

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

2013
Status of Telework
in the
Federal Government

Report to the Congress

a New Day for Federal Service



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
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Message from the Director – 2013 Status of Telework in the Federal Government

I am pleased to present the 2013 Status of Telework in the Federal Government. This report is the second since the signing of the Telework Enhancement Act of 2010. It gives an overview of the Federal Government's expanding and successful use of telework for achieving agency missions and goals.

Ultimately, we want agencies to use telework strategically to drive results: ensuring continuity of operations, reducing management costs, improving our employees' ability to balance their work and life commitments, and increasing accountability for achieving individual work results.

The report shows that a growing number of agencies do use telework as a strategic tool. For example, this year more agencies have set goals to increase retention, improve employee performance, and maintain emergency preparedness through telework.

Agencies have met essential implementation requirements for telework in the Act, and have initiated increasingly sophisticated ways of promoting programs, setting goals, and measuring outcomes. The report provides insights into agency practices for setting and measuring telework goals for energy use, emergency preparedness, retention and others. It also includes examples of agency management efforts to promote telework.

Assessment of Federal Employee Viewpoint Survey data shows that telework continues to be associated with greater accountability, job satisfaction, and empowerment. In comparison to those employees who face barriers to telework, fewer teleworkers intend to leave their agencies for a new position, and more teleworkers report feeling accountable for achieving results and would recommend their place of work to others.

The vast majority of agencies have adopted telework as a critical component of their agency Continuity of Operations Plans (COOP). Use of telework in this capacity will enable our Federal organizations to continue functioning through hazardous weather, pandemic, physical attacks or any other event that would result in the closure of Government buildings.

While we have made significant strides in realizing the strategic benefits of telework, management resistance continues to present a barrier to participation. Tight budgets also constrain some agencies from providing the information technology and security needed to expand telework.

Overall, the use of telework is expanding and improving in the Federal Government. Through the use of telework, agencies are poised to achieve significant cost savings while meeting goals, achieving mission, and serving the American people.



Katherine Archuleta

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Executive Summary

As demonstrated in this second U.S. Office of Personnel Management (OPM) status report under the Telework Enhancement Act (the Act), the utility of telework as a strategic organizational *change program* is increasingly appreciated within the Federal Government. Reported results clearly illustrate a growing Governmentwide commitment to incorporating telework as a standard practice as agencies continue to diligently refine and improve the implementation of telework.

Study results generally show that agencies have implemented solid programs and a growing number of agencies have embraced the potential for the organization-wide benefits offered by telework. Managers of telework programs have begun to advance telework through more sophisticated approaches to program development. Findings overall indicate advances in both satisfaction of Act requirements and participation in telework during the intervening year since the first report under the Telework Enhancement Act:

- The number of employees deemed eligible for teleworking increased by 49 percent;
- The number of employees with telework agreements increased by 84 percent; and,
- The number of employees who teleworked in a September-to-September snapshot increased by 24 percent.

Not only are more employees participating, but managers of telework programs have begun to advance telework through more sophisticated approaches to program development. Importantly, and in contrast to findings of the last status report, a growing number of agencies have demonstrated the capability to set and advance agency outcome goals for telework, including critical employee attitude, emergency preparedness, and cost goals.

About the Research

Telework is an important tool for achieving a resilient and results-oriented workforce. To understand the state of Federal telework and its role in agency performance, it is important to understand the extent of telework, as well as perspectives of teleworkers and their employers. To provide a robust picture of telework under the Act, this report draws upon research engaging complementary methods and perspectives – with agency perspectives provided in the Data Call and employee perspectives captured through the Federal Employee Viewpoint Survey.

The annual agency Data Call (Call) issued by OPM provides the core data for the report. The Call was updated in 2012 to reflect program advancements, with new questions to understand, for example, how agencies update telework agreements, revise eligibility criteria, and report progress towards satisfying established agency goals. More similarities between the 2011 and 2012 Call allow for the first comparative analysis under the Act regarding important agency program features, such as program implementation strategies, rates of employee participation, and goal setting processes.

Results of comparative analysis of data from the 2011 and 2012 Federal Employee Viewpoint Surveys are also included in this report. Comparisons allow some insights into teleworker attitude and behavior trends important to agency performance, such as employee attraction, satisfaction, and retention. Findings also provide an opportunity to assess indicators of program success through assessment of employee satisfaction with telework programs.

Telework Program Implementation

Federal Agencies have continued to make progress in satisfying Act requirements. The status of telework program implementation is summarized here according to requirements outlined in the Act:

- *Establish a policy under which eligible employees would be allowed to telework.* In 2012, 76 percent of responding agencies reported that they have established a policy pursuant to the requirements of the Act (up from 70 percent in 2011). Internal review processes and unresolved policy questions have meant that a few agencies are still working to adopt telework policies aligned with the Act, even two years from signing of the Act.
- *Designate a Telework Managing Officer (TMO).* All respondent agencies covered under the Act maintained either a permanent or acting TMO in 2012 (98 percent). Those agencies that have not maintained a TMO were not subject to Act requirements.
- *Determine eligibility and notify all employees of their eligibility to telework.* All reporting Executive branch agencies have notified agency employees of their eligibility to participate in telework (88 percent) or engaged in an ongoing process to do so. At the time of data collection, a total of 1,020,034 employees, or 47 percent of the employee population, had been determined eligible to telework. The reported eligibility rate represents a 49 percent increase from the previous year. Eligibility determinations are not a one time exercise, but constantly evolve based upon hiring, changes in work tasks and other factors. Ninety-two percent of agencies reported making appropriate updates to eligibility.
- *Require a written agreement between an agency manager and each of his/ her employees authorized to telework.* In 2012, the 81 agencies that maintained records of telework agreements reported a total of 267,227 Federal employees with agreements in place, an 84 percent increase from 2011 when 82 agencies reported 144,851 employees with agreements. As before, most agencies in 2012 reported that they renew telework agreements periodically according to a fixed schedule (e.g., at the same time as the performance appraisal), with a change in supervisor, and/or whenever an employee's position changes.
- *Ensure that an interactive training program is provided to eligible employees and their managers and that the training is successfully completed by employees prior to entering into a telework agreement (unless specifically waived by the head of the agency).* As in 2011, the most frequently listed source of training for both employees and managers in 2012 was the web-based telework training available through OPM (www.telework.gov). About a quarter of reporting agencies developed their own customized in-person training.

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- *Adopt telework as a part of the agency's Continuity of Operations Plan (COOP).* The relationship between telework and emergency preparedness policies was considered in detail in the 2012 Data Call, and most agencies reported inclusion of telework in their emergency preparedness policies. Eighty-one percent of agencies included information regarding the use of telework during emergencies in their telework policies. Showing a marked increase, 46 percent of agencies report that teleworkers are given specific training about what is expected of them in an emergency (up from 34 percent in 2011). Nearly twice the percentage of agencies in 2012 as in 2011 conduct exercises to help employees gain experience with teleworking in an emergency.

Telework and Technology Support

Inadequate technology and data security issues are often cited as critical barriers to telework. Consequently, the Call included questions to assess technology implementation. Asked to identify how teleworkers access work-related equipment, agencies were roughly split between providing equipment to teleworkers, requiring teleworkers to equip themselves, and sharing costs with employees. As in 2011, more agencies bear the cost of equipment rather than pay for services to support telework (e.g., internet). Agencies report that steps are routinely taken to ensure data security.

Telework Participation

The first Data Call under the Act asked agencies to report participation and frequency during September 2011 to capture the most representative snapshot of telework possible following satisfaction of initial requirements. To allow comparison with 2011 data, the 2012 Call again asked agencies to provide data for this same focused timeframe. To facilitate future data comparisons, agencies were also asked to provide telework participation and frequency data for the entire Fiscal Year 2012.

Of note, some agencies were able to report data only for either the September timeframe *or* the entire fiscal year. Additionally, since a substantially greater number of employees were deemed eligible in 2012, overall participation rates may appear smaller, despite an increase in the raw numbers. Participation highlights are encouraging as summarized in the table.

	2012		2011	
	Number of employees	Number of agencies responding	Number of employees	Number of agencies responding
Total number of employees	2,157,668	88	2,165,390	86
Employees deemed eligible to telework	1,020,034	83	684,589	82
Employees with telework agreements	267,227	81	144,851	82
Employees Teleworking in September	209,192	79	168,558	87
Employees Teleworking in Fiscal Year 2012	301,372	75	--	--

Bulleted information highlights telework participation trends based upon tabled findings.

- The number of eligible employees, the number of employees with telework agreements, and the September telework participation rate all increased since 2011.
- As a percentage of *all* Federal employees, telework increased from 8 percent to 10 percent between September 2011 and September 2012.
- When looking at the entire Fiscal Year 2012, 14 percent of *all* Federal employees teleworked to some degree.
- The portion of *all* Federal employees deemed eligible to telework increased by 49 percent between 2011 and 2012.
- Thirty percent of *eligible* employees did telework at some point during Fiscal Year 2012; during September only, agency records show that 21 percent of eligible employees teleworked.

How Often Do Employees Telework?

Understanding the frequency with which Federal employees engage in telework has practical significance beyond simply satisfying Act requirements. Relatively infrequent telework (e.g., monthly) may achieve some telework goals, such as emergency preparedness. However, telework must occur with greater frequency to achieve other goals, including reduced energy and space costs. Data from 2012 indicate that telework has become both more widespread and more frequent since 2011.

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- In a year-to-year comparison of September snapshots, a greater percentage of teleworkers were able to telework 3 or more days per week in 2012 as compared to 2011 (32 percent compared to 27 percent).
 - Fiscal Year 2012 data suggests fairly widespread use of situational forms of telework, such as unscheduled telework in response to a weather event. This finding underscores the utility of telework as a tool for maintaining agency productivity and continuity in an emergency.

Agency Efforts to Remove Barriers and Promote Telework

As often happens during the implementation of innovative programs, agencies continue to report barriers to full implementation of telework. Management resistance continues to feature in 2012 as one of the most frequently reported barriers, along with information technology, security and budget.

The Data Call provided opportunities for agencies to describe their efforts to remove barriers to telework. Agencies shared a number of creative ideas for overcoming barriers, such as:

- addressing management resistance by including telework as part of agency-wide action plans;
- overcoming budget constraints by establishing laptop sharing programs; and,
- minimizing information security risks by deploying RSA tokens.

As required in the Act, OPM asked agencies to showcase those strategies used by management to promote telework. Emphasizing telework as part of COOP was the most commonly cited strategy in both 2011 and 2012. Many agencies also made use of agency-wide techniques, such as emails and meetings, to advocate for telework. Importantly, the number of agencies aligning telework with strategic goals and mission increased markedly from 35 in 2011 to 41 agencies in 2012.

Who Teleworks and What Happens When Federal Employees Telework?

Analysis of data from the Federal Employee Viewpoint Survey (FEVS) allowed OPM to assess characteristics of teleworkers and determine whether program access is made available broadly across key employee demographic and employment categories.

Results show that the Federal teleworker is typically a slightly older non-supervisor, with fairly stable employment tenure in the same agency.

- Overall, in terms of demographic and employment characteristics, teleworkers are representative of typical Federal Government employees.

Questions on the FEVS provide measures of employee attitudes and behaviors key to agency performance. Items are structured to allow analysis of the differences between telework and non-telework employees (including those who report that they are not able to telework because of a barrier). Results from analysis of FEVS items at the Governmentwide level are provided in the report to gain insights regarding how participation in telework relates to outcomes.

Some outcomes, such as employee retention, are directly related to agency costs. With turnover cost estimates ranging from 90 percent to 200 percent of an employee's annual gross salary, the strong relationship between telework and decreased turnover intentions in 2012 support the cost benefits of telework.

Analysis of the FEVS suggests that telework relates to a number of employee attitudes related to performance. In particular, teleworkers are more likely to report higher job satisfaction (an outcome related to retention). They also experience greater support for performance on the job. When compared with non-teleworkers, more teleworkers reported having clear performance expectations, being held accountable for results, and a greater sense of empowerment.

Telework as an Agency Tool: Goal Setting and Achievement

The Act requires each agency to establish an "agency goal for increasing telework participation to the extent practicable or necessary for the next reporting period." The current report displays details of agencies' reported goals for Fiscal Year 2012, their reported assessments of progress in 2012, and OPM's assessments of their progress. As shown, during 2012, agencies worked diligently to establish goals and have made progress in assessing goal achievement. Highlights include the following:

- Most agencies provided a baseline number for employee participation in telework during 2011. Goals were expressed as a percentage of employees, a number of employees, or other description. Findings from analysis of the 2012 telework participation rates show that a number of agencies met these goals.
- As required, the 2012 Data Call also asked agencies to provide a telework participation goal for the coming Fiscal Year 2013. Results showed 61 agencies were able to establish a telework participation goal, demonstrating progress over the year since the last report. Results of these efforts will appear in the 2014 Telework Status report.
- The Act encourages agencies to report results of assessments of other effectiveness goals the agency may have established for telework programs (e.g., emergency preparedness, recruitment and retention, performance). Several potential goals were specified in the Act and these were used as the framework for Data Call questions.
 - As in 2011, emergency preparedness was the most frequently set goal, followed by improved employee attitudes, recruitment and retention.
 - Goals of reduced commuter miles, energy use, and real estate costs continue to be less common and exhibited the smallest frequency increases from 2011 to 2012. Unlike data for human resources related metrics, data for energy and environmental goals is often difficult to access, and requires complex analysis to identify the impact of telework. Difficulty with data collection and measurement may limit the number of agencies able to set such goals.

While measuring progress toward agency goals remains a challenge for some agencies, this report provides evidence of progress and details examples of some of the innovative ways in which many have established and assessed goals. The initial data suggest agencies have made substantial strides in a short timeframe toward demonstrating telework program progress through goal assessment.

Next Steps

This 2013 Telework Status Report is the second annual report under the Act and results overall are quite encouraging. Findings demonstrate that agencies are committed to the systemic implementation of telework as a mechanism to improve government effectiveness. To continue in efforts to advance telework, OPM will continue to work in a consultative capacity with agencies to facilitate program evaluations, continuous telework program improvement, evaluation, and interagency learning. OPM will continue to hold briefings and seminars to help agencies improve efforts toward goal-setting and goal measurement especially as well as put into practice the volume of research available to help agencies. We will collaborate with agencies to ensure that policies and statutory requirements related to telework are understood and applied appropriately. Finally, to address lingering data reliability issues, OPM will continue to engage with payroll providers and agencies to promote Governmentwide automation of telework data collection. Agency payroll providers have begun to collect data and OPM will continue to test data in conjunction with payroll providers and agency telework office staff to assess and support effective data collection.

Introduction

Federal workplaces continue to be transformed under telework initiatives established through the Telework Enhancement Act of 2010 (the Act). As this second report under the Act shows, a growing number of agencies have embraced the potential offered by expanded telework program implementation. Certainly, increasing numbers of employees have elected to telework since 2011. Advancement in Federal telework is also marked by the continued development of more sophisticated programs with a growing number of agencies demonstrating capabilities to set and advance agency goals for telework.

The purpose of this report is to continue to assess Federal telework program progress across Executive Branch agencies. As in prior years, data collection has focused on examination of a number of key questions, with the report organized to address:

- How does the Act continue to influence implementation of Federal telework programs?
- Who teleworks in Federal agencies?
- How do employees telework (e.g., frequency)?
- Are there foreseeable constraints to continued advancement of Federal telework?
- What happens when employees telework; that is, do desired outcomes occur (e.g., employee satisfaction, retention, cost savings)?

The following section outlines the background for the report. Topics include an overview of the reporting requirements, OPM's role in reporting and consultation with agencies, and report content. Highlighted summaries of the previous 2012 report support the rationale for current reporting directions.

Background

The Telework Enhancement Act outlines a number of specific responsibilities for the U.S. Office of Personnel Management (OPM), including reporting and consultative roles. Under the Act, OPM is required to compile and submit an annual report to Congress on the status of telework programs within Executive branch agencies. The Governmentwide telework program is managed by OPM's Work/Life and Performance Culture (W/LPC) office which is charged with fulfilling the reporting requirement addressed here. This report is the second released in response to the Act mandate.

Specific content for OPM's telework status reports is established in the Act. Reporting requirements focus especially on establishing telework participation and frequency of participation in telework programs and setting goals for employee participation. To the extent an agency sets other goals for telework programs (e.g., energy use, employee attitudes) the report also includes agency reports of measurable progress from one reporting period to the next with respect to those additional goals.

OPM's W/LPC office has long consulted with agencies in telework implementation. This consultative role is reinforced in the Act. W/LPC's involvement in telework reporting is integral to its consultative

role in that the exercise provides contact with agency telework managers, systematic overview of agency programs and an opportunity for learning about agency progress and adopted strategies. In sum, in addition to satisfying Act requirements, this report provides OPM and agencies with information to develop, improve and sustain effective telework programs.

Advancing Federal Telework through Change Management

Observed in the 2012 report, implementing Act requirements has meant a fundamental shift in how agency stakeholders have traditionally viewed and developed telework -- from simply a flexibility option exercised by individuals to an organizational *change program*, with specific advantages to the organization, including cost savings and improved performance. While the focus is increasingly on agency benefits, we emphasize that the change initiative represented by telework can only be successful to the extent that employee well-being is sustained through participation in these programs. The focus for program development should consider the needs of the employee and agency.

In our consultation role, W/LPC continues to encourage Executive agencies to consider the change implications of telework. Satisfying requirements outlined in the Act meant engaging in substantial organization-wide change for many agencies. To achieve successful telework initiatives means applying best practices in effective organizational change management to telework program development.

In agency briefings, W/LPC has advocated the use of a change model described here:

- **Create a vision for change:** Articulate a compelling need for change by describing how it will improve conditions or address a need.
- **Engage support:** Make certain key decision-makers, resource holders and those affected by the change are in support (e.g., supervisors and managers).
- **Establish and communicate the need for change and goals:** Define in specific and measurable terms the desired organizational outcomes. In other words, make the business case by defining strategic goals and showing results.
- **Plan for change:** Clearly define an action plan for change with roles assigned and responsibilities laid out to specific individuals for the various tasks and outcomes.
- **Identify and grow necessary capabilities:** Build organizational systems and people competencies necessary for leading and implementing the change.
- **Evaluate:** Make sure the change is evaluated at each stage in the initiative and continuously throughout the process. Evaluation in the early stages establishes the need for change; evaluation throughout implementation allows decision makers to understand whether the change is occurring as anticipated and the necessary resources are committed to ensure future success. Evaluation is also integral to establishing the business case and program success.

Directing successful change management is heavily dependent upon evaluation.¹ Evaluation is critical at all stages – from program conceptualization and implementation to ongoing efforts to sustain an effective program. Much of the approach to this research draws upon fundamental evaluation principles. Researchers in W/LPC have exceeded Act reporting requirements to establish data collection and reporting procedures capable of facilitating systematic and ongoing evaluation of Federal telework programs.

Summary of Report Content

In the year immediately following signing of the Act, agencies focused largely on satisfying specific requirements including establishment of employee eligibility criteria, policies, criteria for telework agreements, and employee/manager training. Data for the *Status of Telework in the Federal Government: Report to the Congress* (the 2012 status report) was being collected just at the conclusion of the initial push to satisfy essential Act requirements. Given this early stage in the development of Federal telework under the Act, the first status report focused largely on agency efforts to comply with the statute.

The current report also includes results for assessing how agencies have fared in implementing Act requirements. However, the focus shifts from the basic fact of implementation -- largely concluded successfully -- to include emphasis on process considerations important to the development of successful telework programs. In terms of essential processes, few outcome goals had been established by agencies reporting in 2011-2012, and measurement systems were non-existent or rudimentary for most agencies. The current report shows advances on both counts. With such process improvements, more agencies have set program outcome goals (e.g., employee retention, cost savings). The resulting expanded section on program goal-setting illustrates agency efforts and progress throughout 2011-2012.

Research Method

To ensure compilation of the most accurate information possible about Federal telework, it is important that agencies collect data with employment of systematic and standardized procedures at a minimum. It is especially important that agencies employ the same definition for terms guiding data collection and so the study began with development of shared definitions. Key terms were defined for data collection for the 2012 report and refined for use in collecting data analyzed for the current 2013 report.

Definitions

According to the Telework Enhancement Act, “[t]he term ‘telework’ or ‘teleworking’ refers to a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee’s position, and other authorized activities, from an approved worksite other than the location

¹ Worley, C., & Cummings, T. (2004). *Organization Development and Change* (8th edition ed.), Carlsbad, CA: South Western Publishing.

from which the employee would otherwise work.” 5 U.S.C. § 6503(3). To ensure valid and reliable data collection through a shared understanding of which employees should be included among teleworkers, the following definition was developed by an interagency telework measurement team. It was included in the Data Call (see Appendix) to guide data collection for this report:

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

For purposes of data collection, only, agencies were asked to include remote work in their counts of telework:

- Remote work: A work arrangement in which the employee resides and works at a location beyond the local commuting area of the employing organization's worksite. The arrangement generally includes full-time telework and may result in a change in duty location to the alternative worksite (e.g., home).²

Conversely, for purposes of data collection, agencies were asked to exclude mobile work in counts of telework:

- Mobile work: Work which is characterized by routine and regular travel to conduct work in customer or other worksites as opposed to a single authorized alternative worksite. Examples include site audits, site inspections, investigations, property management, and work performed while commuting, traveling between worksites, or on Temporary Duty (TDY).

