



Review of Federal Family-Friendly Workplace Arrangements

**A Report to Congress
by the
U.S. Office of Personnel Management
July 1998**



**United States Office
of Personnel
Management**

**Office of Workforce
Relations: Work /Life
Programs Center**

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“Today’s families are challenged as never before to balance the difficult demands of the workplace with tremendous responsibilities of caring for family members.

Creating a culture that is family-friendly is not only humane, but results in greater cost efficiency, increased worker commitment and productivity, better customer service, and improved family life.”

Janice R. Lachance
Director
U.S. Office of Personnel Management
June 18, 1998
Washington, DC

***Family-Friendly
Workplace
Arrangements
Available to Federal
Employees:***

***Child and Elder Care
Resource and Referral
Services***

***On-site/Near-site Child
Care***

Part-time Employment

Job Sharing

Telecommuting

***Alternative Work
Schedules:***

- ***Flexible Schedules***
- ***Compressed Schedules***

***Family and Medical Leave
Act (FMLA) of 1993***

Sick Leave for Family Care

Leave Sharing Act

Leave for Adoption

***Leave for Bone Marrow or
Organ Donation***

***Employee Assistance
Programs
(EAP)***

Fare Subsidies

Executive Summary

With the approach of a new millennium, it has never been more important to maintain a strong, healthy workforce. The Federal Government recognizes that one key to a productive workforce is helping employees achieve a high quality of work-life. Over the past decade, many family-friendly initiatives have been developed to help Federal employees deal with the stress of balancing work and family life.

This report is OPM's response to a Congressional request for an update on the implementation of family-friendly workplace arrangements. The report presents: 1) survey data collected from 61 agency personnel offices; and 2) focus group data gathered from a broad sampling of employees, managers, and union representatives from different agencies and geographic locations.

The data received from the agencies indicate that, for the most part, they have committed to creating and maintaining family-friendly work environments for their employees:

- Those agencies that provided full-time equivalent (FTE) and cost data report allocating a total of 509 FTE and approximately \$33.5 million for the operation and administration of family-friendly programs during FY 1997.
- Most of the responding agencies have implemented 12 of the 13 programs assessed in the survey.
- The optional programs most frequently implemented by agencies are: part-time employment (92 percent) and flexible work schedules (92 percent).
- Compressed and flexible work schedules are the two most widely utilized workplace programs, with more than one-third of the Federal workforce reported to be participating.

“We should include managers on teams established to implement the various initiatives and don’t exclude managers from participating in the various family-friendly programs.”

--Agency comment

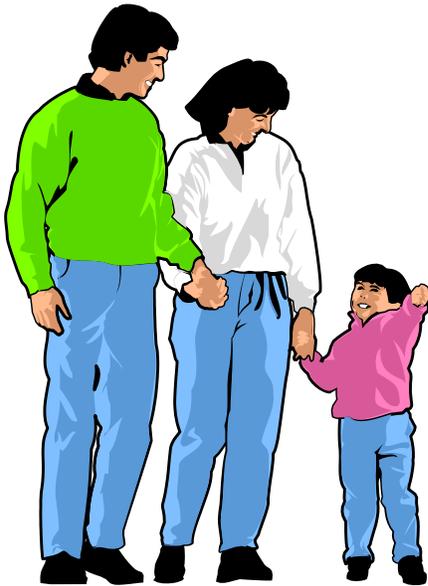
- The two least-utilized programs are telecommuting and referral services for child and elder care, with less than 1 percent of employees reported to be participating in either program.
- The primary reasons for not implementing telecommuting programs were concerns about customer complaints, office coverage and problems scheduling meetings.
- Focus group participants noted inconsistencies with the implementation of programs, citing variations even from office to office within a single agency.
- Inadequate information transmission and lack of management support were two other common complaints from focus group participants.
- Focus group participants named stress reduction and more personal time as the main benefits of workplace flexibilities.
- Agencies indicated that the primary benefits of workplace programs are increased employee morale and work-life balance and enhanced recruitment ability.
- Agencies reported few to no problems as a result of implementing workplace flexibilities.

Overall, the results indicate that we have made great strides in offering many different programs. However, we have not reached 100 percent implementation of family-friendly workplace initiatives.

To achieve this goal, we must break down a number of barriers such as inconsistent guidelines, resistance to change, management indifference, and information transmission problems.

In response to these findings, OPM will undertake the following new initiatives:

- Establish a Family-Friendly Workplace Advocacy Office that promotes family-friendly programs and responds to governmentwide employee concerns and suggestions regarding the implementation of family-friendly programs.
- Propose legislation to permit Federal agencies, at their discretion, to use currently appropriated funds to provide child care services in a Federal or leased facility or through contract, for the civilian employees of the agency.
- Sponsor a child care summit that will provide cutting-edge ideas, information and guidance about issues such as child care centers, “latch key” kids and early childhood development.
- Issue the training handbook *Work and Family Issues: A Module for Supervisors and Managers*.



Introduction

Purpose of This Report

The U.S. Office of Personnel Management (OPM) was directed by Congress to conduct a review of Federal departments and agencies to assess the implementation of family-friendly workplace arrangements. This review is in response to Congressional concern that agencies are not making family-friendly workplace arrangements available to employees. The Congressional request called for OPM to determine how many and which departments and agencies have implemented these policies and to analyze how well these programs are working.

Background

As American society continues to grow and evolve, today's families face many challenges ranging from single-parent homes to affordable child care to domestic violence. The new workforce reflects a mix of dual-income couples, women of child bearing age, single working parents, and middle-aged workers who are likely to be responsible for elder care. These and other issues make it difficult for individuals to balance conflicting work and family demands.

Family-friendly programs not only benefit the individual employee, they also help organizations maintain an efficient, productive workforce. When organizations support family-friendly programs, they are simultaneously increasing worker morale and employee productivity.

President Clinton has long recognized the importance of strong, healthy families and is committed to providing a family-friendly work environment for Federal employees. In July 1994, President Clinton issued his first memorandum directing Federal departments and agencies to establish programs to encourage and support the expansion of flexible workplace arrangements. By implementing a wide variety of workplace initiatives, the Govern-

ment is setting an example for the nation.

