	-	-	-	-
Federal Deposit Insurance Corporation	-	-	-	Yes	-	-	Yes	-	-
Federal Election Commission	-	-	-	Yes	-	-	-	-	-
Federal Energy Regulatory Commission	Yes	-	-	Yes	Yes	-	-	-	-
Federal Housing Finance Agency	Yes	Yes	Yes	Yes	Yes	-	-	-	-
Federal Labor Relations Authority	Yes	Yes	-	Yes	-	-	-	-	-
Federal Maritime Commission	Yes	-	-	Yes	Yes	-	-	Yes	-
Federal Mediation and Conciliation Service	Yes	Yes	Yes	Yes	Yes	-	-	-	-
Federal Mine Safety and Health Review Commission	-	-	-	-	Yes	-	-	Yes	-
Federal Retirement Thrift Investment Board	Yes	Yes	-	Yes	Yes	-	-	-	-
Federal Trade Commission	-	-	-	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
General Services Administration	-	-	-	Yes	Yes	Yes	Yes	-	Yes
Institute of Museum and Library Services	Yes	-	-	-	-	-	Yes	-	-
Japan-United States Friendship Commission	-	Yes	Yes	Yes	-	-	-	Yes	-
Marine Mammal Commission	-	-	-	Yes	-	-	-	Yes	-
Merit Systems Protection Board	-	-	-	-	-	-	-	-	Yes
Millennium Challenge Corporation	Yes	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	-
National Council on Disability	Yes	Yes	Yes	Yes	-	-	-	Yes	Yes
National Credit Union Administration	Yes	-	-	-	Yes	-	-	-	-
National Endowment for the Arts	-	-	-	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 Endowment for the Humanities	Yes	Yes	Yes	Yes	Yes	-	-	-	-
National Labor Relations Board	-	Yes	Yes	Yes	Yes	-	-	Yes	-
National Mediation Board	Yes	Yes	-	Yes	Yes	-	-	Yes	-
National Science Foundation	Yes	Yes	-	-	-	-	-	-	-
National Transportation Safety Board	Yes	-	-	Yes	-	-	-	-	-
Nuclear Regulatory Commission	-	-	-	-	-	-	-	-	-
Nuclear Waste Technical Review Board	-	-	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	-
Office of National Drug Control Policy	-	-	-	-	-	-	-	-	-
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	-	-	-	-

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 Personnel Management	Yes	Yes	-	Yes	Yes	-	-	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	-	-	-	-
Privacy and Civil Liberties Oversight Board	-	Yes	-	Yes	Yes	-	-	Yes	-
Railroad Retirement Board	-	-	-	Yes	-	-	-	Yes	-
Securities and Exchange Commission	-	Yes	-	Yes	-	-	-	-	-
Small Business Administration	-	-	-	-	-	-	-	-	-

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
Social Security Administration	Yes	Yes	-	Yes	Yes	-	Yes	-	-
Tennessee Valley Authority	-	-	-	Yes	Yes	-	-	-	-
Trade and Development Agency	Yes	Yes	-	Yes	Yes	-	-	Yes	-
U.S. AbiliityOne Commission	Yes	Yes	Yes	Yes	Yes	Yes	-	Yes	Yes
U.S. Commission on Civil Rights	-	-	-	-	Yes	Yes	Yes	-	-
U.S. International Trade Commission	Yes	Yes	-	Yes	Yes	-	-	-	-
U.S. Office of Special Counsel	Yes	-	-	-	-	Yes	-	Yes	-

Note: Only agency responses that included responses relevant to goal setting are reproduced. Cells with dashes (-) indicate that no data were reported for that field.