Mobile workers are not teleworkers within the statutory meaning of the term.

For purposes of this study, OPM also asked agencies to report on individuals eligible to participate in telework. The following construct guided data collection in 2011 and 2012.

² The definition employed for remote work in 2011 differed somewhat from the definition reproduced here. An important characteristic of remote work is that it may involve the employee in working full-time from an approved worksite other than the location from which he or she would otherwise work, a characteristic omitted in the 2011 definition. Consequently, the definition was modified to acknowledge that remote work may result in the employee working full-time from the location beyond the worksite with only occasional visits to the office, as opposed to a telework arrangement, where employees are expected to return to the applicable work site on a regular basis.

For purposes of this report, assume that an employee is *eligible to participate* in telework if all of the following parameters are true:

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

Data collection also asked agencies to distinguish between types of telework, based on schedule:

- Routine: telework that occurs as part of an ongoing, regular schedule; and
- Situational: telework that is approved on a case-by-case basis, where the hours worked are not part of a previously approved, ongoing and regular telework schedule. Examples of situational telework include telework as a result of special work assignments or doctor appointments. Situational telework is sometimes also referred to as episodic, intermittent, unscheduled or ad-hoc telework.

The Logic of Telework Programs

Following best practices, a logic model was developed in 2011 by OPM's Work/Life and Performance Culture staff to guide evaluation of Federal telework. The model addresses fundamental questions and functions as a guide to the study and data collection. The same model was used to guide assessment efforts in 2012-2013, and is displayed here.

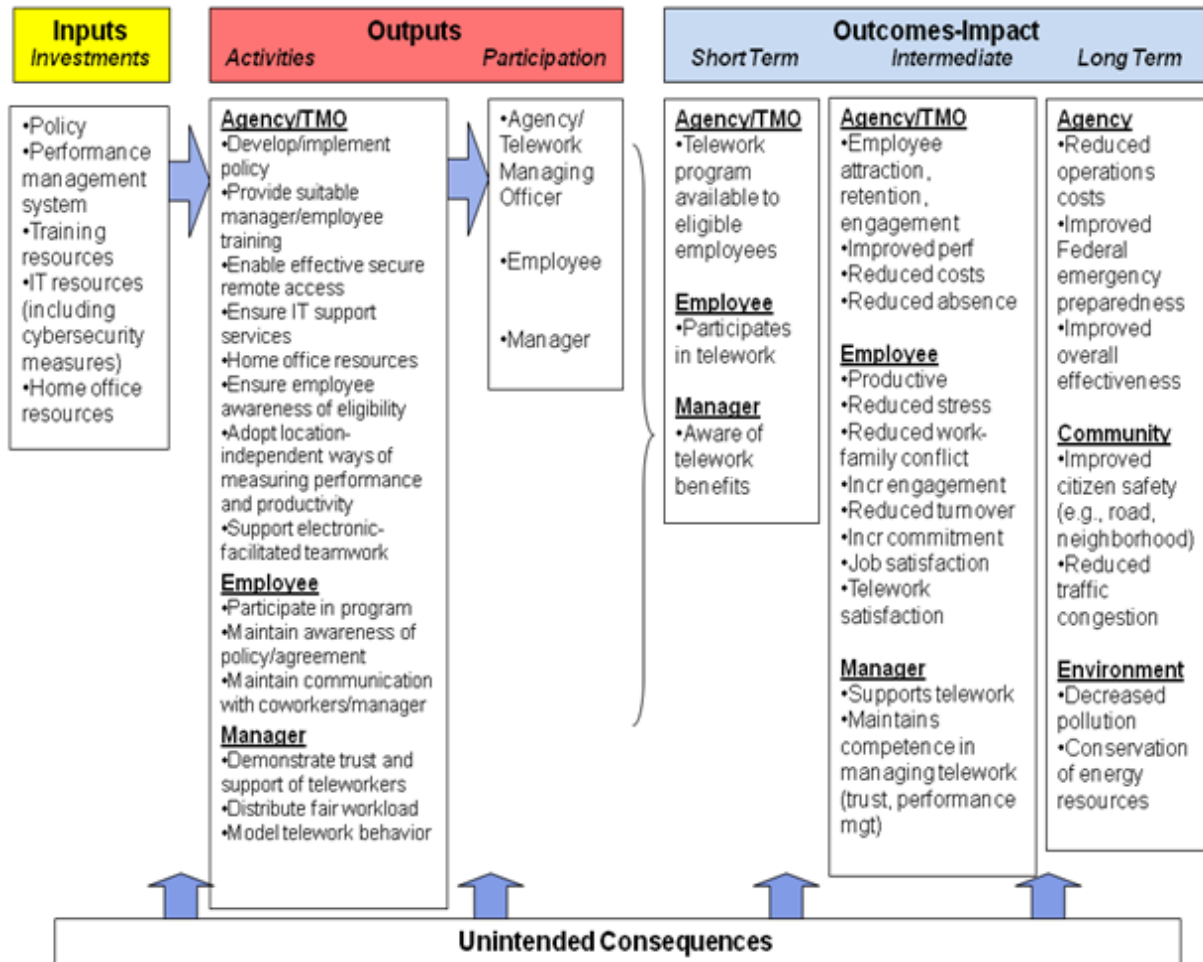


Figure 1: Federal Telework Logic Model

Throughout the report, reference is made to telework program implementation and outcomes. As illustrated in the logic model, implementation questions consider program resources, activities, and stakeholders (shown on the left side of the model). Whether anticipated outcomes are attained could depend upon how successfully telework programs are implemented. Scholars have shown that failure of programs to achieve expected outcomes may reflect a failure to completely or adequately implement a program³. In addition, while some outcomes can be expected to occur rather quickly with the implementation of a program (e.g., telework participation), others, particularly broad community changes (e.g., reduced traffic congestion and pollution), are only recognized once a critical mass in participation and telework frequency has been achieved.

³ Rossi, P., Lipsey, M., & Freeman, H. (2004). *Evaluation: a systematic approach*. Thousand Oaks, CA Sage: Publications, Inc.

Research Design and Method Summary

This report on the status of Federal telework incorporates results of the Data Call and the Federal Employee Viewpoint Survey. A summary of methods is shown below (see Appendix 3 for more detailed information about the research methodologies).

- The annual **Data Call** (the Call) compiles quantitative and qualitative data from agencies and represents the agency perspective. The Call provides a platform for the systematic collection of descriptive data for program practices in each agency. Agencies provide data reflecting program implementation (e.g., status of the telework policy, telework eligibility standards, sources of training, program resourcing), levels of participation and frequency of participation in telework programs, as well as descriptions of goal-setting efforts and any results of goal assessments (e.g., emergency preparedness, employee recruitment/retention). Liberal use of open-ended items in the Call provides some explanatory data from the agency perspective. See Appendix 5 for the updated version of the Data Call administered to agencies in 2012 for use in this report.
- The **Federal Employee Viewpoint Survey** (FEVS) provides quantitative data and reflects another important stakeholder perspective: Federal employees. Results from analysis of the FEVS data allow description of employee participation in telework, reasons for non-participation, and some initial insights into the relationship between telework and outcomes important to telework program success (e.g., employee satisfaction, retention). A major strength of the FEVS is that it allows comparison of teleworkers' and non-teleworkers' experiences and perceptions – a more robust design for establishing linkages between program and outcomes.

The table shown in Appendix 4 displays the link between anticipated effects, measures, and data sources. Methods used to assess listed questions/topics are described.

Analysis

Data analysis continues to address the questions developed in research protocols for 2011-2012 and 2012-2013. Again, the focus is on understanding program processes and gathering an understanding of the preliminary impact of telework programs in order for agencies to be able to identify best practices and introduce any changes necessary to support program effectiveness.

Data Call Analysis

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

The 2012 Data Call also included a number of questions that allowed agencies to give open-ended responses. OPM included a space labeled "Other. Please describe:" for most questions with pre-determined response options. For other questions, such as those regarding goals, efforts to promote

telework, and barriers to participation, agencies were asked open-ended questions to which they could respond in detail.

OPM followed a systematic process for analyzing the abundant qualitative information it received. A team of qualitative coders was given a set of questions to analyze. Since the questions varied greatly in terms of subject matter and detail, the coders had discretion to develop their own set of codes. In some cases, an item may have elicited only a few responses or very short responses. These questions did not require coding schemes and instead were summarized for discussion in the report.

In other cases, the coders thoroughly reviewed the agency responses and then identified themes that emerged from the data. They used these themes to create codes that categorized and condensed the responses. The lead researchers on the project reviewed and confirmed the coding schemes and coded data before finalizing the analysis used for the report.

FEVS Analysis

Analysis of the FEVS data consisted of a series of crosstabs between the telework item and a variety of demographics and outcomes of interest. The telework item was recoded from its original form, with several categories being grouped together as: employees who telework, employees who do *not* telework because of a barrier (e.g., not allowed, limited by technology), and employees that do *not* telework by choice. Response options were also grouped for items using scales, such as, from strongly agree to strongly disagree. In such cases, “strongly agree” and “agree” were combined, as were “strongly disagree” and “disagree.”

All FEVS analysis used the weights provided in the dataset. The data was weighted to produce survey estimates that accurately represent the Federal employee population. Unweighted data could produce biased estimates of population statistics. The weights developed for the 2012 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Results

We began our analysis of the Call by considering the first question guiding this research: *How does the Act continue to influence implementation of Federal telework programs?* In the 2012 report, we noted that agencies were largely focused on addressing Act requirements and here we consider again the progress agencies have made in implementing policy requirements. We also assess other aspects important to the successful implementation of telework, such as technology.

Telework Program Implementation: Act Requirements

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

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

In 2011, with their focus primarily on implementing the Act, most agencies complied with these requirements. During the second year under the Act, most agency programs continue to align with Act requirements.

Aligning Agency Telework Policies with the Act

Building upon progress made last year, 68 agencies (76 percent of responding agencies) have developed policies that were revised and approved to include the Act's requirements. In a testament to the challenges of revising and implementing policies, 17 agencies were still working towards bringing telework policies into compliance with the Act at the time of the data collection. Policy revisions require lengthy negotiations, layers of internal review, and in some cases negotiations with bargaining units.

Similar to last year, several agencies have not met the requirement to establish a telework policy. The Social Security Administration is currently operating on a Memorandum of Understanding. Its policy is in draft form due to labor obligations, information security issues, and technology barriers. Overseas Private Investment Corporation has a policy in place that meets most requirements, although it did not

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specify whether actions were underway to bring the policy into total compliance. While the Smithsonian Institution has a policy, it does not meet all of the requirements since the organization is not subject to the Act.

Table 1: Agency Telework Policies

What is the status of the agency telework policy currently in place as of September 30, 2012	2012	2011
We have a policy in place and it has been revised and approved to include requirements in the Act (e.g., written telework agreements).	68 (76%)	60 (70%)
We have a policy in place but it does not include the Act requirements and we are currently working to update it to incorporate elements of the Act not already included.	17 (19%)	23 (26%)
We do not have a telework policy in place, but a policy is being developed.	2 (2%)	--
Other. Please describe:	3 (3%)	--
Agency had an existing policy in place that met the requirements of the Act	--	3 (3%)
Agency has a policy approved, but it does not include all of the requirements of the Act	--	1 (1%)
Total	90	87

Designating Telework Managing Officers

The Act required that the head of each Executive agency designate a Telework Managing Officer (TMO) within “the Office of the Chief Human Capital Officer or other comparable office with similar functions [Public Law 111-292, 6506(a)].” Agencies’ status with establishing TMOs remains relatively unchanged since the last reporting. As of the 2012 Data Call, 87 agencies had an acting or permanent TMO while three agencies did not have a TMO. The slight fluctuation in results may reflect the larger number of agencies that responded to the Call this year.

Anecdotally, it appears that agencies have experienced some turnover within these positions. Maintaining strong leadership support is integral to the success of change programs like telework, making it critical that agencies continue to reinforce and support the position of TMO.

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Table 2: Telework Managing Officers

The Telework Managing Officer as of this data call is:	2012	2011
Acting	12 (13%)	10 (12%)
Permanent	75 (83%)	75 (86%)
We do not currently have a TMO	3 (3%)	2 (2%)
Total	90	87

Setting Eligibility Criteria

Before addressing the Act requirement to notify employees of eligibility, agencies first had to determine which employees were eligible to telework. The Interagency Telework Measurement Group combined eligibility and participation into a single factor, *eligibility to participate in telework*. This definition included criteria established for participation from the Act and also recognized agency discretion to disqualify employees from telework under criteria unique to an agency’s own policy. This year, as in the previous 2011 Call, agencies were asked to describe these additional criteria, if any.

The construct for eligibility to participate was presented in the instructions to the Call. Respondents referenced this definition to describe eligibility standards for agencies. In 2012, 52 agencies had policies that included additional eligibility criteria, compared with 45 agencies in 2011. During 2011, the first year under the Act, agencies faced a tight deadline to develop a policy that met the Act’s basic requirements. Increased inclusion of additional criteria, as permitted in the Act and under the definition, suggests that some agencies may have revisited policies as they gained more experience with implementing programs.

Shown in Table 3, once again agencies most often listed performance rating requirements as an additional eligibility criterion beyond those in the Act (increasing from 40 percent of agencies in 2011 to 53 percent in 2012). As will be described in the report section on goal-setting and measurement, many agencies see telework as a mechanism for incentivizing high performance.

Agencies also described a diverse set of additional criteria such as the classified nature of work, security concerns, technology requirements, and employee capacity to work independently, among others.

Table 3: Additional Eligibility Criteria Used by Agencies

Descriptions of additional eligibility criteria*	2012	2011
Performance rating not at required level	53%	40%
Required period of employee not satisfied	31%	25%
Category of employee not allowed to participate	19%	14%
Conduct that resulted in disciplinary action	33%	26%
Other	23%	N/A

*Note: agencies were allowed to describe multiple criteria so response totals are not provided.

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Paralleling the increase in usage of additional eligibility criteria, 14 agencies reported updating their eligibility criteria since 2011 (Table 4). Some updated criteria for establishing employee eligibility to participate in telework in order to comply with the Act (e.g., incorporating disciplinary based restrictions), some relaxed policies, and others restricted them. The Court Services and Offender Supervision Agency reported expanding telework eligibility to several positions after three successful pilot programs that showed either no change in productivity, or no negative change in productivity. The Department of Interior chose to update its policy guidance after the results of their 2011 Telework Enhancement team and in response to the need for clarification of various issues.

These examples show that policy implementation is a continuous process. Good policy implementation and program development involves continuous review and adaptation in response to new knowledge and circumstances. The tight timeframe given in the Act for satisfying program implementation requirements was essential for getting programs off the ground. Yet in coming years, we expect agencies to continue to grow their programs and adapt policy to best match the needs of evolving environments and agency missions.

Table 4: Updating Eligibility Criteria

Has your agency updated its eligibility criteria since the last Data Call?	2012
No	76 (84%)
Yes	14 (16%)

Eligibility Policy Variation in Subagencies

For the purposes of reporting Governmentwide data, we ask agencies to report on the status of their telework policies and eligibility requirements using majority practice within the agency. In actuality, policies vary substantially within agencies. Table 5 illustrates this subagency diversity for the 14 cabinet level agencies that provided data at the subagency level (see Appendix 1 for a list of agencies required to report at the subagency level).

In Table 5, policy uniformity is indicated by bold text and blue shading. Some agencies have fairly uniform policies, including the Departments of Defense, Education, Energy, Health and Human Services, Labor, and Transportation. Other agencies, including Agriculture, Commerce, Homeland Security, Interior, State, and Treasury, display variation in the criteria that subagencies choose to rely upon for establishing employee eligibility to telework. The most commonly included eligibility criteria are performance ratings and category of employees (e.g., newly hired), followed by disciplinary action for poor conduct and period of employment requirements.

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Table 5: Subagency Eligibility Criteria Variation

Department	No additional criteria	Performance rating	Period of employment	Category of employee	Conduct	Other
Agriculture	6 of 11	4 of 11	4 of 11	1 of 11	2 of 11	2 of 11
Commerce	7 of 13	4 of 13	4 of 13	4 of 13	2 of 13	2 of 13
Defense	0 of 4	4 of 4	4 of 4	0 of 4	4 of 4	4 of 4
Education	23 of 23	0 of 23	0 of 23	0 of 23	0 of 23	0 of 23
Energy	0 of 2	2 of 2	2 of 2	2 of 2	0 of 2	2 of 2
Health and Human Services	13 of 13	0 of 13	0 of 13	0 of 13	0 of 13	0 of 13
Homeland Security	2 of 11	8 of 11	4 of 11	4 of 11	5 of 11	3 of 11
Housing and Urban Development	0 of 21	18 of 21	1 of 21	0 of 21	20 of 21	21 of 21
Interior	0 of 15	14 of 15	1 of 15	0 of 15	15 of 15	14 of 15
Justice	1 of 17	10 of 17	7 of 17	12 of 17	7 of 17	6 of 17
Labor	0 of 23	23 of 23	0 of 23	23 of 23	23 of 23	0 of 23
State	0 of 2	0 of 2	0 of 2	1 of 2	1 of 2	0 of 2
Transportation	13 of 13	0 of 13	0 of 13	0 of 13	0 of 13	0 of 13
Treasury	3 of 11	8 of 11	3 of 11	1 of 11	4 of 11	2 of 11

Notifying Employees of Telework Eligibility

The Act requires agencies to notify all employees of their eligibility to participate in telework. In 2012, 79 agencies had notified employees of eligibility, compared with 75 agencies in 2011 (Table 6). No agencies reported failing to notify, while 7 agencies were still in the process of notifying employees. When given an opportunity to expand, agencies cited reasons for incomplete notification such as telework policies or procedures not yet finalized and incomplete notification within certain subagencies.

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Table 6: Notifying Employees of Eligibility

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

Shown in Table 7, agencies used a variety of methods to notify their employees of eligibility to participate in telework, varying little from methods reported in 2011. Roughly equal numbers of agencies notified employees using mass, agency-wide methods or personal communications. Respondents also described using a variety of other methods for employee notification including agency intranet announcements, telework policies themselves, training efforts, electronic personnel files, newsletters, meetings/briefings, new employee orientation, semi-annual emails, and TMO meetings with individual offices.

Table 7: Methods of Notifying Employees of Eligibility

How were employees notified?	2012	2011
All eligible employees were notified via a general, mass or agency-wide email	48	48
Each employee was notified of his/ her eligibility via personal communication (e.g., email, conversation with supervisor)	45	39
Other. Please describe:	16	19
Have not notified/finished notifying	--	11

During the first year of program implementation, and in compliance with the Act, agencies sought to make initial eligibility determinations and to notify employees. Going forward, a number of factors could require that agencies periodically revisit eligibility determinations. For example, several eligibility criteria that relate to the employee may change over time (e.g., disciplinary actions, tenure with the agency, performance). Changes at the agency level (e.g., mission requirements, policies) may also require revisiting an employee’s telework eligibility status.

OPM asked agencies to describe how they update employees’ status and found that 59 percent of agencies update on a case by case basis, 24 percent update on a regular basis, 2 percent do both, and 8 percent do not update at all (Table 8). Those agencies that chose the response “Other” cited a number

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of reasons, including: variation by subagency, updating in accordance with regulations, and that all employees were deemed eligible so status did not need updating.

Table 8: Frequency of Updating Employees' Eligibility Statuses

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

Since making initial wide-scale employee eligibility determinations in 2011, many agencies have begun formally notifying new employees of their eligibility. In 2012, 82 agencies notified new employees, up from 70 agencies in 2011 (Table 9).

Table 9: Notifying New Employees of Eligibility

Do you currently notify newly hired employees of their eligibility to telework?	2012	2011
Yes	82 (91%)	70 (81%)
No	4 (4%)	8 (9%)
N/A	4 (4%)	--
Other	--	4 (5%)
Yes, some subcomponents	--	4 (5%)
Total	90	86

Shown in Table 10, agencies reported notifying new employees through employee orientations, onboarding processes, supervisor communications, vacancy announcements, handbooks/manuals/policies available online, telework training, emails, and HR communications.

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Several agencies listed a variety of these methods, and for some, the methods varied within the organization.

Table 10: Methods of Notifying New Employees of Eligibility

How are new employees notified of their eligibility to telework?	Number of Agencies
New employee orientation and/or new employee packet	37
Communication with supervisor	27
Onboarding process	9
In vacancy announcement	7
Handbook, manual, or policy available (online, intranet)	5
Telework training	4
Email to new employees	3
Communication with HR	3

Establishing Written Telework Agreements

The Act mandates that a written agreement must be established between the manager and an employee authorized to telework before he/she may participate in telework. Of the 81 agencies that maintained records of telework agreements, agencies reported that 267,227 Federal employees had telework agreements in place in 2012. This represents a substantial rise from the 144,851 employees from 82 agencies reported in the 2011 Data Call.