Family-Friendly Workplace Arrangements Available to Federal Employees:

Child and Elder Care Resource and Referral Services

On-site/Near-site Child Care

Part-time Employment

Job Sharing

Telecommuting

Alternative Work Schedules:

- ***Flexible Schedules***
- ***Compressed Schedules***

Family and Medical Leave Act (FMLA) of 1993

Sick Leave for Family Care

Leave Sharing Act

Leave for Adoption

Leave for Bone Marrow or Organ Donation

Employee Assistance Programs

(EAP)

Fare Subsidies

Family-Friendly Workplace Arrangements

The U.S. Office of Personnel Management's (OPM) Work/Life Programs Center provides leadership in developing work and family policies and offers guidance, information, and technical assistance to agencies. To help employees meet family responsibilities, the Center encourages the use of alternative work schedules, telecommuting, leave programs, part-time employment and job sharing, Employee Assistance Programs, child care centers, and resource and referral services for child and elder care.

Some leave benefits, often included under the umbrella of family-friendly initiatives, are required by law or regulation (i.e., voluntary leave transfer programs; up to 12 weeks of unpaid leave under the Family and Medical Leave Act for childbirth, adoption, foster care, care of a seriously ill family member, or for the employee's personal illness; and paid sick leave for family care, bereavement, or adoption purposes). Opportunities for employees to participate in other flexible family-friendly workplace arrangements, such as part-time employment and job sharing, alternative work schedules, telecommuting, and satellite work locations, are not required by law. However, agencies have been

encouraged to implement these optional programs by two Presidential memoranda dated July 11, 1994, and June 21, 1996. (See Appendix A.)

“The family-friendly programs have been a Godsend - they allowed me to continue in my career and to spend time with my children.”

– Focus group participant

The Review Process

To collect data for this report, OPM surveyed agency personnel offices on the use and availability of family-friendly programs in their agencies. The survey consisted of two parts; Part I requested basic information about the agency’s family-friendly programs, and Part II requested employee usage data.

OPM also conducted focus groups to supplement the survey data. They included users and non-users, employees, supervisors, managers, and union representatives from over 20 agencies.

Survey of Agency Personnel Offices

A Family-Friendly Program Survey (see Appendix B) was sent to each Federal department and agency that is a member of OPM’s Interagency Advisory Group. For those offices or departments that are sub-components of larger agencies, only one survey was sent to the parent organization. For example, the Department of Defense (DoD) was treated as one large employer, and their response included 15 Defense agencies. A total of 73 surveys were sent to the agencies’ personnel offices. Sixty-one agencies, or 84 percent, responded to the survey. (See Appendix C for a list of agencies who completed the survey.) These 61 agencies represent approximately 95% of the Federal workforce, excluding the U.S. Postal Service.

The survey covered the following 13 programs: part-time employment, job sharing, telecommuting, flexible work schedules, compressed work schedules, resource and referral services for child and elder care, on-site/near-site child care centers, Family and Medical Leave Act, sick leave for family care, leave transfer, leave bank, fare subsidies, and Employee Assistance Programs.

Focus Groups

OPM conducted ten focus groups to obtain the views and comments of users and non-users of family-friendly workplace arrangements. Six focus group meetings were conducted in the Washington, DC metropolitan area; and two were held in both Denver, Colorado, and Chicago, Illinois. These groups provided a sampling of employees from different agencies and geographic locations. A total of 99 employees participated in the focus groups. (See Appendix C for a list of

agencies and unions that participated in the focus groups.)

Percentage of Agencies Reporting Implementation of Family-Friendly Programs

Mandated By Law or Regulation

- **Family and Medical Leave Act (FMLA)** 98%
- **Sick leave for family care** 98%
- **Employee Assistance Programs (EAPs)** 97%
- **Leave transfer** 97%

Optional Programs

- **Part-time employment** 92%
- **Flexible work schedules** 92%
- **Resource and referral services for child and elder care** 83%
- **Compressed work schedules** 79%
- **Telecommuting** 73%
- **Fare subsidies** 64%
- **Job sharing** 63%
- **On-site/near-site child care centers** 58%
- **Leave bank** 28%

Source: Agency Responses to 1998 Family-Friendly Programs Survey

Results

Implementation of Family-Friendly Programs

Survey feedback indicates that agencies have embraced Administration and Congressional recommendations for supporting a family-friendly workplace. Agency commitment is evident through the amount of resources devoted to family-friendly programs and the number of agencies that have implemented available workplace initiatives.

Those agencies that provided full-time equivalent (FTE) and cost data, report allocating a total of 509 FTE and approximately \$33.5 million for the operation and administration of family-friendly programs during FY 1997.

Agencies were asked which of 13 family-friendly programs are currently available to their employees. With the exception of the leave bank program (implemented by only 28 percent of agencies), most agencies have implemented the programs. Excluding the programs that are required by law or regulation (FMLA, sick leave for family care, leave transfer, and EAPs), the most frequently implemented optional programs are part-time employment (92 percent) and flexible work schedules (92 percent). These numbers indicate that Federal employees have access to a wide variety of family-friendly programs.

Figure 1 shows the percentage of Federal employees reported to be participating in optional family-friendly programs. FMLA, sick leave for family care, leave transfer, and EAPs are excluded from the chart as they are required by law or regulation. Job sharing is also excluded as no data were provided. As indicated, compressed and flexible work schedules are the two most widely utilized workplace programs, with over one-third of employees participating in both. The least-utilized programs are telecommuting and referral services for child and elder care, with less than 1 percent of employees participating in either program.

insert Figure 1

Source: Agency Responses to 1998 Family-Friendly Programs Survey

“If a family-friendly policy is written, then there are no problems with implementation. But if it is optional, management hesitates to be the first one [to implement]. Managers don’t want to set a precedent.”

– Focus group participant

Agencies have the option of developing formal, written policies to guide the administration of workplace initiatives. Seventy-two percent of agencies indicated they did have formal policies or guidance for their programs. Of these agencies with formal policies, 73 percent indicated the policies permit flexible interpretation by different organizational components.