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	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	-	-	-	The T&A system report does not break down the data into pay weeks and hours per day of telework in a day. Assumptions made about max hours that could be teleworked in a day based on work schedules. Manual conversions of data from hours/mins to decimals.
Corporation for National and Community Service	X	-	-	-	
Court Services and Offender Supervision Agency	X	X	-	-	
Defense Nuclear Facilities Safety Board	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:
Denali Commission	X	-	-	-	
Department of Agriculture	X	-	-	-	
Department of Commerce	X	-	-	-	Not able to determine the frequency of teleworkers
Department of Defense	X	-	-	-	
Department of Education	X	-	-	-	
Department of Energy	X	-	X	-	
Department of Health and Human Services	-	X	X	-	
Department of Homeland Security	X	-	-	-	
Department of Housing and Urban Development	X	-	-	-	Gathered data from Telework Coordinators, Supervisor and Managers
Department of Justice	X	-	-	-	
Department of Labor	X	-	X	-	
Department of State	-	X	X	-	
Department of the Interior	X	-	-	-	
Department of the Treasury	X	X	X	-	Use of our HR database system-HRC to factor eligibility
Department of Transportation	X	-	-	-	
Department of Veterans Affairs	-	-	-	-	HR Smart and the Personnel Accounting Integrated Data System.
Election Assistance Commission	X	-	-	-	
Environmental Protection Agency	X	-	-	-	
Equal Employment Opportunity 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:
Executive Office of the President (Science & Technology)	-	-	-	-	As stated above this information is not tracked. All 16 staff members are eligible to telework.
Export-Import Bank of the United States	X	X	-	-	
Farm Credit Administration	X	X	-	-	
Farm Credit System Insurance Corporation	X	-	-	-	
Federal Communications Commission	-	X	X	-	
Federal Deposit Insurance Corporation	X	-	-	-	
Federal Election Commission	X	-	X	-	
Federal Energy Regulatory Commission	X	-	-	-	
Federal Housing Finance Agency	-	-	X	-	Human Resources Information System (HRIS)
Federal Labor Relations Authority	X	-	-	-	Pull time and attendance reports from our payroll provider, IBC, Datamart
Federal Maritime Commission	X	-	X	X	
Federal Mediation and Conciliation Service	X	-	X	-	
Federal Mine Safety and Health Review Commission	X	-	-	-	
Federal Retirement Thrift Investment Board	X	-	-	-	
Federal Trade Commission	X	-	X	-	
General Services 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:
Institute of Museum and Library Services	-	-	X	-	
Japan-United States Friendship Commission	-	-	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	-	X	-	
National Capital Planning Commission	-	X	-	-	Telework Agreement Log (created through manual review)
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	-	Review the time and attendance systems for telework days worked.
National Science Foundation	X	X	-	-	
National Transportation Safety Board	X	-	X	-	
Nuclear Regulatory Commission	-	-	X	-	Review of data entered in our SharePoint site.

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:
Nuclear Waste Technical Review Board	-	-	X	-	
Occupational Safety and Health Review Commission	X	-	X	-	
Office of Government Ethics	X	-	-	-	
Office of Management and Budget (EOP)	X	-	X	-	
Office of National Drug Control Policy	X	-	-	-	
Office of Navajo and Hopi Indian Relocation	X	-	-	-	
Office of Personnel Management	X	X	-	-	
Office of the Director of National Intelligence	-	-	X	-	
Office of the United States Trade Representative (EOP)	X	X	X	-	
Overseas Private Investment Corporation	X	-	-	-	
Patent and Trademark Office	-	X	-	-	
Peace Corps	X	-	-	-	
Pension Benefit Guaranty Corporation	X	-	-	-	
Postal Regulatory Commission	-	X	X	-	
Privacy and Civil Liberties Oversight Board	-	-	-	-	Since the PCLOB is a microagency agency, telework tracking happens in real time, i.e., agreed-upon telework days each week and ad hoc telework approvals.
Railroad Retirement Board	X	-	-	-	
Securities and Exchange Commission	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:
Small Business Administration	X	-	-	-	
Social Security Administration	-	X	X	X	Used a customized report that monitors VPN access.
Tennessee Valley Authority	-	-	X	-	
Trade and Development Agency	X	-	-	-	
U.S. AbiliityOne Commission	-	-	X	-	
U.S. Commission on Civil Rights	-	-	X	-	
U.S. International Trade Commission	X	-	-	-	
U.S. Office of Special Counsel	X	-	X	-	

Note: Cells with dashes (-) indicate that the response was not selected for that field.