If an agency could not provide a number for employees with telework agreements, OPM gave an opportunity to explain. For two agencies, managers or supervisors keep physical copies of agreements. Three agencies lack agency-wide tracking systems and four agencies have a tracking system under revisions or development.

Agencies were asked to describe when they renew telework agreements. The results remain largely unchanged since 2011 (Table 11). Agencies update policies either with a fixed schedule or when a change occurs for the supervisor or employee. Eleven agencies do not routinely update agreements. One agency updates agreements only for situational telework, while others indicated that multiple categories of methods apply.

Table 11: When Agencies Renew Telework Agreements

When does your agency renew telework agreements?*	2012	2011
Telework agreements are updated according to a fixed schedule (e.g., annually with the employee performance review period)	37	37
Telework agreements are updated when there is a change in supervisor	46	42
Telework agreements are updated when a position change occurs for the employee (e.g., a new position in the same agency, employee goes on detail)	49	51
Our agency does not routinely renew telework agreements	11	--
Other	32	35

*Note: agencies were allowed to describe multiple criteria so response totals are not provided.

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As shown in Table 12, more than half of responding agencies can and/or do track denials of employee requests to establish a telework agreement (56 percent). Since tracking systems vary, OPM asked agencies to provide data either cumulatively since the Act or for the Fiscal Year. Detailed information can be found in Appendix 6. Among those that provided cumulative data (28 agencies), 417 requests were denied. For Fiscal Year 2013, 368 requests were denied (31 agencies).

Table 12: Agencies' Abilities to Track Telework Denials

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

Agencies also indicated, if possible, the reasons for denials (shown in Appendix 7). In order of most to least common, reasons included office staffing levels (88 denials), type of work (32 denials), performance (22 denials), and conduct (20 denials). Less frequently cited reasons included tenure, the employee was not suited for telework, a medical condition was not suited for telework, lack of technology, impact on team, internal decision, and a request assessed to be for child care purposes.

Training for Telework

The Act requires heads of agencies to ensure that interactive telework training is provided to “(A) employees eligible to participate in the telework program of the agency; and (B) all managers of teleworkers [Public Law 111-292, 6503 (a)(1)(A)(B)].”

The Act does not require that agencies use a particular training source. Because agencies often use multiple forms of training, OPM asked agencies to choose all applicable types of training used from a list of possible training sources available to Federal agencies. Results of manager and employee training options are presented separately in Table 13 and Table 14. Similar to last year, the most frequently listed source of training for both groups was the web-based telework training available on OPM’s website (www.telework.gov). About a quarter of agencies developed their own customized in-person training for both employees and managers, while others chose to develop their own web-based training (13 percent for employees and 16 percent for managers).

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Table 13: Telework Training Sources for Employees

Training sources for employees*	Number of agencies	Percentage of agencies
Customized, in-person telework training developed in house and provided by the agency	23	26%
Customized web-based telework training developed in house and provided by the agency	12	13%
Web-based training posted on OPM’s telework website (www.telework.gov)	66	73%
Agency contracts with a vendor to develop and/or provide telework training (Web-based or in-person training)	3	3%
Training through OPM’s Eastern Management Development Center/Western Management Development Center	1	1%
Training through the USDA graduate school	0	0%
Training provided through other sources.	7	8%

Table 14: Telework Training Sources for Managers

Training sources for managers*	Number of agencies	Percentage of agencies
Customized in-person telework training developed in house and provided by the agency	22	24%
Customized web-based telework training developed in house and provided by the agency	14	16%
Agency contracts with a vendor to develop and/or provide telework training	3	3%
Web-based training posted on OPM’s telework website	67	74%
Training provided through other sources.	6	7%

*Note: agencies were allowed to describe multiple training sources so response totals are not provided.

When asked to describe tracking of employee and manager training, the most common response was by tracking certificates of completion (24 agencies). The next most common method was tracking attendance and sign-ins at open training sessions.

One new question the Data Call asked this year is whether employees who began teleworking prior to the Act (December 9, 2010) were required to complete training (Table 15). Under the Act, heads of agencies are given the option of exempting such employees from training requirements. The results show that 35 agencies did require these employees to complete training, while 37 agencies exempted them.

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

No	37 (41%)
Our records do not enable us to answer	18 (20%)
Yes	35 (39%)

Telework and Agency Emergency Preparedness

Federal Executive branch agencies are directed in the Act to “incorporate telework into the continuity of operations plan” [Public Law. 111-292; 6504 (d) (1)]. The Act also directs OPM to “consult with the Federal Emergency Management Agency (FEMA) on policy and policy guidance for telework in the areas of continuation of operations and long-term emergencies...” [Public Law 111-292, 6504(b)(3)]. In accordance with these requirements, OPM consulted with FEMA to develop questions for the 2011 Data Call, assessing how agencies integrate telework into emergency planning and continuity of operations. These same questions were included in the 2012 Call.

Data Call entry points of contact (POC) were advised to consult with emergency planning staff to ensure the most accurate responses to questions about telework and emergency preparedness. Findings reported in this section ideally resulted from this collaboration.

The Call included a series of statements describing different ways in which agencies might *incorporate* telework into emergency planning. The questions focus on policy and training. With respect to policy, responses from 2012 correspond fairly consistently with 2011 results. Most agencies include telework in policies related to emergency preparedness.

Given a chance to select “other” and elaborate, four agencies noted that while their current policy does not address telework in an emergency, the topic is being included in planning or draft telework policies. Another noted that routine and emergency situation telework are each covered by unique policies.

As shown in Table 16, a low percentage of agencies in 2012 gave their teleworkers training in what is expected of them in an emergency. However, a year-to-year comparison shows a definite increase since 2011 in the percentage of agencies that offer this specific training (46 percent vs. 34 percent).

In comments, six agencies noted that training for expectations during an emergency is given to employees on a situational basis, depending on the specific job, type of work, or to satisfy the requirements of smaller agencies. An additional four commented that they have plans underway for training teleworkers in what is expected of them in an emergency.

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Table 16: Agency Efforts to Incorporate Telework into Emergency Planning

	2012				2011
	Yes	No	Agency does not have plan	Other	Yes
The agency Continuity of Operations Plan specifically addresses telework.	77 (86%)	5 (6%)	5 (6%)	3 (3%)	75 (86%)
The agency Pandemic Influenza Plan specifically addresses telework.	64 (71%)	8 (9%)	13 (14%)	5 (6%)	66 (76%)
	Yes	No	Other	N/A	Yes
Our agency's telework policy includes information regarding <i>telework during emergencies</i> (e.g., who is supposed to telework, the use of telework as a tool in case of emergencies).	73 (81%)	8 (9%)	6 (7%)	3 (3%)	67 (77%)
Teleworkers in our agency are given specific training about what is expected of them in an emergency.	41 (46%)	29 (32%)	14 (16%)	6 (7%)	30 (34%)
Total Respondents	90	90	90	90	87

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

- Training begins by conducting 'emergency identification' for positions; personnel in emergency positions are then trained as needed (n=1)
- The agency policy includes a statement about telework in emergencies (n=2)
- Through emergency drills/exercises (n=3)
- Through mass communication processes annually or more often (n=3)
- As part of enrollment in and approval of telework (n=4)
- As part of COOP or other emergency planning process (n=5)
- Supervisors are required to inform employees of expectations (n=6)
- On-line or web based training is used (n=6). Five of these six indicate they use OPM's online training for this purpose

Questions included in the Call ask agency POCs to report any testing of telework capabilities to support emergency preparation in the agency. Notice that nearly twice the percentage of agencies in 2012 as in 2011 conduct exercises to help employees gain experience with teleworking in an emergency. Far

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fewer agencies report they do not conduct telework exercises for emergency preparedness (39 percent in 2012 vs. 50 percent in 2011).

Table 17: Does Your Agency Conduct Telework Exercises?

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

Again comments to the “other” category were analyzed for common themes. Twelve POCs noted that while telework exercises are conducted, they include essential or emergency personnel only. Seven reported that exercises are conducted at the subordinate organization level only and not for the entire agency or department.

POCs who indicated their agency conducted telework exercises among *all employees* or *for those employees required to telework during emergencies only* were presented follow-up questions regarding emergency testing. The number of agencies initiating telework exercises primarily as part of emergency planning increased marginally in 2012 as compared with 2011.

Table 18: Are Exercises Intended Primarily for Emergency Planning?

	2012	2011
Yes	29 (85%)	27 (87%)
No	5 (15%)	4 (13%)

Agencies that conducted telework exercises were asked to indicate the date of their last exercise (listed in Table 19). In general, these agencies had last conducted a telework exercise within four months of the Data Call’s administration in October 2012.

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Table 19: Date of Agencies' Last Telework Exercises

Agency	Date (MM/YYYY):
Agency for International Development	06/2012
Committee for Purchase from People Who Are Blind or Severely Disabled	11/2012
Defense Nuclear Facilities Safety Board	06/2012
Department of Treasury	10/2012
Equal Employment Opportunity Commission	07/2012
Farm Credit Administration	01/2012
Farm Credit System Insurance Corporation	10/2012
Federal Deposit Insurance Corporation	03/2012
Federal Energy Regulatory Commission	06/2012
Federal Trade Commission	06/2012
General Services Administration	06/2012
Merit Systems Protection Board	10/2012
Millennium Challenge Corporation	06/2012
National Aeronautics and Space Administration	10/2012
National Archives and Records Administration	06/2012
National Credit Union Administration	06/2012
National Endowment for the Humanities	07/2012
National Science Foundation	03/2012
Nuclear Regulatory Commission	06/2012
Nuclear Waste Technical Review Board	10/2012
Office of Government Ethics	08/2011
Office of Personnel Management	06/2012
Patent and Trademark Office	06/2012
Peace Corps	06/2012
Postal Regulatory Commission	01/2012
Railroad Retirement Board	08/2012
Securities and Exchange Commission	10/2012
Selective Service System	06/2012
Small Business Administration	06/2012
U.S. International Trade Commission	06/2012

Respondents were also provided with space in the Call to describe any other ways the *agency incorporates telework in its emergency plans*. Three POCs described testing telework as part of COOP practice and six encourage telework among employees to achieve continuity of operations during weather related emergencies.

Several respondents provided detailed descriptions of how the agency incorporates telework in emergency tests. The description provided by the General Services Administration (GSA) is quoted here as a sample of a current best practice in incorporating telework into emergency preparedness.

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GSA's Office of Emergency Response and Recovery (OERR) provides specific guidance and training opportunities for employees expected to work during a COOP activation from either a GSA primary and/or multiple continuity facilities throughout the 11 Regions. OERR employs a plan specific to dispersion of Regional employees; each effectively teleworking on a daily basis to ensure continual operation and up-time on both our low and high side telecom support infrastructures. These employees successfully participated in the FEMA-hosted exercise "Eagle Horizon (EH-2012)" conducted during June 19-20, 2012, which encouraged senior management and other GSA employees to perform planned travel and maintain routine telework schedules.

OERR recognizes telework as a critical concept not only in GSA, but within the entire Federal workforce. Its applicability is considered paramount during the development, review and operations of emergency related documents and processes. GSA's Disaster Support Program Order, 2012 revised Continuity Plan, and OERR Disaster Support Plan each complement telework to the maximum extent possible, consistent with mission requirements and in compliance with all National Continuity and Security Directives and Policies.

Noted previously, the Act directs OPM to consult with the Federal Emergency Management Agency on policy and policy guidance for telework as an emergency preparedness tool. To address requirements, during 2012 OPM convened an inter-agency work group of agency telework and emergency planning representatives from the General Services Administration (GSA), Federal Emergency Management Agency (FEMA), Federal Protective Services and the National Archives and Records Administration. Initial meetings focused on defining *what exactly constitutes incorporating telework into emergency and continuity plans*, in order to insure a system-wide, cohesive understanding among agencies. FEMA accepted the final definition developed by the group for inclusion in the final version of Federal Continuity Directive-1: Federal Executive Branch National Continuity Program and Requirements, signed by the Secretary of the Department of Homeland Security in October 2012.

The current FCD-1 description reads:

"Incorporating telework into continuity plans means that these plans identify ways that an organization's personnel perform the duties and responsibilities necessary to continue the organization's essential functions during any type of threat or emergency from an approved worksite other than the location from which the employee would otherwise work." This definition appears in Annex J, Human Resources, page J-1 (http://www.telework.gov/guidance_and_legislation/emergency_planning/index.aspx).

The emergency and continuity of operations work group also developed a *cohesive set of practices that agencies should implement to achieve successful incorporation of telework*. The template provides a basic model that sets out essential steps to ensure that telework is fully incorporated into emergency and continuity planning (see FCD-1, Annex G – Continuity Facilities, pg. G-1 and pgs. G-4, and G-5.) FCD-1 outlines criteria for testing as well for ensuring that essential agency functions are able to be performed during any emergency (see FCD-1 Annex K, pgs. K-1 through K-4;

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http://www.telework.gov/guidance_and_legislation/emergency_planning/index.aspx). Future Data Calls will consider the practices outlined in FCD-1.

Beyond Act Program Requirements: Technology

Access to technology is a vital precursor to effective telework. Technology enables the work, communication, and information security required to conduct business outside the traditional office setting. Technological barriers and associated budget constraints are frequently cited by agencies as barriers to further expansion of telework participation. This year’s Data Call included a number of questions aimed at understanding how technology enables telework in the Federal Government.

As shown in Table 20, agencies are roughly split between providing work-related equipment to teleworkers, requiring teleworkers to equip themselves, and sharing costs with employees. In a few cases, agencies reported variation between subagencies and variation by type of agreement (i.e., routine versus situational).

Table 20: How the Majority of Teleworkers Access Work-Related Equipment for Telework

	2012	2011
<u>Agency</u> provides/purchases ALL work-related equipment used by teleworkers.	27 (30%)	20 (25%)
<u>Teleworker</u> purchases all telework-related equipment.	26 (29%)	15 (19%)
Costs are <u>shared</u> by the agency and teleworker.	34 (38%)	26 (32%)
Other. (Please explain)	3 (3%)	20 (25%)
Total	90	81

In Table 21, consistent with last year’s data, agencies overwhelmingly rely on employees to provide their own telework-related residential services needed for telework. In 12 percent of agencies, the employee shares costs with the agency, and in only 3 percent of agencies does the agency provide for all services. One agency reported the practice varies by employee. In this case, employees who volunteer to relinquish office space can receive compensation for services from the agency.

Table 21: How the Majority of Teleworkers Access Work-Related Services for Telework

	2012	2011
<u>Agency</u> provides/pays for ALL work-related services used by teleworkers in their home.	3 (3%)	7 (9%)
<u>Teleworker</u> pays for all telework-related residential services.	71 (79%)	50 (61%)
Costs are <u>shared</u> by the agency and teleworker.	11 (12%)	12 (15%)
Other	5 (6%)	13 (16%)
Total	90	82

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Telework also plays an important role in enhancing continuity of essential agency functions in cases of emergencies. However, in order for telework to facilitate continuity in such situations, the proper technological capacities must be in place (e.g., to accommodate a sudden increase in the number of teleworkers logging onto agency servers). Routine testing of information technology capacity to telework is an essential best practice for ensuring continuity of agency functions in emergencies. Table 22 displays how frequently agencies test their IT capacity for telework. Since 2012, more agencies (16 percent versus 10 percent) are routinely testing, while a majority of agencies overall test either on a non-fixed schedule or for purposes other than telework.

Table 22: How Frequently Agencies Test IT Capacity to Telework

	2012	2011
Never tested	4 (4%)	1 (1%)
Conducts tests according to regular schedule	14 (16%)	8 (10%)
Tests, but not on fixed schedule	24 (27%)	24 (29%)
Does not test specifically for telework	21 (23%)	24 (29%)
Not able to find this information.	9 (10%)	5 (6%)
Other	18 (20%)	20 (24%)
Total	90	82

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

Table 23: Is Agency's Telework Policy Consistent with NIST Standards?

	2012	2011
Yes	65 (72%)	59 (75%)
No	6 (7%)	3 (4%)
Not sure	12 (13%)	9 (11%)
Other	7 (8%)	8 (10%)
Total	90	79

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Most agencies integrate telework into their overall information security policies (58 agencies), while a few have chosen to develop separate telework information security policies (9 agencies) or are in the process of designing such a policy (4 agencies).

Table 24: Agency Policy for Telework and Information Security

	2012	2011
Our agency has a separate, written <i>telework</i> information security policy	9 (10%)	15 (19%)
Our agency is <u>currently developing</u> a separate, written telework information security policy	4 (4%)	4 (5%)
Telework is covered under our agency’s overall information security policy	58 (64%)	46 (58%)
Other	19 (21%)	14 (18%)
Total	90	79

Information security continues to be a primary concern for agencies, many of which cited information security and technology limitations as barriers to increasing participation and meeting participation goals.

As shown in Table 25, Federal agencies use a variety of methods for ensuring the security of personally identifiable information (PII) when employees telework. The number of agencies citing each method of securing PII increased for nearly each possible response. Given an opportunity to elaborate further, some agencies also cited encrypting data on mobile devices and requiring data to remain on agency systems rather than be transmitted to remote stations.

Table 25: Security of Personally Identifiable Information (PII)

How does your agency secure Personally Identifiable Information (PII) while employees are teleworking? (Mark all that apply)*	2012	2011
All PII information is encrypted	43	36
All PII files are password protected	30	26
Privileged Rules of Behavior are signed for those handling PII	34	26
Only those with a compelling need are allowed to download PII	32	32
Two Factor Authentication is used for remote access	45	47
Only Government-Furnished Equipment is allowed for teleworking	16	21
No PII, sensitive or classified information is allowed to <u>be removed physically</u> from the agency facility.	38	34
No PII, sensitive or classified information is allowed to be <u>transmitted electronically</u> from the agency facility.	34	20
Other	17	22

*Note: response totals are not provided because of the option to “mark all that apply.”

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

Many large-scale and social outcomes anticipated with telework programs (e.g., reduced commute-related pollution, real estate costs) depend upon widespread and frequent participation among employees. Last year, OPM reported on the first participation and frequency data collected since the enactment of the Telework Enhancement Act of 2010.

Participation

Due to several data collection constraints, OPM asked agencies to report participation and frequency data using a September 2012 timeframe.⁴

OPM is working with payroll providers and agencies to develop a Governmentwide automated data collection system to assist agencies in overcoming some of the constraints in current telework data collection efforts. In this transition period, OPM asked agencies to report on both September participation – in order to maintain comparability with last year – and annual participation numbers whenever possible. Many agencies elected to report on one or the other, which indicates that agencies still vary widely in the data collection methods available to them.

The 2012 Governmentwide telework participation figures appear in Table 26. It is important to note that for each data collection timeframe (September 2012 and Fiscal Year 2012) several agencies could not provide data, evident in the columns for “Number of agencies responding.” Recall that 90 agencies participated in the 2012 Call.

Despite evident struggles with data collection, the available evidence indicates that eligibility, telework agreements, and September 2012 participation all increased since 2011, even with a drop in the reported Federal employee population. September 2012 participation was 40,649 employees greater than in September 2011 (a 24 percent increase over last year).

Fiscal year 2012 participation is almost 100,000 employees higher than September 2012 figures. This difference may reflect participation in situational telework, perhaps due to unscheduled telework events, rather than routine telework. Using current methods such as agreement counting, some agencies simply are not able to capture situational telework.

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

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

	2012		2011	
	Number of employees	Number of agencies responding	Number of employees	Number of agencies responding
Total number of employees	2,157,668	88	2,165,390	86
Employees deemed eligible to telework	1,020,034	83	684,589	82
Employees with telework agreements	267,227	81	144,851	82
Employees Teleworking in September	209,192 (21% of eligible employees)	79	168,558	87
Employees Teleworking in Fiscal Year 2012	301,372 (30% of eligible employees)	75	--	--

Examining participation as a proportion of all Federal employees, OPM also finds a general trend towards increased participation. As a percentage of all employees, telework increased from 8 percent to 10 percent between September 2011 and September 2012. Over the course of the entire fiscal year, 14 percent of Federal employees teleworked.

In terms of eligible employees, the percentage of teleworkers appeared to drop slightly from September 2011 to September 2012 (from 25 percent to 21 percent). This apparent decrease actually reflects the roughly 49 percent increase in the number of employees deemed eligible between 2011 and 2012. Moreover, there was a substantial increase in the number of eligible employees who teleworked when considering fiscal year data, with 30 percent of eligible employees teleworking at some point during the fiscal year. Again, some of the increase may be explained by an increased use of unscheduled and situational telework.

There are limitations in the 2012 data that should be acknowledged here. Since some agencies only reported September 2012 data, and others only reported Fiscal Year 2012 data, the totals for each timeframe are likely lower than in actuality. In September 2011, it is also likely that some agencies submitted fiscal year data as a count of telework agreements due to limited data collection methods. Again, those agencies that use this approach are unlikely to capture the full range of telework behavior, especially situational. Noted earlier, another consideration is that more employees were deemed eligible, which makes the overall participation rate (as described in percentages) appear smaller.