Feedback from the focus groups indicates that formal policies greatly impact the administration of family-friendly programs. One participant noted that, if there is written guidance, implementation goes smoothly. If the program does not have a written policy, managers may hesitate to implement an optional program in their organizational unit.

Flexible interpretation of the policies can lead to employee frustration. Several focus group participants noted that there is an inconsistency with the application of programs; usage and participation can vary from office to office within a single agency. One employee claimed that the “lack of continuity of interpretation” within agencies can lead to unfair practices. Another employee felt that managers “put their own spin” on policies, allowing some offices or employees to participate while excluding others. The general consensus from the focus groups was that agencies need common procedures and consistent guidelines for implementation and administration of workplace programs.

“Top management support and clarity are essential [to the success of family-friendly programs].”

-- Focus group participant

Communication Processes

Disseminating information to agencies is critical to the success of family-friendly programs. Currently, each agency designates a representative who is responsible for passing along program-relevant information received from OPM and others. It is essential for managers, supervisors, and employees to be aware of their choices and the procedures for using workplace programs.

The survey data show a positive picture of information sharing within the agencies. One hundred percent of agencies responded that they took steps to promote family-friendly programs to employees. The most popular methods of promotion were the use of posters, brochures, newsletters, email, or Web sites. Other promotion tactics included new employee orientation, information seminars, manager-employee meetings, and information hotlines.

Employees agree that agencies use a wide variety of methods to disseminate program information. However, focus group feedback indicates there are widespread problems with information transmission. Several participants noted that employees are often not aware of their choices or the procedures for using a program. One employee stated, “Sometimes things get lost or stop at the Division Chief’s desk.” The lack of employee awareness can be particularly problematic when it is perceived by management as a lack of employee need.

Management Support

Another ingredient critical to the success of workplace programs is management and supervisory support. The supervisor is often the first line of contact for an employee who is interested in taking advantage of a flexibility. Most workplace programs are optional and are at the supervisor’s discretion for implementation. Thus, supervisors can choose whether or not the program will be implemented in their division or office and which employees can participate.

By encouraging management support, agencies may be able to increase the use of family-friendly programs. Of all agencies surveyed, 98 percent indicated they engaged in some type of activity designed to increase management support of workplace flexibilities. The most popular tactic was to incorporate the programs into agency policy. Other strategies included publicizing of programs through newsletters, posters, email, management training, special briefings, and courses.

Focus group participants indicated that management support plays a key role in the success of the programs. Many employees expressed their satisfaction with supervisory and agency support, while many others felt a lack of support from their supervisors. In addition, one employee noted that there seems to be a disconnect between agency and supervisory attitudes:

“My organization has some commitment, . . . but it doesn’t trickle down to the lower levels.”

These inconsistencies are likely due to flexible policy interpretations that allow individual managers to make decisions regarding workplace programs.

Individual differences in managerial style also impact the utilization of workplace programs:

“Some ‘old-style’ managers are simply not open to new ideas as advanced by family-friendly initiatives.”

Other focus group participants felt that managers may lack empathy for single parents and may not understand how workplace flexibilities can help ease the burden.

The managers who participated in the focus groups agreed that managerial support is crucial for a family-friendly environment. Similar to employee attitudes, they noted a lack of consistency among agencies in terms of support and need for common procedures and guidelines. They also observed that some managers are

resistant to change, thereby creating a likely barrier for implementing family-friendly programs. However, some managerial discretion is said to be necessary to prevent employee abuse of flexible workplace programs and to ensure that agencies meet their goals.

Reasons for Not Implementing the Programs

Agencies that did not implement optional family-friendly programs were asked to indicate their reasons for not doing so. Reasons varied, depending on the type of program. Table 1 lists the top three reasons agencies provided for non-implementation of the optional workplace flexibilities.

The majority of the programs had implementation rates that were over 60 percent (See page 8). The two programs with the lowest reported implementation rates are leave banks (28 percent) and on-site/near-site child care centers (58 percent). The primary reasons for not implementing these programs were reported to be the lack of employee interest, lack of management support, and the high costs.

One program, telecommuting, had a high implementation rate (73 percent), but had an employee participation rate of less than 1 percent. Those agencies who provided survey data reported approximately 9,000 total employees participating in telecommuting programs.

The primary reasons reported for not implementing telecommuting programs were concerns that they may cause customer complaints about lack of availability, difficulties in office coverage and problems scheduling staff meetings.

Several focus group participants stated that their offices do not permit telecommuting, even if their agencies had implemented the program. Focus group feedback indicated there are several barriers to implementing telecommuting programs: lack of resources, lack of trust between supervisors and employees, time consuming paperwork necessary to track employee hours, difficulty in assessing employee performance, and security issues.

Table 1			
Top Three Reasons for Not Implementing Optional Family-Friendly Programs			
Program	Reason 1	Reason 2	Reason 3
Leave bank	No employee interest expressed in the program	Lack of management support	The benefits do not outweigh the costs
On-site/near-site child care centers	The benefits do not outweigh the costs	No employee interest expressed in the program	Lack of management support
Job sharing	No employee interest expressed in the program	Lack of management support	The benefits do not outweigh the costs
Fare subsidies	The benefits do not outweigh the costs	Lack of management support	No employee interest expressed in the program
Telecommuting	May cause customer complaints about availability	May cause difficulties in ensuring office coverage	May cause problems scheduling meetings
Compressed work schedules	May cause difficulties in ensuring office coverage	May cause problems scheduling meetings	May cause customer complaints about availability
Resource and referral services for child and elder care	No employee interest expressed in the program	The benefits do not outweigh the costs	N/A
Flexible work schedules	Does not fit well with our strategic plan/mission	May cause difficulties in ensuring office coverage	Lack of management support
Part-time employment	No employee interest expressed in the program	Lack of management support	May cause difficulties in ensuring office coverage

Source: Agency Responses to 1998 Family-Friendly Programs Survey

“ [Agencies] should conduct periodic surveys and focus groups to ensure that each agency knows how the program is actually working. The data collection should be precise and drilled down to the work team level, given how much power a supervisor has to advance . . . a program. Furthermore, the agency must be committed to act on the findings of the data collection. Executives must take the results of the survey and act quickly to improve the program by solving specific problems.”