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	
Defense Nuclear Facilities Safety Board	-	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	
Department of Homeland Security	-	X	
Department of Housing and Urban Development	-	X	
Department of Justice	-	X	
Department of Labor	-	X	
Department of State	X	-	
Department of the Interior	X	X	
Department of the Treasury	-	X	
Department of Transportation	-	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 Veterans Affairs	X	X	
Election Assistance Commission	-	X	
Environmental Protection Agency	-	X	
Equal Employment Opportunity Commission	-	X	
Executive Office of the President (Science & Technology)	-	-	We do not track this data. All 16 staff members are eligible to telework.
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 Recording System
Federal Communications Commission	X	-	
Federal Deposit Insurance Corporation	X	X	
Federal Election Commission	-	X	
Federal Energy Regulatory Commission	-	X	
Federal Housing Finance Agency	-	-	Employees who include any number of hours as telework on their timecard
Federal Labor Relations Authority	X	X	
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	
Institute of Museum and Library Services	-	X	
Japan-United States Friendship Commission	-	X	
Marine Mammal Commission	X	-	
Merit Systems Protection Board	-	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:
Millennium Challenge Corporation	-	-	Review of the employee's Master Work Schedules (MWS) on file. The MWS provide the schedule for the employee. We emphasize that employees are to include tracking of their telework in the payroll system, but all employees do not track their telework days.
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	
National Labor Relations Board	-	X	
National Mediation Board	X	X	
National Science Foundation	-	X	
National Transportation Safety Board	-	X	
Nuclear Regulatory Commission	X	X	
Nuclear Waste Technical Review Board	-	X	
Occupational Safety and Health Review Commission	X	-	
Office of Government Ethics	-	X	
Office of Management and Budget (EOP)	X	X	
Office of National Drug Control Policy	-	X	
Office of Navajo and Hopi Indian Relocation	-	X	
Office of Personnel Management	-	X	
Office of the Director of National Intelligence	-	X	
Office of the United States Trade Representative (EOP)	X	X	
Overseas Private Investment Corporation	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:
Patent and Trademark Office	-	X	
Peace Corps	-	X	
Pension Benefit Guaranty Corporation	-	X	
Postal Regulatory Commission	X	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. AbiliityOne Commission	-	X	
U.S. Commission on Civil Rights	-	X	
U.S. International Trade Commission	X	-	
U.S. Office of Special Counsel	-	X	

Note: Cells with dashes (-) indicate that the response was not selected for that field.

Appendix 22. Cost Savings

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Access Board	-	X	X	-	X	X
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	-	-	-	-	-	-
Commodity Futures Trading Commission	-	-	-	-	-	-
Consumer Financial Protection Bureau	-	-	-	-	-	X
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	-	-	-	-	X
Department of Energy	-	-	-	-	-	-
Department of Health and Human Services	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Department of Homeland Security	X	X	X	X	X	X
Department of Housing and Urban Development	-	-	-	-	-	-
Department of Justice	X	-	X	-	-	-
Department of Labor	-	-	-	-	-	-
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 & Technology)	-	-	-	-	-	-
Export-Import Bank of the United States	-	-	-	-	-	-
Farm Credit Administration	-	-	-	-	-	-
Farm Credit System Insurance Corporation	-	-	X	-	-	-
Federal Communications Commission	-	-	-	-	-	-
Federal Deposit Insurance Corporation	X	-	-	-	-	-
Federal Election Commission	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Federal Energy Regulatory Commission	-	-	-	-	-	-
Federal Housing Finance Agency	-	-	-	-	-	-
Federal Labor Relations Authority	-	-	-	-	-	-
Federal Maritime Commission	-	-	-	-	-	-
Federal Mediation and Conciliation Service	-	-	-	-	X	-
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	X	-	-	-	-	-
Japan-United States Friendship Commission	-	-	-	-	-	-
Marine Mammal Commission	-	-	X	-	X	X
Merit Systems Protection Board	-	-	-	-	-	-
Millennium Challenge Corporation	X	-	-	-	-	-
National Aeronautics and Space Administration	-	X	-	-	-	-
National Archives and Records Administration	-	-	-	-	-	-
National Capital Planning Commission	-	-	-	-	-	-
National Council on Disability	-	-	X	-	X	X
National Credit Union Administration	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
National Endowment for the Arts	-	-	-	-	-	-
National Endowment for the Humanities	-	-	-	-	-	-
National Labor Relations Board	-	-	-	-	-	X
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	-	-	-	-	-	-
Patent and Trademark Office	X	-	-	-	-	X
Peace Corps	-	-	-	-	-	-