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Table 27: Percentage of Employees and Percentage of Eligible Employees Teleworking

	September 2011	September 2012	Fiscal Year 2012
Percentage of employees teleworking	8%	10%	14%
Percentage of eligible employees teleworking	25%	21%	30%

Tracking telework behavior remains challenging. Assumptions are made by agencies when calculating telework days. For example, when asked about how they calculate the number of days employees telework, 16 agencies (18 percent) reported counting only full days worked from an alternative location, while 68 agencies (76 percent) reported including any part of a work day and 6 agencies (7 percent) in telework days.

Agencies used a variety of methods to track telework in the absence of a Governmentwide automated system (Table 28). Since 2011 more agencies have moved towards using automated time and attendance systems, which is the most accurate method currently used by agencies (55 agencies in 2012 versus 46 in 2011). An additional 10 agencies use a customized telework electronic tracking system, while 9 others use both types of systems. While fewer agencies count telework agreements, 13 still do so. Six agencies rely on polls of managers. There is still variance in method within agencies, particularly large agencies. As an example, the Department of the Treasury noted that some bureaus are able to use time and attendance systems, while others must count agreements. See Appendix 19 for a list of tracking methods by agency.

Table 28: Method of Determining Number of Teleworkers

How did you determine the number of reported teleworkers?	2012	2011
Tracked telework through a time and attendance system	55	46
Used a customized telework electronic tracking system	10	11
Both	9	--
Counting telework agreements	13	19
Internal survey of managers	6	5
Polling timekeepers	--	6

Note: Agencies were instructed to “mark all that apply” and totals may exceed the actual number of respondent agencies.

Frequency

The mere option to telework can be the driving factor behind achieving some goals, including improved employee satisfaction and engagement. For others, such as reduced energy and space costs, telework must occur with some frequency in order to result in substantial achievements. Data from 2012 indicate that telework has not only become more widespread, but it has become more frequent overall as well. In September 2012, a total of 67,511 Federal employees teleworked at least three days per week, compared with only 46,023 in September 2011. Similar increases occurred across the other frequency categories. When considering Fiscal Year 2012 data, the number of employees shown to telework 3 or more days is even higher, at 76,934.

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Another way of thinking about frequency is through comparison of percentage of teleworkers *within* each frequency category. This gives a sense of the distribution of frequency of participation among teleworkers because it can tell us if more telework occurs on a regularly occurring basis, or if it mostly occurs on an infrequent or situational basis and less likely to support broad social (e.g., reduced traffic) or organizational goals (e.g., reduced space costs).

In the comparison of September 2012 with September 2011 shown in Table 29, a larger percentage of teleworkers were able to telework 3 or more days per week in 2012 (32 percent compared to 27 percent). However, when comparing September 2011 percentages to Fiscal Year 2012 percentages, this increase disappears. Roughly the same percentage of employees engaged in telework 3 or more days per week during the September period as were reported for the Fiscal Year. Rather than frequent telework, instead there appears to be a skew towards situational telework, with 32 percent of teleworkers in Fiscal Year 2012 falling under this category.

What this apparent difference in the distribution between September 2012 and Fiscal Year 2012 suggests is that the fiscal year data allows us to capture more situational telework behavior than a one month snapshot, no matter how representative that month may be. Employees are clearly making use of telework on a situational basis (e.g., for a doctor appointment) or through the use of unscheduled telework in the case of inclement weather, a positive finding in terms of emergency planning, reducing sick leave, and maintaining continuity of work.

Table 29: Telework Frequency

<i>September 2011 Frequency</i>	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Number of employees	46,023	47,675	41,727	5,637	21,251	4,238
Percentage of all reported teleworking employees	27%	28%	25%	3%	--	--
Number of agency respondents	84	85	81	39	35	29
<i>September 2012 Frequency</i>	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Number of employees	67,511	44,465	28,333	16,302	38,809	12,303
Percentage of all reported teleworking employees	32%	21%	14%	8%	19%	--
Number of agency respondents	74	72	68	52	62	35

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<i>Fiscal Year 2012 Frequency</i>	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Number of employees	76,934	50,851	42,101	38,915	97,876	14,291
Percentage of all reported teleworking employees	26%	17%	14%	13%	32%	--
Number of agency respondents	74	71	66	55	60	35

Unscheduled Telework

Emphasizing the importance of telework as a tool to enable continuity of operations in the event of a major emergency, and continuity of work during less serious incidents, such as weather emergencies, OPM has included “unscheduled telework” as one of the options available to employees in responding to inclement weather or other local emergencies. OPM first published guidance concerning the use of unscheduled telework in 2010, as part of *OPM’s Washington, DC, Area Dismissal and Closure Procedures* (see <http://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/dcdismisal.pdf>). An announcement as to the appropriateness of unscheduled telework is now routinely included with unscheduled leave as part of OPM’s operating status announcements.

Questions on the 2012 Data Call asked agencies to provide data on their use of unscheduled telework for the Fiscal Year 2012. As shown below, the majority of agencies were not able to track unscheduled telework at the time of the 2012 Call.

Table 30: Are You Able to Track Unscheduled Telework?

Yes	22 (24%)
No	68 (76%)

The agencies that are able to track unscheduled telework reported 18,808 employees participated in unscheduled telework during Fiscal Year 2012. We know from the situational telework data that far more employees are likely participating in unscheduled telework, but currently few agencies have the capacity to track telework for a specific date.

Participation Changes across Years

The Act requires agencies to report “if the total number of employees teleworking is 10 percent higher or lower than the previous year in any agency...” along with “... the reasons for the positive or negative variation.” [5 U.S.C. 6506 (b) (2) (C)]. To address this requirement, OPM introduced a new question to the 2012 Data Call:

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Is your September 2012 participation number more than 10 percent higher or lower than your reported number of teleworkers in September 2011?

- Yes
- No

If yes, what are the reasons for this increase/decrease?

If no, please use this space to provide any additional information you wish to include.

Among respondents, 59 agencies reported that their 2012 participation levels were 10 percent higher or lower than in 2011, while 23 agencies reported that they were within 10 percent and 8 agencies did not respond to the question. A detailed list by agency can be found in Appendix 12. OPM used agencies' 2011 participation numbers where available to confirm that agency responses were correct and contained no errors.

Reasons for 10 Percent Increases or Decreases in Participation

Agencies had an opportunity to expand on the reasons for large increases or decreases in participation between the 2011 and 2012 reporting periods. Several agencies reported increases as a result of heightened awareness among employees about telework, often due to initiatives in support of these programs. Agencies conducted marketing campaigns, telework drills, trainings, and held briefings with managers and supervisors to achieve buy-in. Some agencies expanded telework availability within new subagency units or to new employees. Telework also has been integrated into overall agency goals in several instances, which has helped to promote telework.

Levels of telework participation are also heavily dependent on trends that might have implications for the total number of agency employees (e.g., reductions in force, retirements), or the number of eligible employees (e.g., new hires, office coverage, mission changes, office relocations). As data collection evolves, some changes in participation can be attributed to the development of new data collection systems and the use of differing reporting periods. Agencies that did not have 10 percent more or fewer teleworkers than last year cited reductions in force, management and supervisor resistance, and office coverage as barriers to further growth.

In reasons agencies provided for increases in telework, we identified a number of promising practices. Three responses are highlighted here as samples of the efforts agencies have made to develop effective telework programs under the Act.

Promising Practices in Promoting Telework Programs

Department of Agriculture: The reasons for this increase is USDA's push to "Turbo-Charge" Telework through increased educational outreach, awareness campaigns, monthly metrics which measure sub-Agency performance and track progress towards meeting the Department's aggressive participation goals and ongoing marketing/communication campaigns to include monthly "Let's Talk Telework!" webinars, regular meetings with USDA leadership and Agency Heads and ongoing communication forums with sub-Agency Telework Coordinators, HR Staff, employees and managers Enterprise-Wide.

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Promising Practices (cont.)

Department of Interior: DOI established infrastructure consisting of an SES level Telework Steering Committee chaired by the Deputy Assistant Secretary for Human Capital and Diversity; a telework coordinators working group reporting to the Steering Committee and the DOI Human Capital Officers Committee; updated and continuously improving guidance; participation data by bureau; telework web site with information and FAQs; an all-employee survey to assess the state of telework; and improved dialogue with bureau and department leaders. DOI promoted training using Telework 101, other programs available through our learning management system and held a successful pilot with a private sector company targeted at senior leaders. Cost limits the deployment of this effective training tool. One bureau that works almost exclusively with personally identifiable information (PII), is conducting a pilot to demonstrate how tools such as SharePoint can be used to permit telework. Bureaus promoted telework through management meetings, displays and information flyers as well as supervisor training.

Department of Transportation: Telework increased by 26.57percent relative to a comparable period last year. The increase is generally attributable to employees' greater awareness of telework options at DOT. Employees are more aware of telework options due to increased internal marketing, DOT's encouragement of telework participation at times when OPM changes the operating status of the Federal Government throughout the year (options for Unscheduled telework during inclement weather), and publicity around the planning and implementation of DOT's mass telework exercise, "TeleDOT"(March 7, 2012).

Barriers to Telework and Overcoming Challenges

Despite implementing the Telework Enhancement Act and ongoing efforts to boost participation in many agencies, significant barriers to expanded telework participation still exist. In the Data Call, agencies were asked to elaborate on perceived barriers as well as any efforts undertaken to surmount these barriers.

As shown in Figure 2, management resistance is by far the most frequently reported barrier to telework. The next most reported barriers -- information technology, budget constraints, and security – represent different sides of a common problem. In tight budget environments, equipping teleworkers with the necessary technology for telework and ensuring the security of data are critical challenges that must be addressed.

For several agencies and positions, requirements of office coverage and types of work (e.g., require face-to-face contact with customers) impede the expansion of telework. In addition, agencies reported that some employees are reluctant to telework or feel as though face time is essential to their professional growth. While not technically a “barrier” to telework, these factors also affect participation rates.

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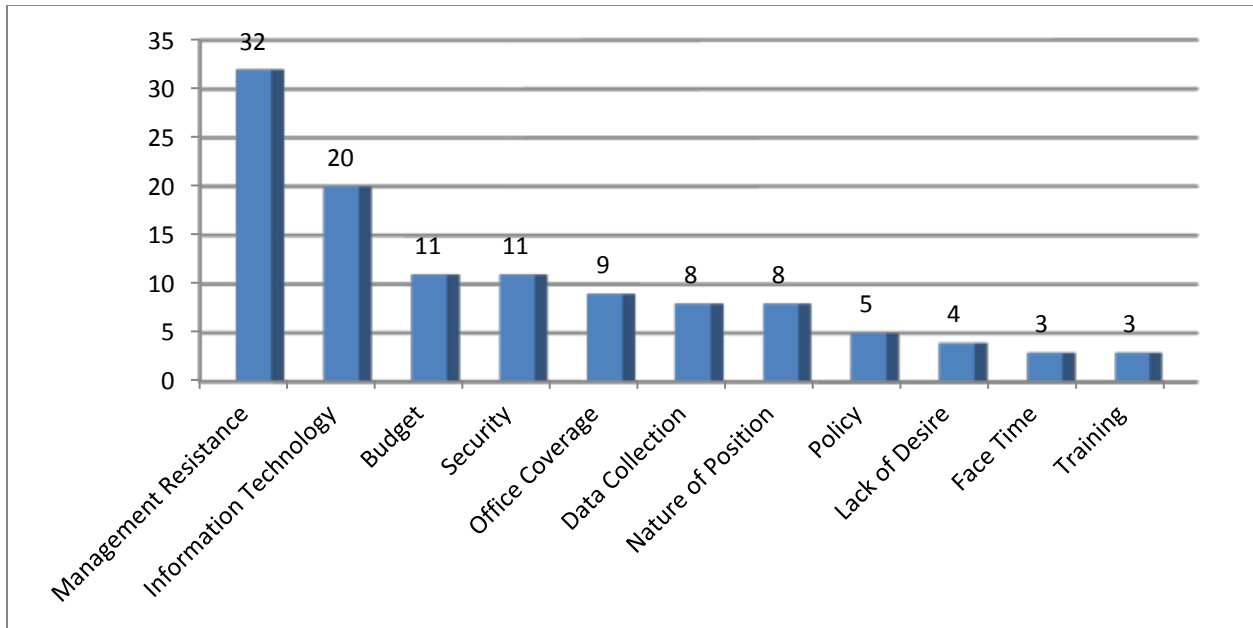


Figure 2: Barriers and Challenges to Telework Participation

Agencies were also given an opportunity to describe any efforts to overcome these challenges. The most common techniques are shown in Figure 3. In response to management and cultural resistance, agencies have focused on training and engagement of their management and leadership. Importantly, two agencies describe efforts to encourage managers to telework. Manager telework is important because it sends a tacit message of support, encouraging employee participation. Agencies have also made use of surveys, pilot programs, and focus groups. They have expanded communication, marketing, and the sharing of best practices.

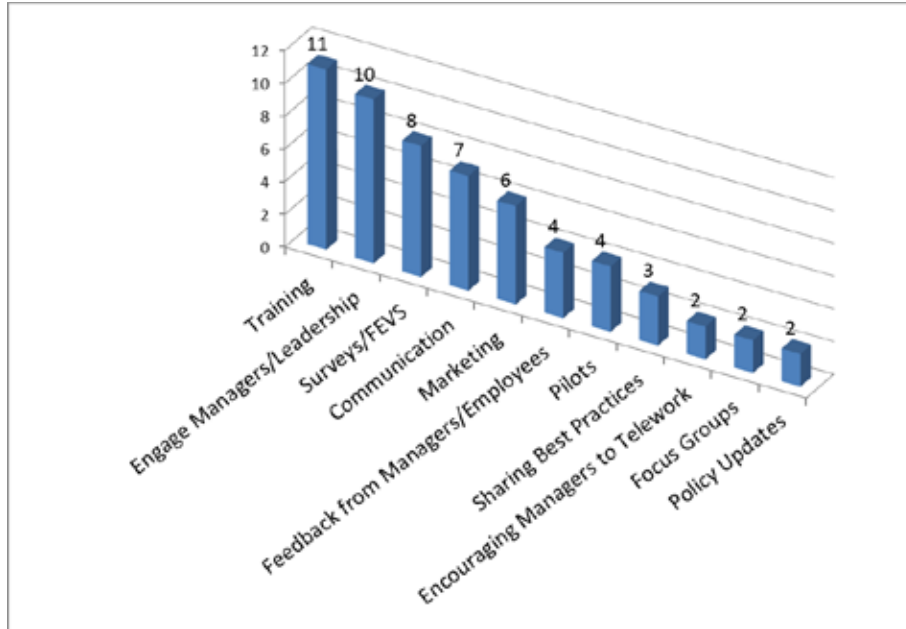


Figure 3: Overcoming Barriers to Telework Participation

Table 31 reports some of the more unusual or creative techniques to overcome participation barriers. Two agencies found innovative ways around technology and budget barriers by establishing a laptop sharing program. Other agencies have drilled down to identify individual directors and components that fail to meet goals, have yet to notify eligible employees, or have persistently low participation rates.

Table 31: Additional Techniques for Overcoming Barriers

Conduct briefings	Ensure eligibility notifications reach all components
Deploy RSA tokens to minimize risk	Reevaluate eligible positions
Educate managers	Remove tenure barrier
Embrace mobility	Reorganized telework program
Evaluate IT	Introduce a new web time and attendance system for reporting
Conduct exit interviews	Review position requirements
Plan forums	Rotate laptops
Engage guest speakers	Place success stories on website
Identify organizations with low participation	Taskforce
Improve VPN	Include telework in SES performance plans
List in EVS action plans	Develop telework toolkits
Promote listening sessions	Test network capacity
Introduce a loaner laptop program	Update IT
Maximize the number of eligible employees	Hold working groups
Meet with directors that don't meet goals	Brown bag sessions

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Agency Management Efforts to Promote Telework

The Telework Enhancement Act tasks the Chief Human Capital Officers Council with collecting and reporting information regarding agency management efforts to promote telework [5 U.S.C. 6506 (d) (1)]. To assist with this requirement, OPM’s Work/Life Performance Culture office collected data through the 2012 Data Call regarding both 2011 and 2012 management efforts. Agencies had the opportunity to select from a list of efforts, as well as to detail the specific nature of these efforts. Summary findings for the “mark all that apply” questions appear in Table 32, while full descriptions of agency efforts can be found in Appendix 17 and Appendix 18.

Emphasizing telework as part of COOP is the most commonly selected option. Many agencies also made use of agency-wide techniques such as emails and meetings to advocate for telework. Importantly, in the second year under the Act, the number of agencies aligning telework with strategic goals and mission increased markedly from 35 to 41 agencies. Generally, the number of agencies using each technique increased between 2011 and 2012.

Table 32: Agency Management Efforts to Promote Telework in 2011 and 2012

In what ways has your agency’s management promoted your telework program?	Number of agencies in 2011	Number of agencies in 2012
Aligns telework with agency strategic goals and mission	35	41
Advocates telework in agency-wide meetings (e.g., all-hands meetings)	45	46
Uses telework goal-setting and measurement hold managers accountable	12	15
Emphasizes telework as part of COOP (Continuity of Operations Plan) events	66	68
Conducts special telework events (e.g., telework awareness weeks, telework drills)	26	32
Transmits agency-wide emails of support	40	43
Develops signs/posters	13	16
Other	25	32
Our agency has not taken action to specifically promote telework in the past year	10	9

Who Teleworks?

In this section we draw upon Federal Employee Viewpoint Survey (FEVS) data⁵ to consider the demographic and employment characteristics of teleworkers, as well as make comparisons of those who telework versus those who do not. Examination of group characteristics allows for some assessment of how telework participation currently meets the needs of the Federal population, as well as how programs might be implemented to ensure equitable availability across employment groups.

The FEVS includes an item that assesses telework participation. Response options allow for description of telework participation, including reasons for non-participation. As is shown in Figure 4, nearly a quarter of the 631,985 respondents to this survey item do participate in telework to some degree (24 percent). Another 22 percent did not receive approval to telework, even though purportedly the respondent has “the kind of job where I can telework.” Another 41 percent are restricted from telework either because they are prevented by a technical issue or because of the nature of their duties. In agreement with agency descriptions of telework barriers, thirteen percent of respondents simply choose not to telework.

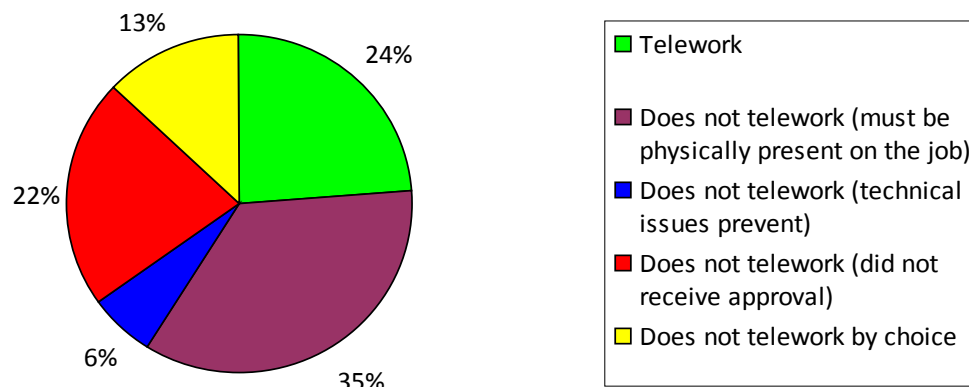


Figure 4: Telework Participation from the 2012 Federal Employee Viewpoint Survey

As a reminder, to examine who teleworks, the FEVS participation assessment item was simplified by combining the five response options into three categories for analysis. These three categories are used to distinguish teleworkers from non-teleworkers in the tables and figures displayed in this section.

⁵ <http://www.fedview.opm.gov/2012/Reports/ResponsesW.asp?AGY=ALL>

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

The next sections compare results from the 2011 and 2012 administrations of the FEVS where possible. Comparisons are made to illustrate any increases or decreases in telework across categories. Keep in mind that the 2011 survey was distributed before most agencies had fully implemented the requirements of the Act and provide an important baseline for considering results from 2012.

Identifying Characteristics of Teleworkers

Shown in Table 33, a slightly higher percentage of teleworkers are male (51 percent) versus female (49 percent). Results are consistent across the comparative FEVS years of 2012 and 2011. In a comparison with all Federal employees, the proportion of women among teleworkers in 2012 and 2011 is greater than typical of the Federal population (49 percent versus 43 percent).

Table 33: Year-by-year Comparison of Teleworker Gender

	Male	Female
Telework 2012	51%	49%
Telework 2011	51%	49%
All Federal employees (2012 and 2011)	57%	43%

Results for 2012 mirror findings reported for 2011 with a markedly greater percentage of non-supervisors participating in telework (81 percent) when compared with supervisor and manager/executive participants (19 percent). The proportion of non-supervisors among teleworkers is similar to the overall Federal population for both 2012 and 2011 (82 percent).

Table 34: Year-by-year Comparison of Teleworker Supervisory Status

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

Looking at age distribution, roughly a quarter of teleworkers are younger than 39 years of age in 2012 (25 percent) and 2011 (24 percent). This proportion reflects the percentage of employees who were under the age of 39 in the Federal Government in 2012 and 2011 (26 percent).