– focus group participant

Effectiveness of Family-Friendly Programs

Eighty-two percent of agencies indicated they evaluated the effectiveness of their programs in some manner. Employee suggestions (64 percent) and managerial meetings (49 percent) were the two most frequently used methods of evaluating program effectiveness. Other more objective, but less frequently used methods included collecting employee attitude data, employee needs assessments and objective data measurement (e.g., turnover, absenteeism, performance.)

One important indicator of program implementation success is employee satisfaction. Agencies were asked to estimate the frequency of complaints they received over the past year about their family-friendly programs. Most of the programs received few or no complaints. The programs receiving the fewest complaints were Employee Assistance Programs (EAPs) and Family and Medical Leave Act (FMLA), both required by law. The programs receiving the most complaints were telecommuting and compressed work schedules. Figure 2 shows the degree of employee complaints for each workplace program.

Figure 2

* 1 = None, 2 = A small amount, 3 = A moderate amount, 4 = A large amount
Source: Agency Responses to 1998 Family-Friendly Programs Survey

Outcomes of Family-Friendly Programs

The benefits of family-friendly programs are many. Agencies indicated that the primary benefits of workplace programs are increased employee morale and work-life balance. Outcome measures include reduction of unscheduled absences and enhanced recruiting. (See Table 2 for the mean ratings for positive and negative outcomes of workplace initiatives).

The focus group participants also agreed about the importance of workplace flexibilities. Union officials felt that one of the primary benefits is that employees are allowed to take a substantial amount of time off for illness or to care for a family member without losing their jobs.

Focus group participants named many other benefits of workplace flexibilities:

- reduced stress
- more time for personal obligations
- more parental involvement in children's lives
- economic utility/less cost
- retention of valued employees
- increased employee productivity
- better planning for employee absences (such as medical procedures)
- increased parental participation in schools
- extended agency hours for customers

The survey data reveal that there are few negative outcomes associated with family-friendly programs. The ratings shown in Table 2 indicate that, notwithstanding the concerns expressed by managers, agencies have experienced few to no problems as a result of implementing workplace flexibilities. The most frequent problems agencies reported were difficulties scheduling meetings and inadequate office coverage.

Table 2 Positive and Negative Outcomes of Family-Friendly Programs: <i>To what extent did the family-friendly programs benefit/cause problems for your agency?</i>			
Positive Outcomes (1 = no benefit to 5 = great benefit)	Mean Score	Negative Outcomes (1 = no problems to 5 = very problematic)	Mean Score
Help employees balance work and personal needs	4.11	Make it difficult to schedule meetings	2.16
Improve employee morale	4.00	Lead to inadequate office coverage	1.98
Reduce unscheduled absences	3.07	Cause problems between managers and employees	1.88
Improve performance	2.80	Increase sick leave use	1.86
Enhance recruiting	2.76	Increase equipment and/or facilities costs	1.77
Improve customer service	2.66	Lead to employee abuse of workplace flexibilities	1.58
Reduce sick leave use	2.42	Cause problems between employees	1.55
Reduce turnover	2.32	Increase customer complaints	1.35
Reduce overtime	2.22	Decrease performance	1.09
Reduce requirements for office space/equipment	1.46		

Source: Agency Responses to 1998 Family-Friendly Programs Survey

Conclusion and Recommendations

Overall, the survey and focus group data show that the Federal Government has made great strides in developing a family-friendly workplace. Agencies offer a wide variety of programs and employees are taking advantage of their choices. Most agencies conduct some evaluation of the effectiveness of their programs, and there are few employee complaints. Generally, the benefits of implementing workplace initiatives outweigh the negative outcomes, which can be minimized with good planning.

However, there is still room for improvement. The focus group participants suggest that programs are not always made available or publicized. Some employees expressed frustration about the inconsistent implementation of programs. Other employees felt managers do not provide enough support for a family-friendly work environment.

The 1995 OPM report on *Balancing Work and Family Demands* states that “one key to achieving family-friendly workplaces in the Federal Government is to make full utilization of all the flexibilities and resources available.” While we have made great strides in offering many different programs, we have not reached 100 percent implementation.

To achieve this goal, we must break down a number of barriers such as inconsistent guidelines, resistance to change, management indifference, and information transmission problems. OPM recommends the following actions:

- Agencies should use a wide range of communication methods to inform employees about all available workplace flexibilities.
- Programs should be administered in a fair and consistent manner by developing consistent guidelines and procedures for program implementation.
- Management support at all levels should be secured through training and other appropriate means along

with appropriate accountability.

- Program effectiveness and acceptance should be evaluated on an annual basis.

To help address the above recommendations and to further strengthen the ability of the Federal Government to be a model employer, OPM will undertake the following new initiatives:

- Establish a Family-Friendly Workplace Advocacy Office that promotes family-friendly programs and responds to governmentwide employee concerns and suggestions regarding the implementation of family-friendly programs. The Office will provide information on the appropriate laws and regulations, identify avenues of assistance, and advise employees and agencies on how to best resolve differences.
- Propose legislation to permit Federal agencies, at their discretion, to use currently appropriated funds to provide child care services in a Federal or leased facility, or through contract for the civilian employees of the agency. The proposed legislation would remove all limitations on the use of appropriated funds related to the costs of child care centers.
- Sponsor a child care summit to showcase model public and

private child care partnerships, encourage the involvement of fathers in work-life issues, provide information to help “latch key” kids, discuss ways to locate quality family day care, provide guidance on accreditation of child care centers, and share information on early childhood development.

- Issue the training handbook: *Work and Family Issues: A Module for Supervisors and Managers* to help Federal supervisors and managers meet their organizational goals while assisting Federal workers balance work, family, and other personal responsibilities.