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

Note: Only agency responses that included responses relevant to cost savings are reproduced. Cells with dashes (-) indicate that the response was not selected for that field.

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	Total costs savings for USAID was approximately $495,000.00, which includes savings in office space, Systems (IT, phones, etc.) and Transit Benefits.	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	For local employees who telecommute at least once a week, we save approximately $50-75 a month on transportation subsidy costs. This fluctuates on a monthly basis due to scheduled leave so I cannot give an exact savings.	We can track employees who do situational work through our timecard system.
Consumer Financial Protection Bureau	$23,144 per month saved on transit subsidy costs ($277,728 annually).	Internal tracking of transit subsidies that are issued monthly

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	617589	CSOSA set a goal to determine how the telework program affects employee satisfaction with regards to commuting. We took a survey of submitted telework agreements. Each agreement contains the employee's home address and the number of days an employee is scheduled to telework. Using a map 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 the most recent DOT data (2015), 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 38.4 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. If this number is extrapolated across all of the telework days for FY17 (and accounting for that only 79% of employees might actually drive to work), CSOSA employees may have saved an estimated cumulative of $617,589 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.

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Department of Education	ED reduced their overall SF in 2017 by 166,650 SF. There was no actual reduction in SF in 2017, although there are several projects underway that will ultimately result in SF reductions, including Regional Offices in Dallas, Chicago, and New York, and headquarters space in DC. In FY2017, the Department of Education saved approximately $6.22M in rent, primarily due to its Rapid Rent Reduction (R3) initiative. That savings continues annually for the out years.	The Department's Facilities Services Division tracks all square footage and occupancy of all ED occupied spaces. They also track and process all rent payments to GSA. The SF reductions are calculated by comparing the old and new SF (when space has been released back to GSA.) The cost savings are calculated by comparing the actual rent paid to the rent that would have been owed had the SF not been reduced.
Department of Homeland Security	For frequent telework in TSA 3 or more days a week requires cube sharing so based on the 13,000 average below explained calculation the real estate savings for frequent teleworkers 781 x 6,500 = 5,076,500. For Remote/fulltime telework 126 x 13,000 = 1,638,000. Projected savings to FEMA from each employee that 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 (1833 employees X $383.13= 702,277 annual savings to FEMA due to TW).	The average cost per person at TSA HQ for the pilot is about $13,000. This number is based on an average of 150SQFT office space average and an average of $5,688.00 per person for a cubicle space of 64 SQFT. This is based on information from FY 2017 telework report. Information obtained from: Oscar Martin, Assoc. AIA American Institute of Architects Chief Building Manager, TSA HQ Transportation Security Administration For FEMA, see 20.1
Department of Justice	One DOJ Component responded to this question. The Office of Justice Programs (OJP) saved $3,051,345 in real estate costs over one year through reduced office square footage and the use of hoteling space. OJP also saved approximately $20,000 on recruitment and salary costs by allowing a high-performing employee in a mission critical job to telework full-time. The employee planned to move from the Washing DC area to Ohio due to personal needs. By allowing the employee to telework full-time, OJP was able to retain a trusted employee, ensure continuity in mission critical programs, and reduce salary and benefit costs.	Cost savings were produced by an organization hired to assist OJP with space management initiative. Also, the cost savings for Human Capital (recruitment costs) is based on an estimate of the cost for recruiting, hiring, and training a new employee as well as lost productivity during the period position is vacant. Although the employee is a full-time telework employee, there was a reduction in salary and benefits cost associated with changing the employee's duty station to a lower locality pay area.