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Table 35: Year-by-year comparison of teleworker age categories

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

Shown in the next table, proportions across agency tenure groups are remarkably stable from year to year as would be expected based on comparison with Federal population data. The majority of teleworkers in 2012 had been employed by their current agency for six or more years (67 percent). Similarly, 63 percent of the Federal population reported employment in the same agency for six or more years.

Table 36: Year-by-year Comparison of Teleworker Agency Tenure

	Up to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Telework 2012	22%	12%	20%	20%	27%
Telework 2011	21%	10%	19%	22%	n/a*
All Federal Employees (2012)	23%	13%	21%	19%	23%
All Federal Employees (2011)	25%	11%	20%	20%	n/a*

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

To summarize, the Federal teleworker is typically a slightly older, non-supervisor with fairly stable employment tenure with the same agency. Despite stereotypes that assume teleworkers are unique in some way (e.g., younger, shorter tenure), overall, teleworkers are representative of typical Federal Government employees.

Comparing Teleworkers and Non-Teleworkers through the FEVS

The previous section provided an overview of the characteristics of teleworkers and a comparison of teleworker characteristics with the typical Federal employee. The next figures compare teleworkers versus non-teleworkers to consider whether telework participation occurs in greater numbers in specific groups or if there are groups that tend to face barriers to telework.

Figure 5 shows a comparison of the three categories of *teleworkers versus non-teleworkers* by gender and clustered by year⁶. As was noted in the prior status report, more women than men reported

⁶ Note: the scale is set at 80% in each of the next few figures to facilitate readability.

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teleworking in 2011 (24 percent versus 18 percent) and 2012 (27 percent versus 21 percent). Men are more likely than women to report facing barriers to telework in both 2011 (70 percent versus 65 percent) and 2012 (66 percent versus 61 percent). However, notice the encouraging trend toward more teleworkers among both groups, with fewer women or men reporting a barrier to telework in 2012 than in 2011.

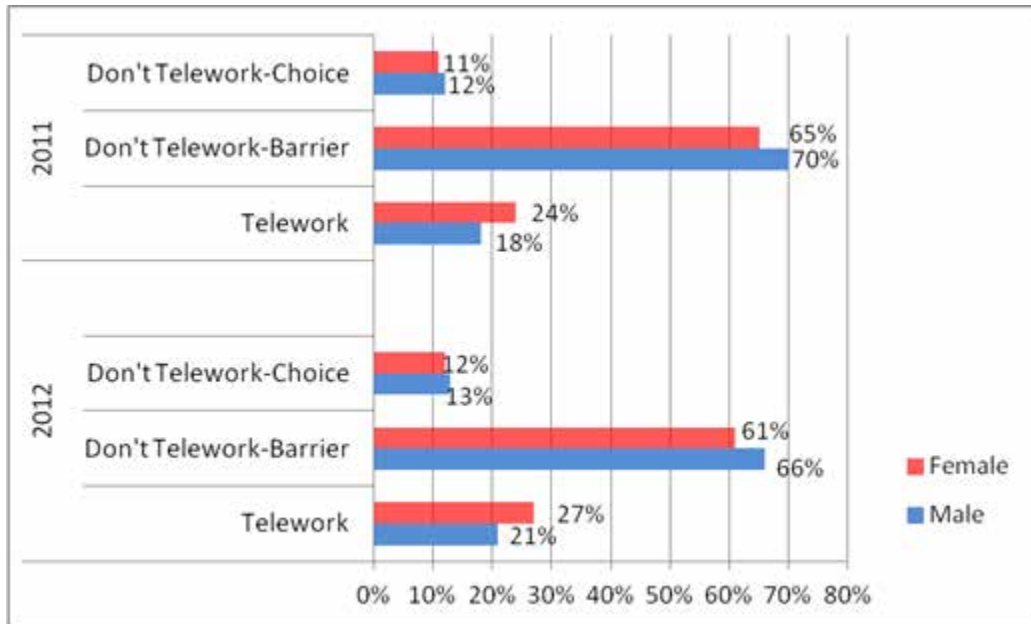


Figure 5: Comparison of Teleworkers and Non-teleworkers by Gender for 2011 and 2012 FEVS

Figure 6 compares teleworkers and non-teleworkers by supervisory level and survey year. Overall, there is an encouraging trend toward more reported telework from one year to the next, and across supervisory status levels. However, experienced barriers to telework continue to be a dominant feature among all three groups.

The potential for barriers is particularly important to note among supervisors and managers/executives. Among supervisors, 66 percent report a barrier to telework in 2011 and 62 percent in 2012, while fewer managers/executives report barriers in 2011 and 2012 (61 percent versus 57 percent respectively). Telework at all levels of leadership serves to send a strong message of support for these programs and encourages telework participation among non-supervisory employees. For this reason, the decline from 2011 to 2012 in the percentage of reported barriers to leadership telework is encouraging.

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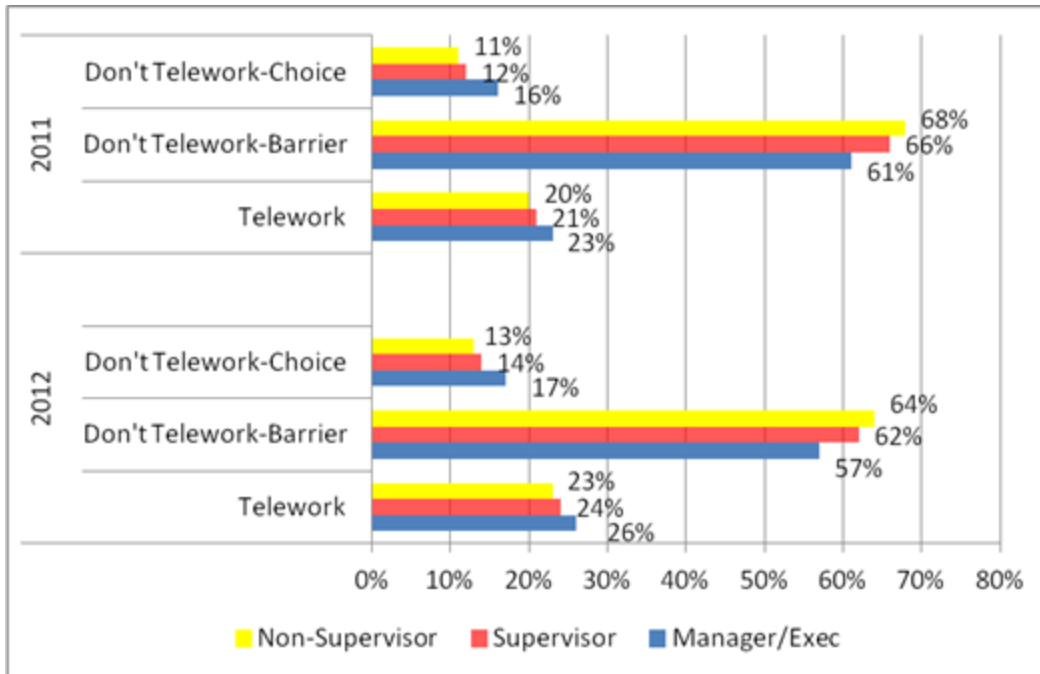


Figure 6: Comparison of Teleworkers and Non-teleworkers by Supervisory Status for 2011 and 2012 FEVS

As shown in Figure 7, telework participation has increased relatively uniformly across age categories in the year between the 2011 and 2012 FEVS administrations. Notably, the greatest proportion of teleworkers were aged 40 and above in 2011 (62 percent) and 2012 (71 percent). In the figure, percentages are shown for only the youngest and oldest groups to facilitate readability.

The smallest percentage of teleworkers is also the youngest group of respondents in both 2011 (17 percent) and 2012 (20 percent). Relatively low rates of participation in younger aged employees probably occurs as the result of telework policy criteria for eligibility which includes a length of service requirements (e.g., six months, one year) across a number of agencies. Interestingly, the 60 year and older group has the largest portion of respondents who choose not to telework in 2011 (17 percent) and in 2012 (18 percent).

The percentage of respondents who reported barriers to telework declined from 2011 to 2012 across age groups. Among those aged 29 and younger, 70 percent in 2011 reported a barrier to telework as compared with 67 percent in 2012; for ages 30 – 39, 71 percent versus 67 percent, for ages 40 – 49, 68 percent versus 65 percent, for 50 – 59, 67 percent versus 62 percent and finally, for those 60 and older, 62 percent reported a barrier to telework in 2011 versus 59 percent in 2012.

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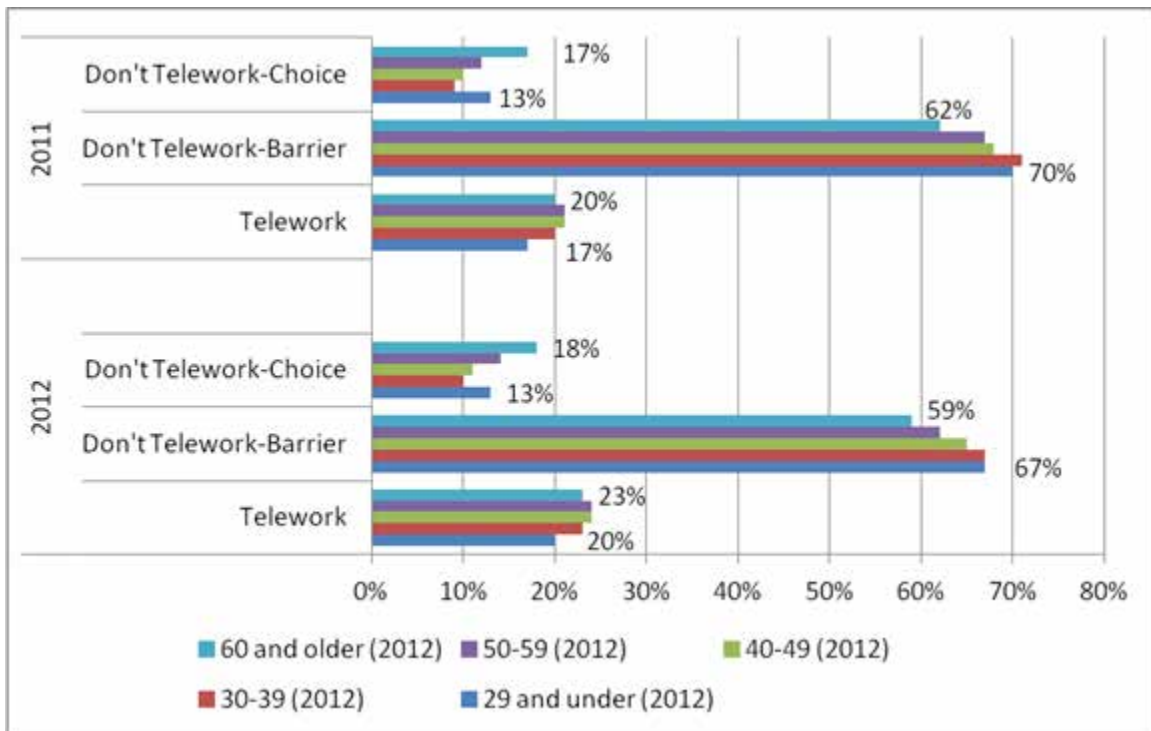


Figure 7: Comparison of Teleworkers and Non-teleworkers by Age Category for 2011 and 2012 FEVS

Not surprisingly, given findings about age and telework distributions, employees with longer agency tenure tend to telework at higher rates and face fewer barriers to telework than those with shorter tenure (Figure 8). The percentage of respondents who described a barrier to telework visibly decreased between 2011 and 2012 for all tenure groups. Among those with up to three years in the same agency, 71 percent reported a barrier to telework in 2011 as compared with 66 percent in 2012; for those with 4 to 5 years of tenure, 71 percent versus 67 percent, with 6 – 10 years of tenure, 71 percent versus 67 percent, for 11 – 20 years, 67 percent versus 63 percent, and for those with more than 20 years with their agency, 61 percent reported a barrier to telework in 2011 versus 57 percent in 2012.

As with age distributions, a greater percentage of employees with more years in the agency chose not to telework. Interestingly, a slight increase is shown in employees who chose not to telework across tenure categories between 2011 and 2012. The differences in percentage scores are minor (roughly 1 percent), however, this group will be interesting to consider in years to come.

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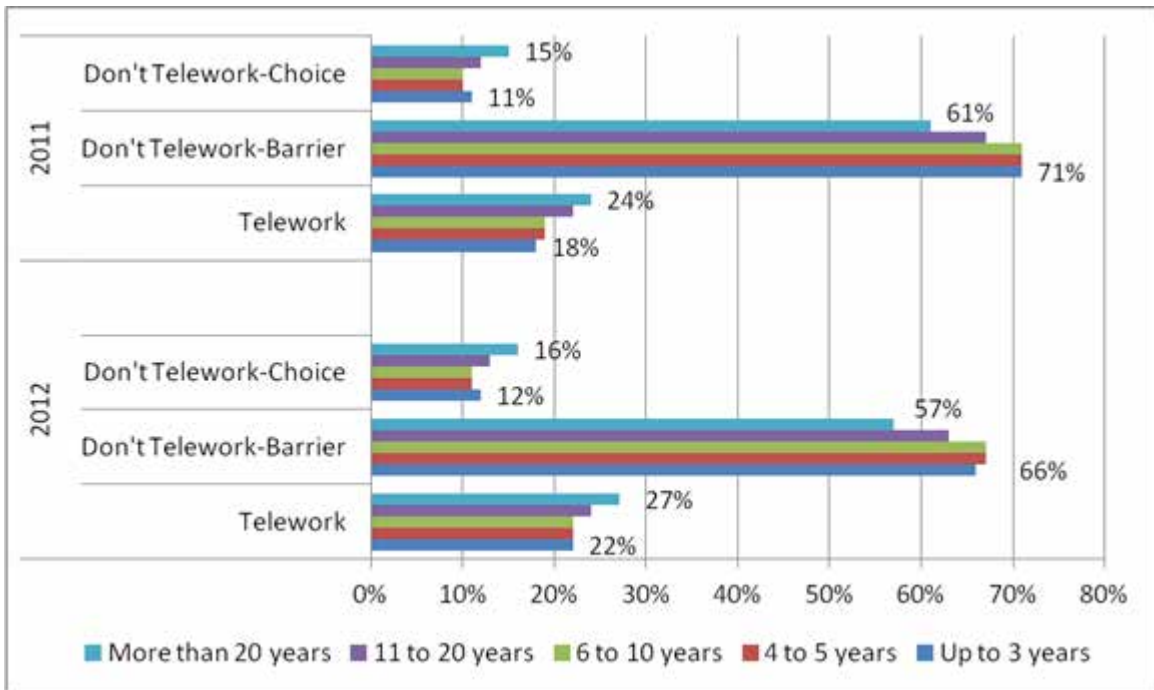


Figure 8: Comparison of Teleworkers and Non-teleworkers by Agency Tenure for 2011 and 2012 FEVS

Outcome and Goal Assessments: What Happens When Employees Telework?

This section is the most lengthy in the report and for good reason. Telework programs are important organizational change initiatives with the potential to contribute to a range of benefits at the individual (e.g., improved job satisfaction and engagement, increased individual productivity), organizational (e.g., improved employee recruitment and retention, improved emergency preparedness, performance) and community levels (e.g., decreased pollution from commuting-related emissions). Providing evidence of benefits with the introduction of these programs can facilitate adoption of telework.

This section explores evidence of such beneficial telework outcomes using two data sources: the Federal Employee Viewpoint Survey and the Data Call. Our analysis of the FEVS highlights ways in which participation in telework might help to support desirable employee behaviors and attitudes from a Governmentwide perspective.

The Act urges telework leadership in each agency, and in keeping with agency mission and strategy, to establish program goals for telework, such as improvements in employee attitudes, and energy conservation. Data Call items provided space for agencies to describe their own efforts toward establishing goals and assessing such outcomes. Analysis of the Data Call provides insights into how agencies establish goals and with what results. Keep in mind that, while some of the outcome goals overlap between FEVS and Call data, they are important to consider separately because each provides the perspective of an important and independent source: employee and agency stakeholders.

The sections examining agency goal-setting and assessment are greatly expanded over the 2012 status report and provide evidence of remarkable agency advancements in developing and assessing telework programs. Later in this section we outline results of agency goal-setting and evaluation efforts. We begin this section by taking a slightly broader view and examine results of assessing Federal telework outcomes using employee perceptual data from the FEVS.

How Does Telework Shape the Experience of Employees and Related Outcomes?

It is important to understand how telework has shaped the experience of Federal employees with respect to anticipated outcomes. Analysis of items from the Federal Employee Viewpoint Survey (FEVS) provides some insights into the potential for telework to influence important employee attitudinal and perceptual variables. This section provides results from the analysis of that employee data. Results from both the 2011 and 2012 FEVS are displayed in a year-to-year comparison.

Once again, the simplified version of the FEVS telework participation item was used for analysis. Results and figures show: employees who telework, employees who do *not* telework because of a barrier (e.g., not allowed, limited by technology), and employees that do *not* telework by choice.

As discussed in our previous reports, results often demonstrate similarly favorable percentages between those who telework and those who choose not to telework. Foundational research demonstrates that

when work is characterized by employee autonomy, positive workplace attitudes, including job satisfaction, typically occur too.⁷ Very early researchers noted that telework operates to increase the level of employee autonomy with beneficial employee outcomes likely to occur.⁸ This line of research underscores the importance to the psychological well-being of eligible employees that they are given the *choice* of whether to participate in telework.

In general, analysis of FEVS data across years shows that teleworkers and those who choose not to telework have much in common, whereas employees who report facing barriers to telework report lower scores on all measures, with comparatively lower job satisfaction, less positive views of their organization, and lower support from their supervisors.⁹ Results overall provide a number of insights useful as the basis for further study of individual agency programs or action planning for continuous telework program improvement efforts.

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

Employee job satisfaction is an important employee attitude measured through the FEVS. Generally speaking, job satisfaction simply describes an employee's level of contentment with his or her job. Aggregated job satisfaction scores provide insights into employee perceptions of the overall quality of work life in an organization¹⁰. Academic research indicates that telework program participants are more likely to exhibit job satisfaction and improved performance than non-teleworking coworkers.¹¹ Moreover, research has established a relationship between job satisfaction and cost-related outcomes such as employee retention.¹²

Results from the analysis of FEVS data parallel findings reported in previous studies. Figure 9 shows a notably larger percentage of teleworkers report satisfaction with their jobs than employees who were not able to telework in 2011 (75% versus 68%) and in 2012 (73% versus 65%). The high rates of

⁷ Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.

⁸ Shamir, B., & Saloman, I. (1985). Work-at-home and quality of working life. *Academy of Management*, 455-464.

⁹ Results reported in this section should not be taken to indicate that telework causes the outcomes described. There are other characteristics of a situation or an employee (e.g., selection criteria for participation, motivation level) that might account for noted differences between teleworkers and non-teleworkers.

¹⁰ Baba, VV. and Jamal, M. (1991) Routinisation of job context and job content as related to employees quality of working life: a study of psychiatric nurses. *Journal of Organizational Behavior*, 12, 379-386.

¹¹ Gajendran, R., & Harrison, D. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 1524-1541.

¹² See e.g., Rust, R.T., Stewart, G.L., Miller, H., Pielack, D. (1996) "The satisfaction and retention of frontline employees: A customer satisfaction measurement approach", *International Journal of Service Industry Management*, 7: 5, 62 - 80

satisfaction among those who choose not to telework but have the option to do so also suggest that the existence of telework policies benefits the entire workforce in indirect, but positive ways.

A total of 68% of 2012 FEVS respondents reported satisfaction with their jobs and 15%, dissatisfaction. Overall, results show a decline in the percentage of job satisfied employees between 2012 (68%) and 2011 (71%). This general decline in Federal employee job satisfaction is reflected in a comparison of teleworker job satisfaction between 2011 (75%) and 2012 (73%). Employees who do not telework because of a barrier report a similar decline in job satisfaction from 2011 (68%) to 2012 (65%).