Creating a family-friendly work environment is a challenge that requires continuous effort and long-range commitment, but one that results in the overall well-being and productivity of our Federal employees. The Office of Personnel Management stands ready to provide advice and assistance to agencies in this vitally important endeavor.

“The future of our country is a functional family unit.”

– focus group participant

Appendix A
Presidential Memoranda

THE WHITE HOUSE
WASHINGTON

July 11, 1994

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENT AND AGENCIES

SUBJECT: Expanding Family-Friendly Work
Arrangements in the Executive Branch

In order to recruit and retain a Federal work force that will provide the highest quality of service to the American people, the executive branch must implement flexible work arrangements to create a "family-friendly" workplace. Broad use of flexible work arrangements to enable Federal employees to better balance their work and family responsibilities can increase employee effectiveness and job satisfaction, while decreasing turnover rates and absenteeism. I therefore adopt the National Performance Review's recommendation that a more family-friendly workplace be created by expanding opportunities for Federal workers to participate in flexible work arrangements, consistent with the mission of the executive branch to serve the public.

The head of each executive department or agency (hereafter collectively "agency" or "agencies") is hereby directed to establish a program to encourage and support the expansion of flexible family-friendly work arrangements, including: job sharing; career part-time employment; alternative work schedules; telecommuting and satellite work locations. Such a program shall include:

- (1) identifying agency positions that are suitable for flexible work arrangements;
- (2) adopting appropriate policies to increase the opportunities for employees in suitable positions to participate in such flexible work arrangements;
- (3) providing appropriate training and support necessary to implement flexible work arrangements; and
- (4) identifying barriers to implementing this directive and providing recommendations for addressing such barriers to the President's Management Council.

I direct the Director of the Office of Personnel Management (“OPM”) and the Administrator of General Services (“GSA”) to take all necessary steps to support and encourage the expanded implementation of flexible work arrangements. The OPM and GSA shall work in concert to promptly review and revise regulations that are barriers to such work arrangements and develop legislative proposals, as needed, to achieve the goals of this directive. The OPM and GSA also shall assist agencies, as requested, to implement this directive.

The President’s Management Council, in conjunction with the Office of Management and Budget, shall ensure that any guidance necessary to implement the actions set forth in this directive is provided.

Independent agencies are requested to adhere to this directive to the extent permitted by law.

This directive is for the internal management of the executive branch and is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

The Director of the Office of Management and Budget is authorized and directed to publish this directive in the Federal Register.

/s/ William J. Clinton

THE WHITE HOUSE

WASHINGTON

June 21, 1996

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Implementing Federal Family Friendly Work Arrangements

I continue to believe that honoring and supporting the concerns of family members in the workplace is vital to good government and to a productive work force. In order to build on its record of support for families in the Federal workplace, the executive branch must continue to examine its practices and to implement the goals of the Presidential Memorandum of July 11, 1994. The Federal Government must continue to set the pace in transforming the culture of the American workplace so that it supports employees who are devoted to their families.

It is clear to me that whenever the Federal Government establishes a goal of providing civilian employees and military personnel with an environment supportive to families, the result is greater cost efficiency, increased worker commitment and productivity, better customer service, and improved family life.

Therefore, today I am directing all executive departments and agencies to review their personnel practices and develop a plan of action to utilize the flexible policies already in place and, to the extent feasible, expand their ability to provide their employees:

- (1) assistance in securing safe, affordable quality child care;
- (2) elder care information and referral services;
- (3) flexible hours that will enable employees to schedule their work and meet the needs of their families. This includes encouragement to parents to attend school functions and events essential to their children;
- (4) opportunities to telecommute, when possible, and consistent with their responsibilities, to achieve the goal of 60,000 telecommuters by 1998 as set by the President's Management Council. This includes telecommuting from home and from satellite locations;

- (5) policies and procedures that promote active inclusion of fathers as well as mothers;
- (6) an effective mechanism by which employees can suggest new practices that strengthen families and provide for a more productive work environment; and
- (7) leadership and participation in these policies and programs at the highest level of the agency.

The departments and agencies shall provide an initial report on the results of this review to the Vice President through the National Performance Review within 120 days of the date of this memorandum. This report should include an assessment of progress made towards specific goals and include innovative approaches and detailed success stories.

The National Performance Review, together with the Domestic Policy Council, the President's Management Council Working Group on Telecommuting, the Office of Personnel Management, and the General Services Administration will continue to work with the executive agencies as we move forward together to increase productivity through family friendly work environments.

/s/ William J. Clinton

Appendix B
Family-Friendly Programs Survey

Family-Friendly Programs Survey

Instructions:

The purpose of this survey is to collect data about several workplace initiatives. The survey will cover the following family-friendly programs:

- Permanent part-time employment
- Job sharing
- Telecommuting (working away from the principal office)
- Flexible work schedules (variable starting/stopping times and hours of work including flexible 5-4/9 schedules)
- Compressed work schedules (fixed schedules that allow the basic workweek to be completed in less than 10 days)
- Resource and referral services for child and elder care
- On-site/near-site child care centers
- Leave Programs: Family and Medical Leave Act, Leave Transfer, Leave Bank, Sick Leave for Family Care, Bereavement, or Adoption
- Fare subsidies
- Employee Assistance Programs

The survey consists of two parts. Part I asks you to provide basic information about your agency's family-friendly programs. When completing the survey, keep in mind that your answers should represent your agency as a whole. Use your judgment when responding, and make your best estimate if unsure about a response.

Part II requires some data gathering. You may need to request information from your payroll and/or management information systems to get this data. You may want to take informal employee polls. Again, use your best judgment and provide estimates if time does not permit more thorough methods of data gathering. We understand that some agencies may have difficulty in gathering this data within the short time frame. Please return the survey by May 29 with as much data as you are able to gather.

Family-Friendly Programs Survey

Part I

Agency: _____

Name of Official Preparing Report: _____

Title: _____

Telephone: _____ Fax: _____

When responding, keep in mind that your answers should represent your agency as a whole. Use your judgment and make your best estimate if unsure about a response. Thank you for taking the time to complete this survey.