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Department of the Treasury	Treasury had $101,059 saving ins real estate leased space supported by telework.	These cost savings are tracked and reported internally through the individual responsible office within each bureau.
Federal Deposit Insurance Corporation	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.	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.
Federal Mediation and Conciliation Service	We cannot give an exact dollar amount, but the flexibility of ad hoc and having a set telework schedule has greatly diminished absenteeism for scheduled appointments.	Time and attendance data.
General Services Administration	“Rent/Office Space and Utilities GSA’s agency-wide mobility approach includes telework as an important element to reduce the Agency’s footprint. GSA has accomplished cost savings related to workplace transformation, which features telework and hoteling. An example is our headquarters renovation, which: o	increased building occupancy from 2500 to 4400
Institute of Museum and Library Services	The monthly rent saved by moving to a smaller space is about $75,000 per month.	Existing agency report.
Marine Mammal Commission	We assume that the employees who telework are staying at the Marine Mammal Commission in large part due to the flexibilities they can enjoy due to telework. It costs at least $3,000 to recruit a new employee.	Knowledge of actual prices charged by OPM to recruit employee.

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Millennium Challenge Corporation	MCC moved into new space in 2017. Because of the ability to work from alternate locations, the same amount of space that MCC had prior to the move is not necessary. This has resulted in reduced real estate costs over the life of the lease.	Lease contract.
National Aeronautics and Space Administration	$85,000 utility costs.	Although NASA continues to seek ways to reduce operating costs and overall footprint across the Agency, the unique mission requirements makes it difficult to accurately track significant cost savings. Johnson Space Center continues to capitalize on the success of their Super Flex program to reduce utility costs, which is tracked using internal energy auditing tools.
National Council on Disability	Commuter benefits: Our commuter benefits are non-rollover, what is not used each month is returned to the agency: $5,925 General office supplies: indiscernible Recruitment costs: indiscernible	SmartBenefits program refunds are reflected on the monthly statement.
National Labor Relations Board	The ETP also aimed to reduce the agency's administrative costs through the Transit Benefit Program. Over a three-month period, the agency saved a total of $1,681.00 for 35 participants.	Department of Transportation provides monthly reports 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.

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Patent and Trademark Office	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 2017 the agency avoided securing $46.2 million (annual) in additional office space (less hoteling expenses) as a direct result of all of the USPTO's hoteling programs. Each year USPTO's teleworkers have a dramatic impact on the environment in the Washington D.C. metropolitan area collectively saving $7,301,048 (7.3 million) in gas a year and avoid driving 93,093,840 (93 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; 6,438 employees working from home four to five day a week and 4,401 employees working from home one to three days a week.
Securities and Exchange Commission	In FY17, it is estimated that the SEC saved approximately $870,000 in transit benefit costs.	The SEC conducted analyses to determine the transit benefit savings directly attributed to teleworking. To accomplish this, we used timesheet data to determine how many actual days employees worked during the fiscal year, as well as how many days they teleworked. This approach allowed us to control for any savings attributed to other types of leave (alternative work schedules, sick leave etc.), rather than telework. We then used transit benefit applications to determine each employee's daily transit cost. To calculate the transit savings, we multiplied the daily transit cost by the number of days each employee teleworked during the year. We also conducted calculations to determine whether the discount associated with a monthly transit pass eliminated any potential cost savings by telework. These analyses revealed that over 75% of employees with a transit agreement saved the SEC some money by teleworking.
Social Security Administration	We avoided $900,000 in new leasing costs by consolidating workspace for teleworkers in our National Case Assistance Center.	Agency reports on real estate consolidation.
U.S. Commission on Civil Rights	52,000. Central Regional Office in FY 2017 and 78,000 Southern Regional Office in FY2018	Rental Lease

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