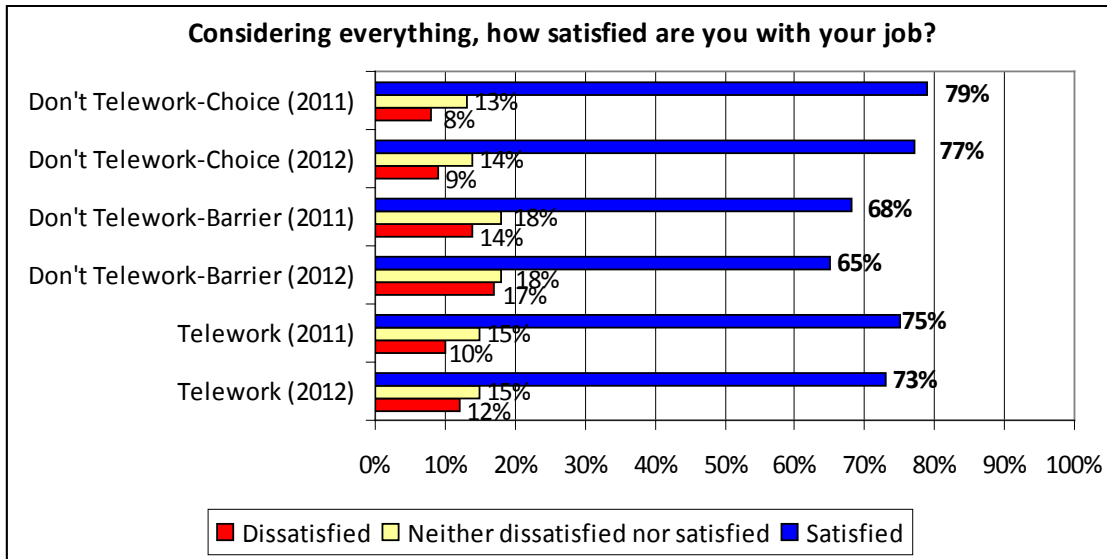


Figure 9: Telework and Job Satisfaction

Making telework available supports organizational performance by serving to attract, motivate, and retain talent. Implementation of telework programs provides an opportunity to positively shape and influence the building of overall organizational competence and, ultimately, organizational performance.¹³ From a purely bottom-line perspective, replacing an employee can be an expensive undertaking, with cost estimates for turnover ranging from 90 to 200 percent of an employee’s annual salary.¹⁴

Results shown in Table 37 indicate that most respondents to the 2011 and 2012 FEVS were not considering leaving their organizations. However, there are notable differences related to telework participation in stated turnover intentions. Among respondents who reported a barrier to telework,

¹³ Illegems, V. & Verbeke, A. (2004). Telework: What does it mean for management? *Long Range Planning*, 37, pp. 319-334.

¹⁴ Society for Human Resource Management (2010). Retrieved online: http://www.shrm.org/research/benchmarks/documents/assessing%20employee%20turnover_final.pdf

more were likely to express intent to leave their current agency in both 2011 and 2012. This finding parallels results from a meta-analysis of academic studies showing that telework typically relates to employee retention, with teleworkers more likely to express intent to remain with an employer.¹⁵

Response options for the FEVS turnover item also probe for reasons an employee might choose to leave his/her organization. A relatively large percentage of respondents who faced a barrier to telework express intent to leave the organization for another Federal job or seek a job outside the Federal government (25% in 2012 and 21% in 2011). Fewer teleworkers express the same intent (21% in 2012 and 19% in 2011).

Table 37: Telework and Employee Retention/Turnover

Are you considering leaving your organization within the next year, and if so, why?	No	Yes, to retire	Yes, to a Federal Job	Yes, <u>not</u> a Federal Job	Yes, Other
Telework (2012)	71%	5%	17%	3%	4%
Telework (2011)	72%	6%	16%	3%	3%
Don't Telework-Barrier (2012)	66%	5%	20%	4%	5%
Don't Telework-Barrier (2011)	68%	6%	18%	5%	3%
Don't Telework-Choice (2012)	74%	8%	12%	2%	4%
Don't Telework-Choice (2011)	76%	8%	11%	3%	2%

An FEVS item asks respondents to describe whether they would recommend their organization as a good place to work. This item is considered here for two reasons. First, agreement with the question suggests an overall positive, desirable attitude toward the employer. Second, potential applicants often make their decisions to apply to an agency based on word-of-mouth endorsement by a colleague, friend or family member. This item is considered here in large part because of its probable relationship to applicant attraction.

Overall, as with job satisfaction, slightly fewer respondents to the 2012 FEVS recommend their organization as a good place to work (67%) when compared with 2011 results (69%). This downward trend is reflected in the findings below; for example, fewer teleworkers in 2012 (72%) would recommend their organization as a good place to work when compared with 2011 results (74%).

Narrowing discussion to teleworkers, the general trend toward positive perspectives noted in 2011 is reflected in 2012 results. A much greater percentage of teleworkers in 2012 (72%) and those who have a choice in whether to telework (75%) would recommend their organization when compared with those

¹⁵ Gajendran, R., & Harrison, D. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 1524-1541.

who are not able to telework because of a barrier (63%). Again the gap in reported percentages is significant for both years and suggests those who are able to telework or have a choice in telework are more effective ambassadors to future employees than those not able to telework.

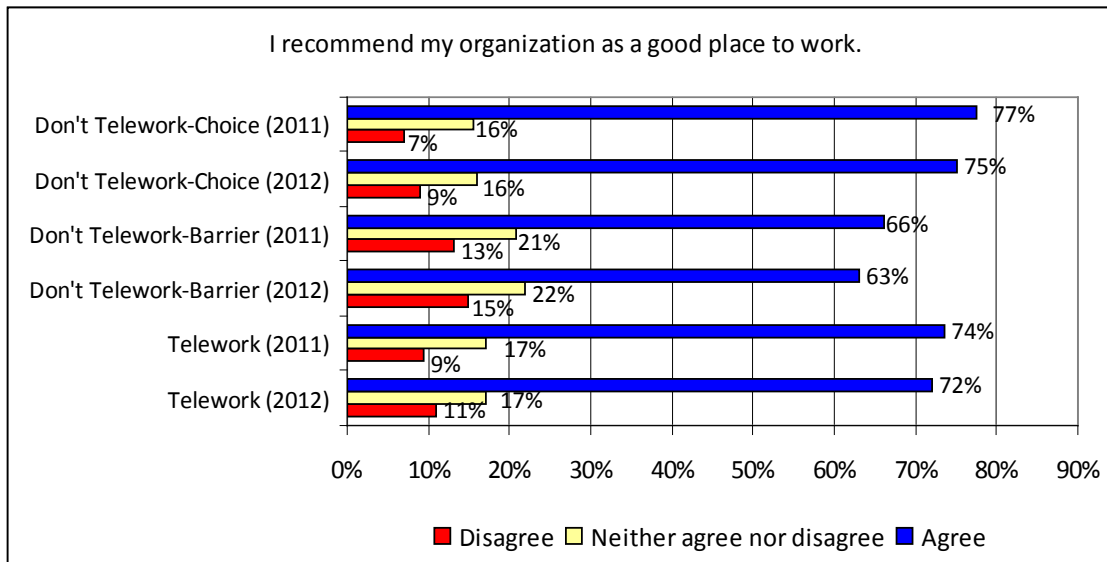


Figure 10: Telework and Recommends Organization

Employee Perspectives: Performance Management in the Telework Environment

Successful telework requires supervisors to be skilled in performance management. Moreover, research shows a link between job satisfaction and specific characteristics of jobs (skill variety, task identity, task significance, autonomy, and feedback),¹⁶ some of which parallel core performance management processes outlined by the U.S. Office of Personnel Management.¹⁷ The list below illustrates correspondence between FEVS items and two core aspects of performance management:

- Plan work in advance so that expectations and goals can be set (FEVS item – role clarity – clear job expectations: I know what is expected of me on the job.)
- Monitor progress and performance continually (FEVS item – performance accountability – I am held accountable for achieving results),
- Develop the employee’s ability to perform through training and work assignments
- Rate periodically to summarize performance, and
- Reward good performance.

¹⁶ Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.

¹⁷ See: <http://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/>

Analysis included responses to the two FEVS items reproduced in the list and provides an opportunity to consider how teleworkers and non-teleworkers assess important aspects of the work context. The environment created through application of these performance management principles, in turn, influences job satisfaction. Recall that job satisfaction is of particular interest to employers because of its relationship to employee retention, an important aspect of any return-on-investment calculation for telework.

As Figure 11 illustrates, a slightly higher percentage of teleworkers in 2011 (82%) reported a clear understanding of *what is expected* of them on the job than did teleworkers responding in 2012 (81%). Interestingly, the actual difference between teleworkers and those who do not telework as a result of a barrier is relatively small across years in this analysis, reflecting that most employee respondents to the FEVS reported a clear understanding of job expectations.

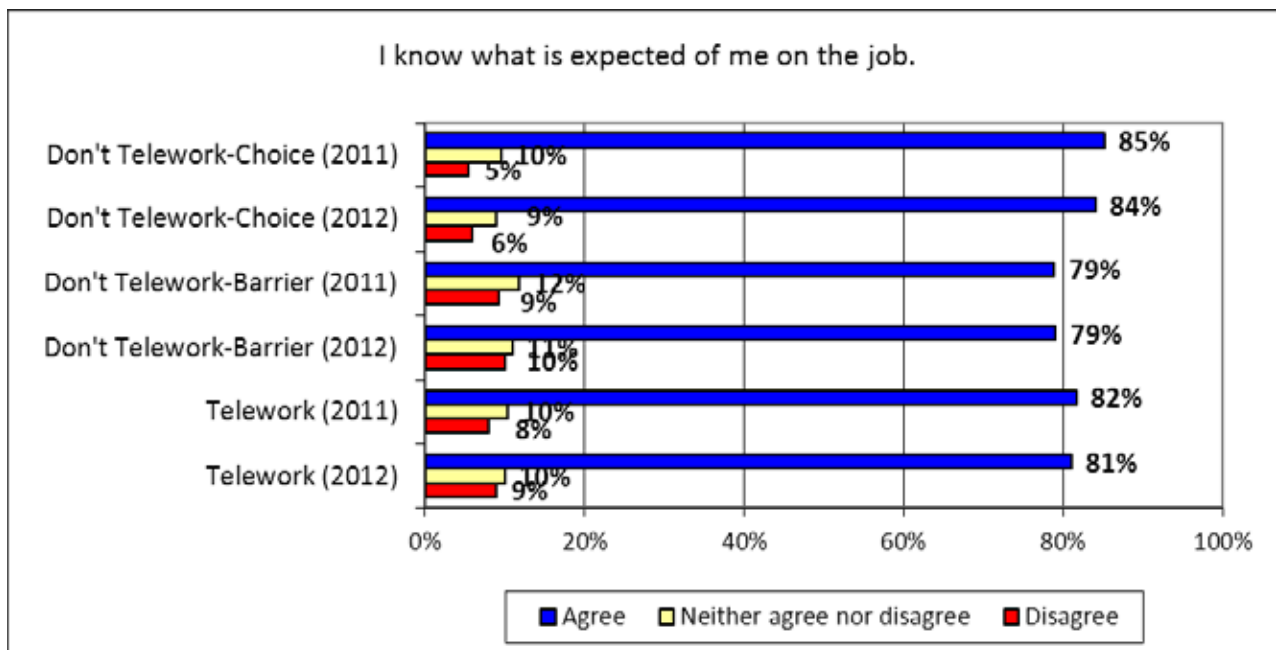


Figure 11: Telework and Clear Job Expectations

As in the previous figure, respondents in all three categories of telework and non-telework tended to agree that they were *held accountable for achieving results* in both 2011 and 2012. The overall trend toward accountability is encouraging since it features as a prominent aspect of successful performance management. As Figure 12 shows, there is a wider gap in the percentage of agreements between respondents who reported a barrier to telework and teleworkers in 2011 (82% versus 87%) and in 2012 (81% versus 87%). This finding may indicate that supervisors do increasingly understand the necessity of managing by results in the telework environment.

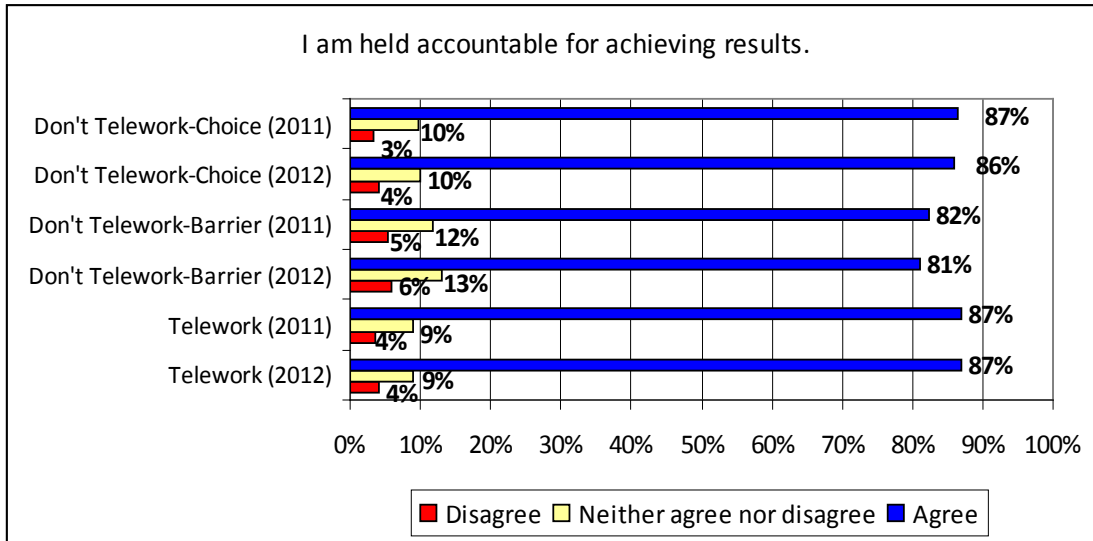


Figure 12: Telework and Employee Accountability for Achieving Results

Task identity is a job characteristic that influences the meaningfulness of work for employees. It functions as an important motivator and is also related to a sense of satisfaction with the job¹⁸. Notably, the FEVS includes an item measuring an employee’s perceived empowerment over the job and this item has some conceptual overlap with task identity.

Overall, the relatively large percentage of “neither agree nor disagree” responses in both years suggests that many respondents either did not know how to answer or actually were neutral about the question regarding empowerment. The rate of negative responses may indicate that managers/supervisors do not understand the extent to which telework may promote a sense of empowerment and enhance motivation among employees.

Notably, a higher percentage of employees likely to experience a greater degree of autonomy in their jobs (teleworkers and those who do not telework by choice) reported a *feeling of personal empowerment with respect to work processes* in 2011 and 2012 than did respondents who reported a barrier to telework (Figure 13). To highlight, in 2012, 50 percent of teleworkers in contrast to only 41 percent of those not able to telework because of a barrier agreed that they have a feeling of personal empowerment over work processes.

¹⁸ Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.

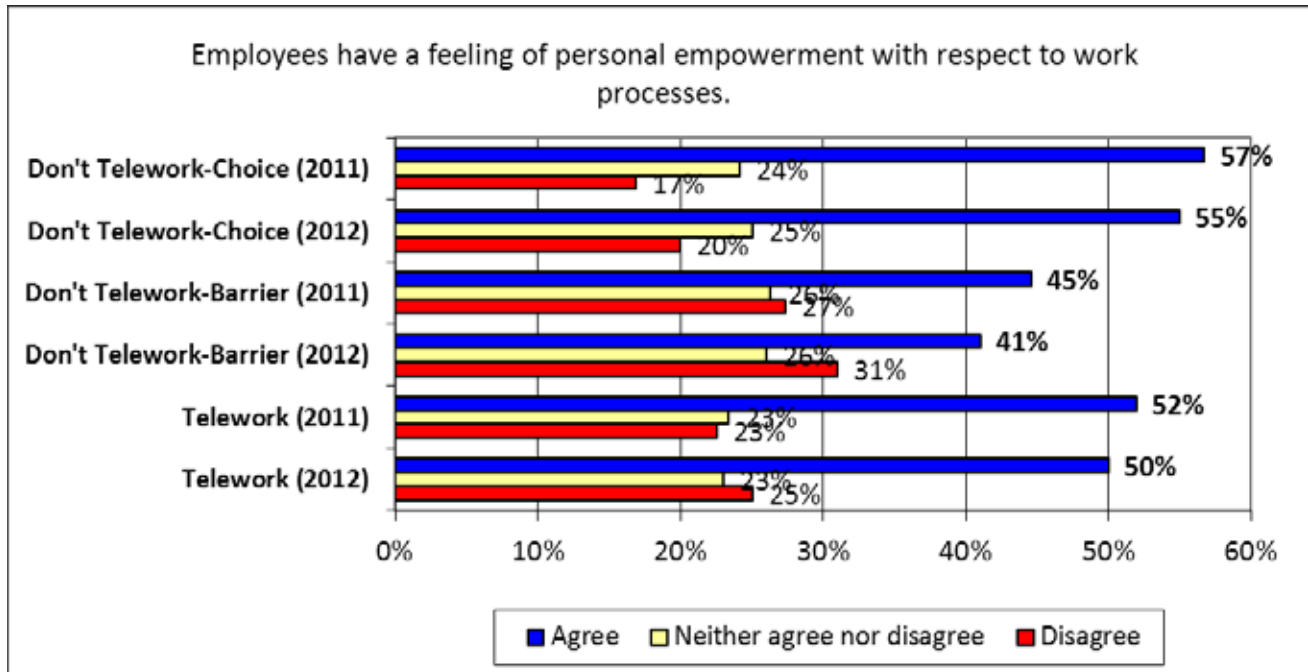


Figure 13: Telework and Empowerment Over Work Processes

Employee Perspectives: Assessing Federal Telework Program Success

Here we consider the success of Federal telework programs from the perspective of employees. As described elsewhere in the report, agencies have provided estimates of current participation, but we do not have clear indicators of how likely employees are to continue to participate in the future. Employee assessment of Federal Telework Programs may give us foresight into future participation rates.

Anecdotally, we do know of situations in which employees have elected to discontinue a telework agreement, with reasons typically relating to dissatisfaction with some aspect of the program. The FEVS includes an item that provides teleworker employees with an opportunity to describe satisfaction with their agency telework program. In 2011, all respondents were asked to indicate their level of satisfaction with telework, including non-teleworkers. For 2012, the question was asked only of teleworkers and for that reason, results can only be compared across years for teleworkers. As a comparison, teleworker satisfaction with agency programs has remained consistent and relatively high for both 2011 and 2012 (72% and 73% respectively).

Table 38: Telework Satisfaction with Agency Telework

	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied
Telework 2012	10%	17%	73%
Telework 2011	10%	18%	72%

Advancement of Federal telework, to the extent consistent with sustained individual and agency performance, is fundamental to the Act. It is, consequently, important to consider aspects of the workplace that might encourage or support continued employee participation in telework. Discussed earlier, supervisor participation models telework and can send a message of support for telework to subordinates, likely to encourage participation. Previous studies also have linked employee perceptions of supervisor work-family support with participation in work-life programs, including telework¹⁹. Certainly, as noted in the 2012 report, employee perceptions of supervisors as supportive of needs to balance work with other life responsibilities may help relieve stress and lead to more positive work experiences, again encouraging telework participation.

Figure 14 illustrates that, when compared with respondents who do not telework because of a barrier, more teleworkers perceive supervisors as supportive of their efforts to balance work with other life issues. This finding holds true for both 2011 (85% versus 74%) and 2012 (85% versus 73%).

Notably, in 2012, double the percentage of respondents who faced a barrier to telework *disagreed* with the statement that *my supervisor supports my need to balance work and other life issues* in a comparison with teleworkers (14% versus 7%). The same was found in 2011 with 6% of teleworkers disagreeing with the statement as compared with 13% of respondents kept from teleworking by a barrier.

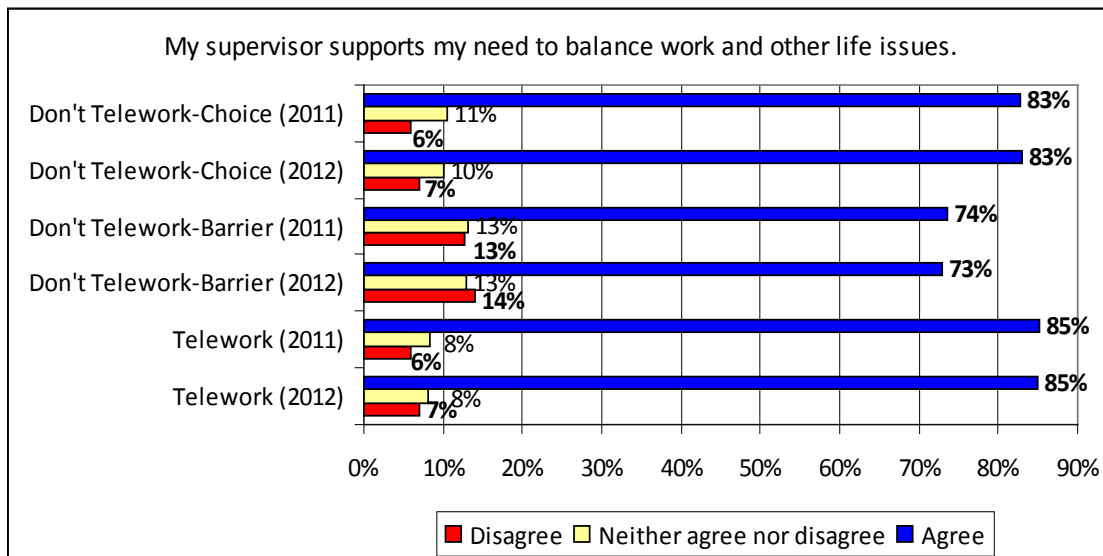


Figure 14: Perception of Supervisor Support by Telework Participation

¹⁹ Bailey, D.E. and Kurland, N.B. (2002). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23, 383-400.