Please mail or fax the requested materials by **Friday, May 29, 1998** to :

Personnel Resources and Development Center/ES
Attention: Cynthia Maahs
U.S. Office of Personnel Management
1900 E. St., NW
Washington, DC 20415-9200
Phone: (202) 606-1855
Fax: (202) 606-1399

For questions please contact:
Anice V. Nelson
Work and Family Program Center
Phone: (202) 606-2011
Fax: (202) 606-2091
email: avnelson@opm.gov

1. Have the following family-friendly programs been implemented in your agency?

	Yes	No
a. Permanent part-time employment	<input type="checkbox"/>	<input type="checkbox"/>
b. Job sharing	<input type="checkbox"/>	<input type="checkbox"/>
c. Telecommuting (working away from the principal office)	<input type="checkbox"/>	<input type="checkbox"/>
d. Flexible work schedules (variable starting/stopping times and hours of work including flexible 5-4/9 schedules)	<input type="checkbox"/>	<input type="checkbox"/>
e. Compressed work schedules (fixed schedules that allow the basic workweek to be completed in less than 10 days)	<input type="checkbox"/>	<input type="checkbox"/>
f. Resource and referral services for child and elder care	<input type="checkbox"/>	<input type="checkbox"/>
g. On-site/near-site child care centers	<input type="checkbox"/>	<input type="checkbox"/>
h. Family and Medical Leave Act	<input type="checkbox"/>	<input type="checkbox"/>
i. Sick leave for family care, bereavement, or adoption	<input type="checkbox"/>	<input type="checkbox"/>
j. Leave transfer	<input type="checkbox"/>	<input type="checkbox"/>
k. Leave bank	<input type="checkbox"/>	<input type="checkbox"/>
l. Fare subsidies	<input type="checkbox"/>	<input type="checkbox"/>
m. Employee Assistance Programs	<input type="checkbox"/>	<input type="checkbox"/>

2a. Do you have a formal, written agency-wide policy or guidance for family-friendly workplace arrangements? Yes No

2b. If yes, does the policy permit flexible interpretation by different organizational components? Yes No

3. What steps did you take to promote family-friendly programs to employees? **Check as many as apply.**

- a. Our agency did not promote any family-friendly programs
- b. Publicized programs through use of posters, brochures, newsletters, e-mail, web sites, etc.
- c. Invited all employees to attend information seminars describing the program
- d. Encouraged or required managers to discuss the program with their employees
- e. Established an information hotline to answer employee questions
- f. Provided information to new employees during orientation
- g. Other (please write in): _____

4. What, if anything, did your agency do to encourage management support for the initiatives? **Check as many as apply.**

- a. Publicized programs through use of posters, brochures, newsletters, e-mail, etc
- b. Incorporated programs into agency policy
- c. Provided management training or briefings on request
- d. Sent managers to courses covering family-friendly programs
- e. None of the above
- f. Other (please write in): _____

5. If your agency has not implemented any of the family-friendly programs listed under Items a to m below, indicate the most important reason(s) using the 10 point response scale.

Response Scale for Items a - m

1. There was no employee interest expressed in the program
2. The program lacks management support
3. The program does not fit well with our strategic plan and/or mission
4. The program may cause customer complaints about lack of availability
5. The program may cause difficulties in ensuring office coverage
6. The program may cause problems scheduling meetings
7. Technology infrastructure is a barrier to implementing the program
8. Employees may abuse workplace flexibilities
9. The benefits do not outweigh the costs
10. Other (please write in): _____

Check no more than 3 reasons for each program

	1	2	3	4	5	6	7	8	9	10
a. Permanent part-time employment	<input type="checkbox"/>									
b. Job sharing	<input type="checkbox"/>									
c. Telecommuting (working away from the principal office)	<input type="checkbox"/>									
d. Flexible work schedules (variable starting/stopping times and hours of work including flexible 5-4/9 schedules)	<input type="checkbox"/>									
e. Compressed work schedules (fixed schedules that allow the basic workweek to be completed in less than 10 days)	<input type="checkbox"/>									
f. Resource and referral services for child and elder care	<input type="checkbox"/>									
g. On-site/near-site child care centers	<input type="checkbox"/>									
h. Family and Medical Leave Act	<input type="checkbox"/>									
i. Sick leave for family care, bereavement, or adoption	<input type="checkbox"/>									
j. Leave transfer	<input type="checkbox"/>									
k. Leave bank		<input type="checkbox"/>								
l. Fare subsidies	<input type="checkbox"/>									

- m. Employee Assistance Programs

6. How do you evaluate the effectiveness of family-friendly workplace programs?

Check all that apply.

- a. We do not evaluate workplace program effectiveness
- b. We encourage employee comments and feedback (e.g., suggestion box, focus groups)
- c. We hold meetings with managers to discuss program issues
- d. We collect and analyze employee attitude data (e.g., satisfaction, perceived benefits)
- e. We conduct employee needs assessments
- f. We collect and analyze objective measures (e.g., turnover, absenteeism, performance)
- g. Other (please write in): _____

7. Using the list below, indicate the extent to which family-friendly programs have benefitted your agency.

	Not At All	To A Small Extent	To A Moderate Extent	To A Great Extent	To A Very Great Extent	No Basis To Judge
To what extent did the family-friendly programs . . .						
a. improve performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. reduce turnover?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. reduce unscheduled absences?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. reduce overtime?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. reduce sick leave use?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. enhance recruiting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. improve customer service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. reduce requirements for office space/equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. help employees balance work and personal needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. improve employee morale?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Using the list below, indicate the extent to which the family-friendly programs may have caused problems for your agency.

	Not At All	To A Small Extent	To A Moderate Extent	To A Great Extent	To A Very Great Extent	No Basis To Judge
To what extent did the family-friendly programs . . .						
a. decrease performance?	<input type="checkbox"/>					
b. make it difficult to schedule meetings?	<input type="checkbox"/>					
c. cause problems between employees?	<input type="checkbox"/>					
d. cause problems between managers and employees?	<input type="checkbox"/>					
e. increase equipment and/or facilities costs?	<input type="checkbox"/>					
f. lead to inadequate office coverage?	<input type="checkbox"/>					
g. increase customer complaints?	<input type="checkbox"/>					
h. lead to employee abuse of workplace flexibilities?	<input type="checkbox"/>					
i. increase sick leave use?	<input type="checkbox"/>					

9. For each workplace program listed below, estimate the approximate amount of employee complaints, if any, your agency may have received over the past fiscal year (10/96 to 9/97) due to lack of availability or denial of the flexibilities.

The approximate amount of complaints for . . .	None	A Small A Moderate A Amount Amount Large Amount		
		Amount	Amount	Amount
a. Permanent part-time employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Job sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Telecommuting (working away from the principal office)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Flexible work schedules (variable starting/stopping times and hours of work including flexible 5-4/9 schedules)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Compressed work schedules (fixed schedules that allow the basic workweek to be completed in less than 10 days) <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Resource and referral services for child and elder care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. On-site/near-site child care centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Family and Medical Leave Act	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Sick leave for family care, bereavement, or adoption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Leave transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Leave bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Fare subsidies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Employee Assistance Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. What changes (including legislation, OPM regulations, or agency regulations/policies) would help make these programs and policies more effective and more extensively utilized without adversely affecting your agency's ability to accomplish its organizational goals?

Thank you for completing the first part of the survey. Please continue to Part II.

Family-Friendly Programs Survey

Part II - Data

Agency: _____

Name of Official Preparing Report: _____

Title: _____

Telephone: _____ Fax: _____

To complete Part II, you will need to gather the following data and enter the numbers on the next page:

1. The total number of employees in your agency.
2. The number and percent of employees currently participating in the various family-friendly programs implemented in your agency.
3. The approximate number of FTE devoted to the administration of family-friendly programs and program operating costs for the past fiscal year (10/96 to 9/97).
4. Available summaries that describe and assess agency experiences with respect to work and family matters, such as results of employee needs assessments, evaluation reports, and descriptive information.
Please return these reports with the completed survey.

You may need to request information from your payroll and/or management information systems to get this data. You may also want to take informal employee polls. Again, use your best judgment and provide estimates if time does not permit more thorough methods of data gathering. We understand that some agencies may have difficulty in gathering this data within the short time frame - please return the survey by May 29 with as much data as you are able to gather.

Please mail or fax the requested materials by **Friday, May 29, 1998** to :

Personnel Resources and Development Center/ES

Attention: Cynthia Maahs
U.S. Office of Personnel Management
1900 E. St., NW
Washington, DC 20415-9200
Phone: (202) 606-1855
Fax: (202) 606-1399

For questions about this survey please contact:
Anice V. Nelson
Work and Family Program Center
Phone: (202) 606-2011
Fax: (202) 606-2091
email: avnelson@opm.gov

1. How many employees currently work at your agency?

Number = _____

2. What is the approximate number and percent of employees who participated in your agency's family-friendly programs during the past fiscal year (10/96 - 9/97), and approximately how many complaints did you receive from employees about lack of availability or denial of flexibilities? Write N/A if the program has not been implemented in your agency.

	<i>Employees Participating</i>		<i>Complaints</i>	
	Number	Percent	Number	Percent
a. Permanent part-time employment	_____	_____	_____	_____
b. Job sharing	_____	_____	_____	_____
c. Telecommuting (working away from the principal office)	_____	_____	_____	_____
d. Flexible work schedules (variable starting/stopping times and hours of work including flexible 5-4/9 schedules)	_____	_____	_____	_____
e. Compressed work schedules (fixed schedules that allow the basic workweek to be completed in less than 10 days)	_____	_____	_____	_____
f. Resource and referral services for child and elder care	_____	_____	_____	_____
g. On-site/near-site child care centers	_____	_____	_____	_____
h. Family and Medical Leave Act	_____	_____	_____	_____
i. Sick leave for family care, bereavement, or adoption	_____	_____	_____	_____
j. Leave transfer	_____	_____	_____	_____
k. Leave bank	_____	_____	_____	_____
l. Fare subsidies	_____	_____	_____	_____
m. Employee Assistance Programs	_____	_____	_____	_____

3. For the past fiscal year (10/96 - 9/97), approximately how many FTE were devoted to family-friendly program administration in your agency?

Number = _____

4. For the past fiscal year (10/96 - 9/97), what were your agency's estimated operating costs for family-friendly programs?

Cost = \$ _____

Please remember to enclose all summaries relating to family-friendly programs implemented in your agency. Thank you.

Appendix C
Agencies that Participated in the Family-Friendly Programs Survey

- Agency for International Development
- Board of Governors of the Federal Reserve System
- Central Intelligence Agency
- Commission on Civil Rights
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation for National Service
- Defense Nuclear Facilities Safety Board
- Defense Special Weapons Agency
- Department of Agriculture
- Department of Commerce
- Department of Defense
 - Army
 - Navy
 - Air Force
 - Office of the Joint Chiefs of Staff
 - Inspector General (DoD)
 - Washington Headquarters Service (DoD)
 - National Guard Bureau
 - Department of Defense Education Activity
 - Defense Finance and Accounting Service
 - Defense Logistics Agency
 - Defense Contract Audit Agency
 - National Imagery and Mapping Agency
 - Defense Security Service
 - Defense Intelligence Agency
 - Defense Information Systems Agency
- Department of Education
- Department of Energy
- Department of Health & Human Services
- Department of Housing & Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of the Treasury
- Department of Veterans Affairs
- Environmental Protection Agency
- Executive Office of the President
- Farm Credit Administration
- Federal Communications Commission
- Federal Deposit Insurance Corporation
- Federal Election Commission
- Federal Emergency Management Agency
- Federal Energy Regulatory Commission
- Federal Housing Finance Board
- Federal Maritime Commission
- General Accounting Office
- General Services Administration
- Inter-American Foundation
- Merit Systems Protection Board
- National Aeronautics and Space Administration
- National Archives and Records Administration
- National Credit Union Administration
- National Endowment for the Arts
- National Gallery of Art
- National Labor Relations Board
- National Science Foundation
- National Transportation Safety Board
- Nuclear Regulatory Commission
- Office of Government Ethics
- Office of Personnel Management
- On-Site Inspection Agency
- Overseas Private Investment Corporation
- Peace Corps
- Pension Benefit Guaranty Corporation
- Railroad Retirement Board
- Securities and Exchange Commission
- Selective Service System
- Small Business Administration
- Smithsonian Institution
- Social Security Administration
- Tennessee Valley Authority
- U.S. Information Agency
- U.S. Soldiers' and Airmen's Home