As emphasized in training that OPM makes available to employees and managers, trust between coworkers and teleworkers is an important element of any successful telework program, as is trust between supervisors and teleworking employees. Trust is something that must be earned and sustained over time, but it is also a competency that must be developed and nurtured.

When confronted with the statement: *I have trust and confidence in my supervisor*, just 66% of all respondents to the FEVS item agreed (Figure 15). Notably, however, in 2012 a comparatively greater percentage of teleworkers (73%) and non-teleworkers by choice (74%) agreed that they have trust and confidence in their supervisors – another encouraging indicator of initial success for Federal telework.

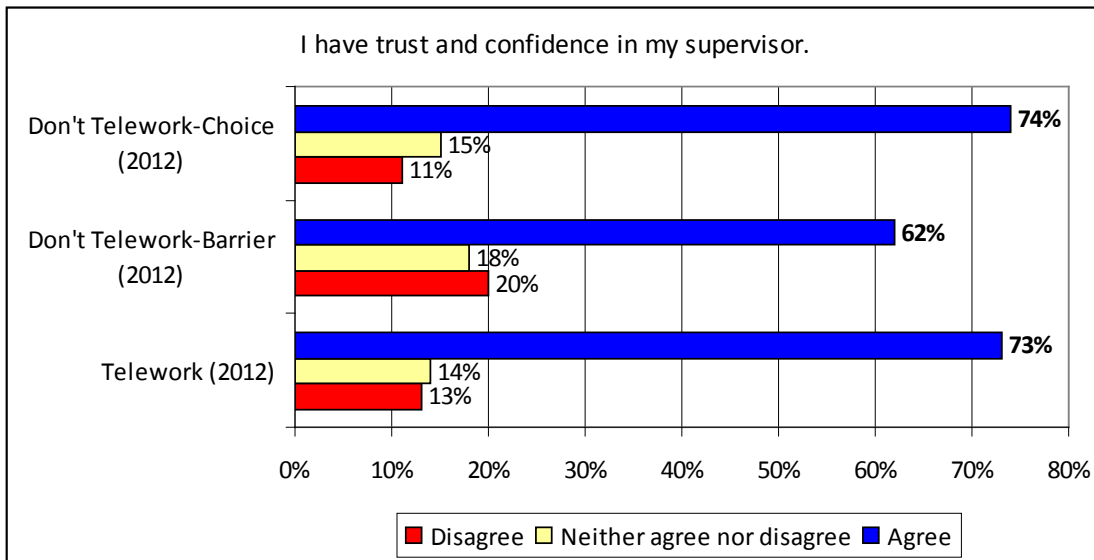


Figure 15: Expressed Trust and Confidence in Supervisor by Telework Participation

Employee Perspectives: Telework and Unintended Consequences

As we noted in the 2012 status report, employees may hesitate to telework and some managers fail to support participation in telework because of concerns regarding possible negative consequences. In an extensive review of telework research, researchers Bailey and Kurland reported the potential for social and career isolation as a possible negative unintended consequence of telework²⁰. Others have reported a relationship between telework and employee isolation, with consequences such as reduced performance²¹. Meeting colleagues in passing is regarded as a key opportunity for unplanned or

²⁰ Bailey, D.E. and Kurland, N.B. (2002). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23, 383-400.

²¹ Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology*, 93(6), 1412.

serendipitous knowledge exchange. To the extent that such opportunities are reduced, telework could have the unintended consequence of reduce overall knowledge sharing in workplaces.²²

Analysis of FEVS data suggest the potential for unintended consequences with telework has largely been avoided in the current developmental stage of Federal telework programs. Results shown in Figure 16, Figure 17, and Figure 18 reveal that teleworkers are actually much more likely than those not able to telework to agree that they are given opportunities for career development, including opportunities for skills improvement and to use their talents in the workplace. Teleworkers by and large perceive opportunities for knowledge-sharing among employees in their work units.

Teleworker perspectives also indicate that Federal agencies provide environments likely to support effective telework, with evidence of continued career development and knowledge-sharing opportunities. In a comparison of teleworkers with FEVS respondents overall in 2012, a higher percentage of teleworkers agree that they have opportunities for skills improvement (71% versus 63%), that their talents are used well in the workplace (64% versus 60%), and employees in their work unit share knowledge (77% versus 72%).

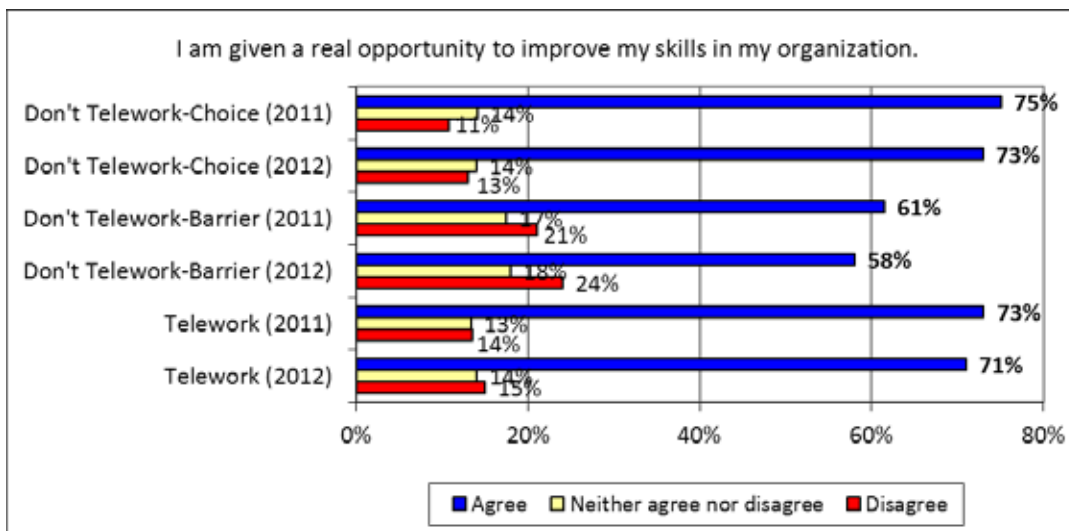


Figure 16: Opportunities for skills improvement by Telework Participation

²² Horan, T., & Wells, K. (2005). Enacting virtual forms of work and community: multiwave research findings across individual, organizational, and local community settings. In D. Garson (Ed.), *Handbook on Public Information Systems* (pp. 521-544). New York, NY: Marcel Dekker.

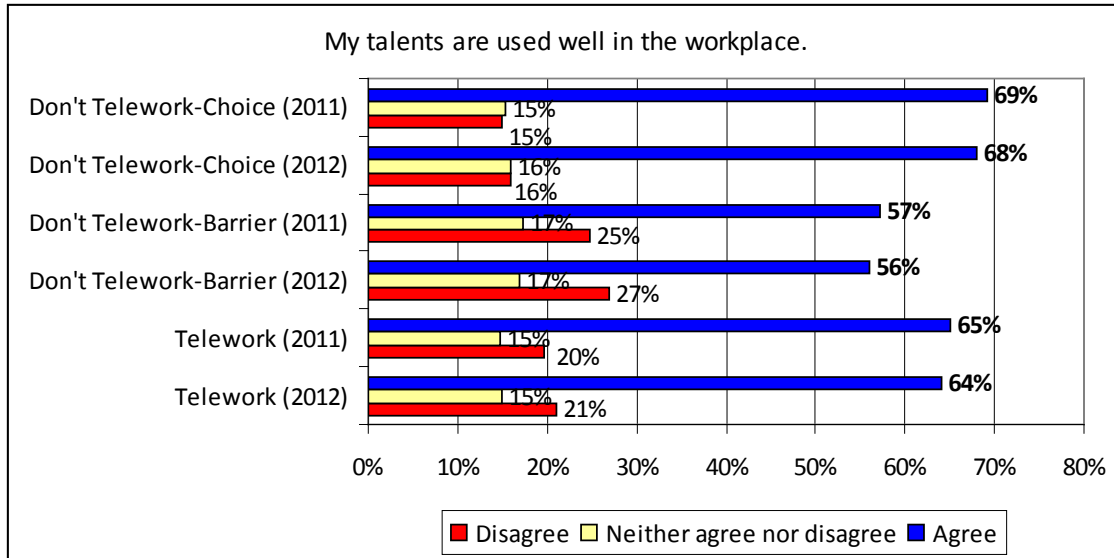


Figure 17: Strategic Use of Talents by Telework Participation

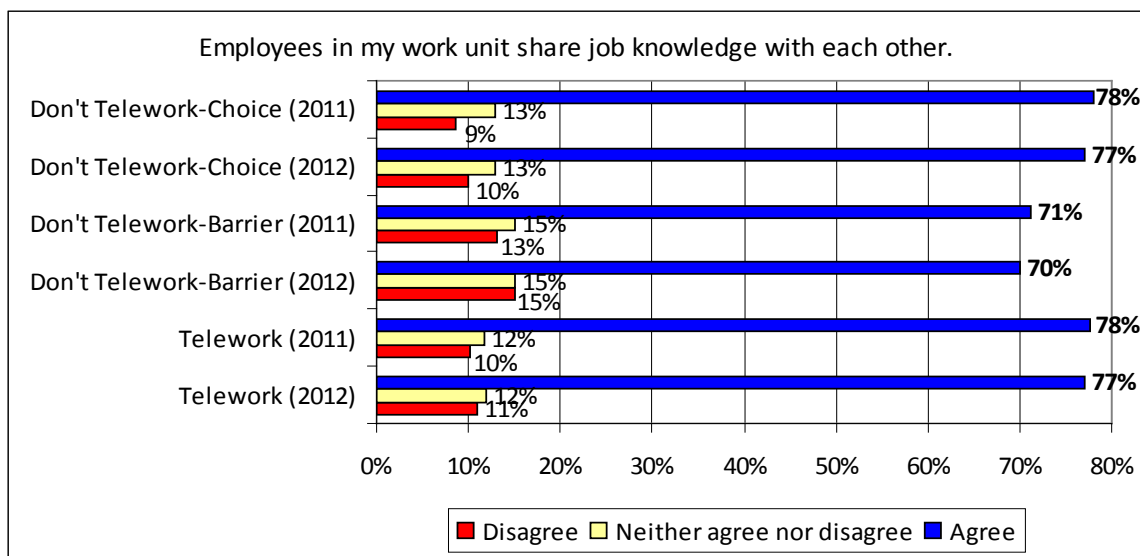


Figure 18: Perceptions of Knowledge Sharing by Telework Participation

Finally, a possible unintended negative consequence not included in the last status report relates to perceptions of workload. Research shows that teleworkers may tend toward overwork and use the hours that would have been spent in commuting at work instead.²³ Some employees may elect to

²³ Ellison, N. B. (1999). Social impacts: new perspectives on telework. *Social Science Computer Review*, 17(3), 338-356.

telework in order to maximize the number of hours available to meet workloads that have become increasingly burdensome, especially as Federal agencies are asked to satisfy missions with fewer resources. Results of FEVS data analysis tends to offer some support that workloads may be a driving factor in the decision to telework.

Figure 19 shows that equally as many teleworkers as those who face a barrier to telework disagreed that their workload was reasonable. We also see far smaller agreement percentages among teleworkers than we saw in the results of previous analyses examining unintended negative consequences. In fact, in this instance, teleworker profiles look more like those employees who are not able to telework due to a barrier, with only 59% of teleworkers and those who face a barrier to telework agreeing that their workloads were reasonable in 2012. An intriguing finding, a much greater percentage of respondents who choose not to telework agreed that workloads are reasonable when compared with the average response to the item on the FEVS (66% versus 59%).

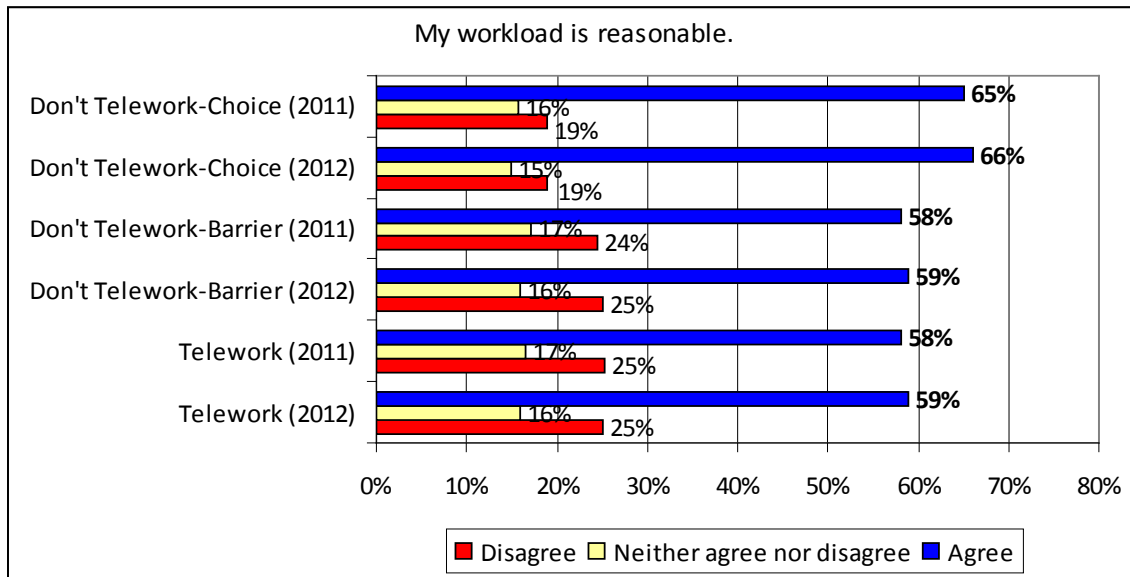


Figure 19: Perceptions of Workload by Telework Participation

Agency Goal-setting Efforts: Telework Participation

Stated throughout this report, achieving successful telework programs is fundamentally an exercise in organizational change. Change management models often advocate goal-setting as an essential practice for achieving successful change, with change guided by vision and objectives linked to *specific, measurable, achievable, relevant and time-bound* (SMART) goals. Setting goals provides the motivation necessary to facilitate progress toward successful programs. Setting *measurable* goals is important for gauging the success and effectiveness of change programs like telework. OPM provides training on an ongoing basis to agencies on goal-setting, measurement and evaluation both in the form of group seminars and individual consultations.

Through its direction to OPM to report on participation goals, the Act reflects Congress's anticipation that agencies will establish participation goals. The Act also encourages Executive agencies to set and assess progress towards meeting other telework outcome goals – such as emergency preparedness, energy use, recruitment, retention, performance, and productivity. The Call provides agencies with an opportunity to report on any goal-setting and assessment efforts related to these outcomes during 2012. Results are shown in the following sections.

Participation Goal Assessments: Fiscal Year 2012 Progress

In the 2011 Data Call, OPM asked agencies to report a participation goal for Fiscal Year 2012. Agencies had the option of providing this goal in terms of a percentage or number of employees or describing a different type of goal. The actual question is shown here:

Data Call item: The Act requires each agency to establish an “agency goal for increasing telework participation to the extent practicable or necessary for the next reporting period.” What is your telework goal for fiscal year 2012? That is, what is the number and the percentage of employees the head of your agency expects to telework during the next fiscal year?

- Goal number of employees teleworking
- Goal percentage of employees teleworking
- We have not set a telework goal for 2012
- Other. Please describe: _____

The Act tasked OPM with collecting “...the agency goal for increasing participation to the extent practicable or necessary for the next reporting period, as indicated by the percent of eligible employees teleworking in each frequency category... .” Through working with agencies and experts to draft the Data Call, it became evident that agencies were in the early stages of implementing the Act's requirements. Thus, to begin assisting agencies with developing goals, OPM asked agencies to set goals in terms of overall participation numbers rather than breaking goals down by frequency category. OPM felt that it would not be “practicable” within the meaning of the Act for agencies to set frequency goals without access to adequate data, familiarity with the goal-setting process, and the necessary competencies for setting goals. While OPM has worked extensively with agencies to fill in these data and competency gaps, it continues to be a work in progress.

Appendix 13 displays agencies' reported goals for Fiscal Year 2012, their reported assessments of progress in 2012, and OPM's assessments of their progress. Fifteen agencies clearly met their goals as reported. Ten additional agencies likely met their goals, but due to unclear descriptions of the goal and calculation method, OPM was unable to independently verify this attainment. Fifteen agencies provided non-numeric goals for 2012 that OPM was not able to assess. Thirty agencies did not provide a goal in 2011 for OPM to assess, and twelve did not meet their specified goals. Seven agencies were new to the Data Call this year, and as a consequence had not set a goal for OPM to assess.

The Institute for Museum and Library Services (IMLS) is an instructive case where OPM's assessment differed from the agency's goal achievement assessment. IMLS set a goal of increasing telework by 20 percent. Based on their 2011 participation level, this would require an increase from 40 teleworkers to 48 teleworkers. In September 2012, IMLS reported only 30 teleworkers and 45 with active telework agreements. This apparent discrepancy was found actually to be due to a decrease in the number of full-time employees at IMLS over the same time period. Sudden or unexpected changes in employee population totals can impact the ability of agencies to set and meet goals.

The above example serves as an important reminder that an apparent decrease in participation and failure to achieve goals may actually be an artifact of specific changes in context. In the case of very small agencies, such as IMLS, it may also be difficult to set goals given uncertainty in projected staff levels. Even small changes in the number of staff members can dramatically impact the number and percentage of teleworkers at small agencies.

Discussion of OPM's Assessment Process

Under the Act, OPM is tasked with providing "an assessment of the progress each agency has made in meeting agency participation rate goals during the reporting period...." OPM made an independent determination of whether or not agencies' submitted 2011 and 2012 participation data supported their self-assessments of progress. To do so, OPM used September 2011 participation numbers provided last year, along with this year's September 2012 and Fiscal Year 2012 participation, eligibility, and agency population numbers to assess whether agencies had met their goals. Depending upon the type of goal provided, OPM used the appropriate pieces of information to reproduce the calculation required to assess the goal. For a variety of reasons, this assessment presented challenges. Agencies varied in the type of goals and clarity with which they described their goal.

Assessment challenges were greatest for those agencies that provided percentage goals. OPM had to make assumptions about whether the agency intended to focus on percent of eligible employees or percent of total employees. In some cases, it seemed that the goal clearly had been met using September 2012 participation numbers, and in others it was only met if using larger Fiscal Year 2012 figures. Some agencies appeared to struggle to describe goals with clarity. Agencies varied in describing goals in terms of "percent," "percentage increase of," "percent increase on a percent," a whole number percentage, or a decimal formatted percentage. This ambiguity made verification very difficult.

Non-numeric goals present an additional challenge. Such goals include statements of current fact rather than forward looking goals, citing percentages of employees that “want to” telework, and aspirations for successful programs. It may be that agencies are reluctant to set numeric goals because they are not yet at a policy development stage to do so. We also recognize that agencies face other uncertainties relating to budget, personnel, mission, and political constraints. Finally, agency telework staff may also be unsure about what constitutes an appropriate goal or may lack the data or expertise necessary to measure.

From Appendix 13, it is also evident that numerous agencies reported not meeting a goal when they had selected the response option for having no goal in 2011, provided a non-numeric goal in 2011 or, in a few cases, did not report participation numbers that demonstrated an achievement, or did not report any participation numbers at all. This again may reflect some of the same concerns described in the previous paragraph. Agencies may be unsure about how to set and assess goals. Staff turnovers likely mean that many of those compiling this year’s data had no hand in producing the data from last year.

During a recent engagement with OPM regarding the 2012 Report to Congress on the Status of Telework in the Federal Government, the General Accountability Office (GAO) expressed concern that agency goals were not provided by frequency category. The number of issues found during OPM’s 2012 assessment of agencies’ progress clearly indicates, however, that more work is needed on the part of agencies towards perfecting and assessing overall participation goals before we can complicate goal-setting by asking for a finer grain goal-setting by frequency categories.

The simplest goals for OPM to assess were those listed as numbers of employees. Using numbers rather than percentages reduces the uncertainty of which metric (and denominator) were used to assess the goal. Some agency staff members may be more comfortable thinking about, working with, and describing numbers of employees rather than percentages.

Understanding Missed Goals and Efforts to Achieve Future Goals

The Act directs agencies to provide “an explanation of whether or not the agency met the goals for the last reporting period and, if not, what actions are being taken to identify and eliminate barriers to maximizing telework opportunities for the next reporting period” [5 U.S.C. 6506 (b) (2) (E)].” During the 2012 Data Call, if respondents reported an agency’s failure to meet its established Fiscal Year 2012 goal, the agency POC was given an opportunity to explain why the goal was not met, and to provide an explanation of measures being taken to meet future goals. Full answers for these agencies can be found in Appendix 14.

Agencies that had established but not met a goal for 2012 cited a number of reasons for not meeting their goals. The more commonly described reasons included data collection limitations, classified nature of mission, mixed records between subagencies, ongoing barriers to participation, high turnover, reorganizations, and lack of interest.

Importantly, and as described earlier, population fluctuations negatively influenced goal attainment for several agencies. For those that set goals in percentage terms, an unexpected rise or fall in the agency population may have impacted their participation rates.