Appendix D

Agencies and Unions that Participated in Family-Friendly Focus Groups

Participating Agencies

- Administration on Aging (Health and Human Services)
- Bureau of Land Management (Interior)
- Bureau of Prisons (Justice)
- Commodity Futures Trading Commission
- Defense Finance and Accounting Service (Defense)
- Department of Defense
- Department of Education
- Department of Interior
- Department of State
- Department of Transportation
- Department of Veterans' Affairs
- Coast Guard (Transportation)
- Customs Services (Treasury)
- Federal Emergency Management Agency
- Fish and Wildlife Service (Interior)
- Food and Nutrition Service (Agriculture)
- General Accounting Office
- Geological Survey (Interior)
- Government Printing Office
- Housing and Urban Development
- Internal Revenue Service (Treasury)
- Minerals Management Service (Interior)
- National Science Foundation
- Office of the Inspector General (Agriculture)
- Office of Personnel Management
- Railroad Retirement Board
- Small Business Administration
- Social Security Administration
- Western Area Power Administration (Energy)

Host Agencies

Washington, DC

- Department of Justice
- Department of Transportation
- Federal Emergency Management Agency
- General Accounting Office
- National Science Foundation

Denver, Colorado

- General Accounting Office

Chicago, Illinois

- Chicago Federal Executive Board

Unions Represented

Agency

American Federation of
Government Employees
Local 3331

Environmental Protection Agency

American Federation of
Government Employees
Local 1534

Department of State, U.S. Agency for International
Development, Overseas Private Investment Corporation

American Federation of
Government Employees
Local 32

Office of Personnel Management

American Federation of
Government Employees
Local 3403

National Science Foundation

American Federation of State,
County, and Municipal
Employees
Local 2830

Department of Justice, Office of Justice Programs

American Federation of State,
County, and Municipal
Employees
Local 3719

Department of Justice, Litigating Division

American Federation of State,
County, and Municipal
Employees
Local 3097

Department of Justice, Justice Management Division and
Office of Public Affairs

Addendum to: *A Review of Family-Friendly Workplace Arrangements*
 Number of Telecommuters by Agency
 October 30, 1998

The telecommuting survey data reported by Federal agencies on May 29, 1998, reflected 9,094 telecommuters. The latest survey data reported on October 30, 1998 reflected an increase of 15,653, resulting in 24,747 telecommuters or 1.4% of the Federal workforce.

<u>Agency/Department</u>	<u>Telecommuters Reported</u>	
	May 29, 1998	October 30, 1998
1. Agency for International Development	15	15
2. Board of Governors of the Federal Reserve System	36	36
3. Central Intelligence Agency	no data	
4. Commission on Civil Rights	0	
5. Commodity Futures Trading Commission	no data	
6. Consumer Product Safety Commission	76	76
7. Corporation for National Service	2	2
8. Defense Nuclear Facilities Safety Board	2	2
9. Defense Special Weapons Agency	4	4
10. Department of Agriculture	738	738
11. Department of Commerce	no data	26
12. Department of Defense	3,361	3,361
13. Department of Education	743	743
14. Department of Energy	291	291
15. Department of Health & Human Services	1,778	1,778
16. Department of Housing & Urban Development	no data	
17. Department of the Interior	no data	
18. Department of Justice	118	118
19. Department of Labor	no data	1,685

<u>Agency/Department</u>	<u>Telecommuters Reported</u>	
	May 29, 1998	October 30, 1998
20. Department of State	20	20
21. Department of Transportation	no data	1,050
22. Department of the Treasury	no data	11,160
23. Department of Veterans Affairs	no data	
24. Environmental Protection Agency	1,000	1,000
25. Executive Office of the President	no data	
26. Farm Credit Administration	0	
27. Federal Communications Commission	30	30
28. Federal Deposit Insurance Corporation	no data	
29. Federal Election Commission	no data	
30. Federal Emergency Management Agency	13	13
31. Federal Energy Regulatory Commission	3	3
32. Federal Housing Finance Board	0	
33. Federal Maritime Commission	0	
34. General Accounting Office	no data	
35. General Services Administration	2	777
36. Inter-American Foundation	no data	
37. Merit Systems Protection Board	36	36
38. National Aeronautics and Space Administration	no data	292
39. National Archives and Records Administration	no data	
40. National Credit Union Administration	5	5
41. National Endowment for the Arts	0	
42. National Gallery of Art	2	2

<u>Agency/Department</u>	<u>Telecommuters Reported</u>	
	May 29, 1998	October 30, 1998
43. National Labor Relations Board	135	135
44. National Science Foundation	22	22
45. National Transportation Safety Board	34	34
46. Nuclear Regulatory Commission	45	45
47. Office of Government Ethics	0	
48. Office of Personnel Management	470	470
49. On-Site Inspection Agency (OSIA)	1	1
50. Overseas Private Investment Corporation	0	
51. Peace Corps	no data	
52. Pension Benefit Guaranty Corporation	84	84
53. Railroad Retirement Board	4	4
54. Securities and Exchange Commission	23	23
55. Selective Service System	no data	
56. Small Business Administration	0	138 (6-month pilot project)
57. Smithsonian Institution	no data	75-85
58. Social Security Administration	no data	439
59. Tennessee Valley Authority	no data	
60. U.S. Information Agency	no data	
61. U.S. Soldiers' and Airmen's Home	1	1
*Office of Special Counsel	n/a	2
*National Endowment for the Humanities	n/a	1
Grand Total	9,094	24,747

* Note: These agencies did not participate in the original study.