Agencies described a number of efforts to eliminate barriers to telework and improve future goal achievement potential. These parallel some of the efforts agencies cited for promoting telework overall. Most frequently, agencies noted efforts to promote programs, increase awareness, and encourage management and senior leadership to support telework. Some planned activities for Telework Week and COOP exercises. Other techniques included addressing IT issues, improving data collection, encouraging accurate recording of hours by employees and timekeepers, surveys, pilot programs, training, designating telework officers for subunits, and addressing lingering security and labor concerns. Full responses appear in Appendix 14.

Participation Goals: Fiscal Year 2013

In the 2012 Data Call, agencies were asked once again to provide a telework participation goal for the coming Fiscal Year 2013. To encourage more uniformity and comparability between agencies' goals, OPM specified that agencies should give percentages in terms of "eligible" employees. Agencies appear to have followed this recommendation, which should aid OPM's assessment process next year. In the 2012 Data Call, agencies were asked the following question regarding their 2013 participation goals:

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

- Goal number of employees teleworking
- Goal percentage of **eligible** employees teleworking
- Other. Please describe:

For Fiscal Year 2013, 61 agencies were able to set a telework participation goal, while 29 agencies did not provide a goal. Among the 61 agencies that did provide a goal, 19 agencies expressed it in terms of a number of employees, 41 agencies expressed a goal in percentages, and 15 used another method. Note that for some agencies goals were expressed in multiple ways. A list of Fiscal Year 2013 participation goals can be found in Appendix 15.

Agencies That Did Not Set Participation Goals

Agencies that did not provide participation goals were asked to:

"Please describe what has prevented you from establishing the required participation goal and the plans your agency has for establishing such a goal."

The reasons provided are particularly instructive (for the full responses see Appendix 16). They illustrate that the barriers agencies face in implementing telework can create challenges for some agencies in goal-setting.

Five agencies described the challenges of setting participation goals for very small agencies, especially those with fewer than 10 employees. Small agencies' teleworking populations can change rapidly due to unexpected retirements or high attrition rates.

In some agencies, mission and the nature of positions also impacts the ability to anticipate the level of telework and to set goals. One agency noted that several appointed employees chose not telework, although eligible, because of the nature of their work. The Central Intelligence Agency and the Office of the Director of National Intelligence cite the classified nature of their work as the biggest impediment to telework. Additionally, concerns remain regarding whether to disclose the number of employees who telework at the agency, which serves as another barrier to expanding telework opportunities to a larger population of employees.

Goal-setting and strategic planning require adequate staffing levels and expertise within agency human resources and work-life staffs, the two places where telework offices are generally housed. Two agencies noted that due to staffing issues in these departments, the agencies simply did not have the ability to consider goal-setting at the time of the Data Call.

Barriers continue to challenge efforts toward expanding participation in telework. Management resistance, ongoing labor negotiations, lack of required technology, and securing of Personally Identifiable Information (PII) contribute to the difficulty of forecasting telework participation. As an example, the Peace Corps described the role of barriers with its response:

“We have identified several barriers to telework and have implemented strategies to eliminate the barriers. We don't believe setting goals would be beneficial until the major barriers to telework have been eliminated. We will continue to see improvements in the number of employees who telework. We are also trying to develop better tracking tools to determine the number of days/hours employees' telework.”

Uncertainty and inadequate telework data continue to inhibit the development of appropriate and useful participation goals. There is little evidence to believe that requiring agencies to also provide participation goals in terms of frequency categories would yield positive results.

The General Services Administration (GSA), often considered a leader in Federal telework practices, takes a strong stance against the usefulness of setting participation goals:

“GSA as an Agency is in the unique position of promoting several Federal initiatives to reduce Federal space, reduce costs of maintaining space and achieving Sustainability goals. GSA determined that implementing Telework participation goals may be counterproductive to overarching Agency mission goals in support of the Federal workspace. We advocate mobility and telework to the fullest extent possible, including full-time telework and that our employees model the new emerging Federal workplace, “being where you need to be to get the work done.” We hold that an arbitrary percentage goal for telework may well put the focus on telework rather than performance and take away from our efforts on behalf of Federal employees. We believe we are doing a good job at meeting the spirit and intent of mobility and telework.”

GSA's statement broadly captures some of the more specific concerns expressed by other agencies that did not set goals. A number of agencies noted, for goal-setting to be useful, it must be linked to agency

mission. For many agencies, the measure of a successful telework program may not be the number of participants, but rather the existence of a work culture that supports telework when it is needed to accomplish the agency's work. Setting goals for program outcomes and demonstrating a link between telework and outcomes like performance improvements is a measure of success much more meaningful for telework evaluation than is establishing and assessing sometimes arbitrary levels of participation.

Agency Outcomes: Assessing Agency Non-Participation Goals

With major policy revisions largely completed and implementation of telework programs well underway, agencies have had more opportunity during the current reporting period to focus on goal-setting and measurement of telework outcomes. Compared with 2011, in 2012 more agencies reported setting each goal category listed in the Data Call (Table 39). The most common goal established for telework continues to be emergency preparedness, followed by improved employee attitudes, recruitment and retention. Goals of reduced commuter miles, energy use, and real estate costs continue to be uncommon and exhibited the smallest frequency increases from 2011 to 2012. As described in the 2012 report, it is likely that difficulty of data collection and measurement may be a contributing cause. For goals related to traditional Human Resources metrics, data and measures are more readily available within the work-life offices and Human Resources offices from which telework programs are often run. However, gaining access to data for energy and environmental goal assessment is challenging and often requires access to data that may not even be collected currently or collaboration with other areas of an organization. Even when telework data is collected as part of sustainability surveys, analysis is generally quite complex and may fall outside the expertise of telework program staff.

Table 39: Number of Agencies with Non-participation Goals

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

In this early stage of program implementation, OPM continued to ask agencies to describe their measurement techniques and progress towards assessment through an open-ended question as opposed to using a stricter, directed format. The open-ended question style encourages agencies in all stages of goal and measurement development to detail ongoing efforts.

Despite the challenges of measuring outcomes and collecting data, agencies have made marked progress towards turning the focus of their programs to assessment. As shown in the sections below, many agencies have found creative and innovative ways to measure outcomes across all types of goals. Insights can be gained both from noting which measurement techniques are frequently used and which

represent unique, new ideas. The sections to follow summarize both the most common and the most innovative techniques, highlighting promising practices that might inspire (or serve as models for) agencies still working towards measuring outcomes. These promising practices will set the stage for best practices in years to come.

Outcomes described in the Act were listed in the Call and these are considered next. As a reminder, because agencies frequently established employee behavior and attitude improvement goals there is some unavoidable redundancy between this section and the previous section describing employee behavior and attitude outcomes through the FEVS. This convergence serves to illustrate the broad utility of the FEVS for assessing telework benefits at both the Governmentwide and local agency level.

Recruitment

Telework can have benefits both for the organization and the employee. In challenging fiscal times, the work-life balance provided by telework can act as a non-monetary incentive that agencies can offer prospective employees. The most common way in which agencies operationalize recruitment as a goal of telework is through describing possible telework opportunities as part of job announcements (42 agencies).

Table 40: Plans to Measure and Use Telework towards Recruitment

Plans to measure and use telework towards recruitment	Number of agencies
Job announcements	42
Agency website	5
Recruitment materials	5
Recruitment efforts	4
FEVS	3
Interview process	3
Job fairs	3
New employee survey	3

Agencies have worked hard to get the word out to prospective employees about telework through a variety of methods. These include posting telework on job announcements, agency websites, and recruitment materials as well as mentioning telework during interviews, expanding telework to new employees and interns, and discussing telework policy during the onboarding process. Some agencies also measure the impact of telework on recruitment through the FEVS, new employee surveys, exit surveys, focus groups, HR data, and tracking job offer rejections.

The Departments of Agriculture and Defense Notable describe efforts notable among those reported for this year. As detailed in the table below, both make use of new automated systems to ensure that telework is applied to all vacancy announcements, and that eligibility is determined and measured through data systems.

Promising Practices

Department of Agriculture	The USDA is launching its "One USDA" Enterprise Management System. Streamlined Telework eligibility statements will consistently be applied to all vacancy announcements in order to advertise its Telework Program available to new recruits.
Department of Defense	Telework eligibility must be determined for recruiting for new position vacancies. We will track and measure this through the DoD Civilian Personnel Data System.

Retention

Just as telework can be a way of attracting top talent, it can also serve to keep top talent and institutional knowledge within an organization. Agencies clearly recognize that turnover is very costly. Most commonly, agencies made use of a FEVS question (Are you considering leaving your organization within the next year, and if so, why?) to measure the impact of telework on retention (12 agencies). For more discussion about turnover and the FEVS, see the previous section outlining employee outcomes.

Table 41: Plans to Measure and Use Telework towards Retention

Plans to measure and use telework towards retention	Number of agencies
FEVS	12
Exit survey	8
Surveys	6
Retained employees	5
Exit interviews	3
Focus groups	2

Agencies also relied upon other types of surveys, such as exit surveys, as well as exit interviews and focus groups to determine whether telework influences retention. Five agencies anecdotally described retaining employees through telework. Shown next, the U.S. Patent and Trademark Office specifically reported counting the number of employees the agency would have lost without telework as a measurement of success.

Promising Practices

Department of Treasury	With so many concerns about the level of churn within the government, Treasury is certainly looking for new and creative ways to maintain its skilled workforce. Treasury's bureaus are focused on looking at their pulse check surveys, number of fulltime telework requests, Federal Employee Viewpoint Survey, and orientation information to check for signs of dissatisfaction as well as opportunities to provide employees with alternative work situations.
International Boundary and Water Commission	Telework has been offered to employees with family situations that require them to be away from work rather than have them resign.

Promising Practices (cont.)

Patent and Trademark Office	<p>The USPTO Telework Enhancement Act Pilot Program (TEAPP), as part of the 2010 Telework Enhancement Act, will enable the USPTO to retain its highly skilled workforce. In a May 2011 survey of USPTO full-time teleworkers who live over 50 miles from the agency, two-thirds (68 percent) said the ability to work over 50 miles from the USPTO headquarters either has, or will, result in their working longer for the USPTO. On average they indicated that seven years of additional service could be directly attributed to the ability to live more than 50 miles from the USPTO headquarters.</p> <p>In view of the survey responses, the USPTO conservatively expects the attrition rate of full-time teleworkers on the TEAPP to be lower, and thus better, than the attrition rate of the non-full-time teleworkers by a factor of up to 5 percent annually over the seven year term of the TEAPP. Looking at the expected participation level of 668 patent examiners in the first phase of the TEAPP for example, a reduced attrition rate of 5 percent would equate to 33 patent examiners who remain with the USPTO longer than they otherwise would.</p>
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Performance

Measuring performance is often a complicated endeavor, and the ease of developing metrics often depends on the nature of the work performed. Work output measured by quantity (efficiency measures) is simpler to compare between teleworkers and non-teleworkers than work output that is largely measured by quality (effectiveness). The wide array of responses that agencies gave when asked about performance hints at the real challenges of identifying and standardizing performance measures, especially for the knowledge work done in Federal agencies. Agencies cited methods for collecting performance data such as focus groups, performance management plans, surveys, the FEVS, customer satisfaction measures, and management determinations.

Table 42: Plans to Measure and Use Telework towards Improving Performance

Plans to measure and use telework towards improving performance	Number of agencies
Focus groups	2
Part of performance management	2
Surveys	2
Work products	2
Customer surveys	1
FEVS	1
Improved employee performance	1
Internal assessments	1
Management surveys	1
Performance appraisal comparisons	1
Performance eligibility requirement incentivizes good performance	1
Supervisor determinations	1

Section 5: Outcomes and Goals

Several agency POCs have developed creative ways to begin to describe the impact of telework on employee performance. Some agencies described the anticipated psychological impacts and incentives associated with telework. By making good performance an eligibility criterion for telework, some argue that employees become incentivized to improve performance in order to telework or to maintain high performance to gain access to or keep a telework arrangement. Teleworkers can save work that requires more concentration for telework days and save time not commuting.

Other agencies demonstrate promising practices and have been able to move towards more formal, numerical assessments. Following models of performance management, the National Science Foundation launched an initiative to develop performance plans with clear measures, and the Peace Corps provide training to managers about how to evaluate performance. The National Credit Union Administration compares performance appraisals of teleworkers and non-teleworkers.

Promising Practices

Appraisal Subcommittee, Fed Financial Inst. Exam Council	We consider this a morale issue. If persons are happy with their job, they will do the work assigned to them hopefully in a satisfactory manner. Some telecommuters who only work at home 1-4 days a pay period save specific work for those days if it requires more concentration and can be done better in a quiet home office rather than the work office. It also makes them happier if they have a long commute and do not have to deal with that 1-2 days a week.
Environmental Protection Agency	Employees are required to maintain at least a level 3 performance rating to participate in telework. The opportunity to participate in telework is an incentive for employees to maintain a good performance. EPA will use related survey results from OPM's employee view point survey, internal surveys and focus groups to measure this achievement.
Federal Deposit Insurance Corporation	Internal Telework Survey results indicate that 70 percent of our managers agree those teleworkers' productivity increases or remains the same, and 80 percent of employees believe teleworking increases their productivity.
National Credit Union Administration	Compare performance appraisals of teleworkers with those of non-teleworkers in the same jobs.
National Science Foundation	In December 2012 NSF hired a dedicated Senior Human Resource Specialist with expertise in Performance Management to work with interested parties (including the Telework Managing Officer) in launching various performance management initiatives. This will include such things as working closely with supervisors in the development of performance plans that provide clear performance measures and expectations and developing tools to support supervisors in managing for results.

Promising Practices (cont.)

Patent and Trademark Office	The flexible work schedules associated with the telework programs and the elimination of the teleworkers’ daily commute have resulted in improvements in the overall efficiency of the USPTO. Analysis of the production data for FY 2009 and 2010 shows that examiners participating in the Patent Hoteling Telework Program (PHP) worked, on average, approximately 14 more examination hours, including overtime (OT), per year than non-PHP examiners. With the average PHP examiner having more examination hours than a non-PHP examiner, the resulting gain in productivity is approximately 5.7 full-time equivalents (FTEs) which are the same as approximately six (6) additional patent examiners working for a full year.
Peace Corps	We have included telework in performance management. We use telework to assist supervisors and employees to set, plan and measure performance. We train supervisors to use the results of telework to evaluate and monitor employee performance.

Improved Employee Attitudes

Recognized in the Act, telework can have a positive effect on employee attitudes, including job satisfaction. Setting goals centered on employee attitude improvement has particular relevance at a time when diminishing resources have put pressure on Federal employee resources, demanding they do more with less both at home and in the office. Not surprisingly, when agencies were asked to describe non-participation goals on the Call, many listed and described employee attitudes and behaviors.

Table 43: Plans to Measure and Use Telework towards Improving Employee Attitudes

Plans to measure and use telework towards improving employee attitudes	Number of agencies
FEVS	30
Surveys	7
focus groups	2
labor management forums	2

Because the FEVS includes a couple of telework items and several questions related to employee attitudes and satisfaction it has become a commonly used source of data for agencies to evaluate telework’s impact on established employee attitude outcomes (30 agencies). While it is promising that agencies are making use of the FEVS, the overall quality of the analysis techniques could be improved. Agencies vary in terms of which questions they make use of (telework program satisfaction versus job satisfaction). While telework program satisfaction is an important metric to track, it does not by itself measure employee attitudes of interest such as job satisfaction or engagement. In fact, agencies should be very cautious when making comparisons of telework satisfaction. In the 2011 FEVS, the definition of telework used by the FEVS changed to reflect new policy. Perhaps more importantly, in 2012 the FEVS stopped asking all employees about telework satisfaction, instead asking only teleworking employees to respond to it. Excluding non-teleworking employees would dramatically increase satisfaction, as shown by analysis of the telework satisfaction item in our previous 2012 report, which showed that employees

not permitted to telework are likely to express lower satisfaction with the program. The change in the FEVS telework satisfaction item likely explains much of the increase in telework satisfaction scores reported by agencies between the 2011 and 2012 FEVS.

Unfortunately, no agencies appear to have been able to leverage the data yet to make comparisons between the scores on FEVS items between teleworkers and non-teleworkers. More training may help to encourage agencies to delve deeper into the wealth of information provided by the FEVS, although relatively high staff turnover among coordinators make this an imperfect solution. The assessments of Governmentwide data made in this report are included in part to provide a template to agencies for making similar comparisons, better enabling agency staffs to consider and report upon impacts of telework on key outcomes of interest.

Agencies also rely on internal surveys, focus groups, and labor management forums. The Department of Health and Human Services (HHS) holds sessions with employees to gauge morale and feelings about telework. Then, HHS targets specific offices for additional training and guidance with the goal of improving employee attitudes.

Promising Practices

Department of Agriculture	Continued analysis and comparison of year-to-year FedView Survey data will be used to measure whether Telework is continuing to positively impact improved employee attitudes. In addition, the Telework Perception Survey will serve as an instrument to capture additional data points relative to correlation between Telework implementation and improved employee attitudes.
Department of Education	ED increased our positive responses on item 79 of the FEVS from 64% to 78.3% positive. That is a significant increase. We would like the trend to continue reaching 80% positive by the next survey.
Department of Health and Human Services	The agency hosts employee sessions to gauge the morale/attitudes of employees and their feelings on telework. Those offices that are identified as having low morale due to lack of telework opportunities are targeted for training and guidance sessions to ascertain which strategies are best to improve employee attitudes.
Federal Energy Regulatory Commission	FERC's score on the question in the Federal Employee Viewpoint Survey (FEVS): Considering everything, how satisfied are you with you with your organization: Telework, improved from 57 percent positive in 2011 to 79 percent positive in 2012.
National Aeronautics and Space Administration	NASA launched the Work From Anywhere (WFA) program to encourage the use of telework and other workplace flexibilities to help employees achieve greater work/life balance. NASA reviews EVS data and other anecdotal evidence to assess attitudes about telework. Centers leverage focus groups to continue to promote the benefits and encourage the use of telework.
National Science Foundation	NSF continues to see positive results through the FEVS in the area of telework. In FY2012 we saw an 8.5% increase (now at 79 percent) in the number of staff satisfied with the NSF Telework Program.

Promising Practices (cont.)

National Transportation Safety Board	By allowing employees to telework, we have been able to maintain job satisfaction. Results of this past year's Employee Viewpoint Survey shows 79 percent of employees are satisfied with the telework program.
Patent and Trademark Office	<p>Increased employee satisfaction and enhanced morale have a positive impact on retention. Patent examiners participating in a full-time telework program have a lower attrition rate than the patent examiners not on a full-time telework program. In FY 2010 the attrition rate of full-time teleworking patent examiners was approximately 3 percent lower than that of non-teleworking patent examiners.</p> <p>The Trademark organization began its hoteling initiative in 2002 with the Trademark Work at Home (TWAH) hoteling program for Trademark examining attorneys. From 1997 through 2001, 5 years prior to the program, Trademarks had an average resignation rate of 9.62 percent. From 2006 through 2010, the most recent 5 years since the incorporation of the TWAH hoteling program, the average resignation rate was 3.03 percent. In a Trademark perception survey, 90 percent of hoteling respondents indicated that their participation in the TWAH program has influenced them to stay at the USPTO.</p> <p>We anticipate that the USPTO's expansion of telework will continue to have a positive impact on improved employee job satisfaction. The EVS will help us measure the impact of expanded telework.</p>

Emergency Preparedness

In the goals section of the Data Call, agencies were given an opportunity to expand on their previous answers regarding emergency preparedness to describe their emergency preparedness goals and how they have begun to evaluate those efforts. It is important to note in the tables below that this was an open-ended question. Agencies could choose to focus on any aspects of emergency preparedness goal-setting and measurement. So, just because an action is cited by a few agencies, does not mean its practice is limited to just those agencies.

Agencies most commonly reported integrating telework into Continuity of Operations Plans (COOP), unsurprising given the focus on COOP in the Act (30 agencies). Unscheduled telework was cited as a way of promoting emergency preparedness by 11 agencies. Agencies also have established a variety of drills and tests, some specific to COOP, remote access, and others more general. Testing and drills were cited by 17 agencies in total. These efforts are in the planning stages for 5 agencies.

Some agencies are also ensuring that telework-ready employees have the necessary equipment (8 agencies), telework agreements outlining responsibilities in case of an emergency (5 agencies), and remote access (4 agencies) to telework in case of an emergency. Agencies also have encouraged employees to have telework agreements in place, required telework in the case of unscheduled telework, and conducted emergency exercises in conjunction with Telework Week.

Table 44: Plans to Measure and Use Telework towards Emergency Preparedness

Plans to measure and use telework towards emergency preparedness	Number of agencies
COOP	30
Unscheduled telework	11
drills/testing	10
laptops/equipment/VPN	8
COOP drills/tests/training	7
T&A/counting telework during emergencies	5
planning drills/tests/measures/training	5
telework agreement outlines responsibilities	5
increase telework-ready employees	4
remote access & remote access testing/training	4
require telework with unscheduled telework	3
telework week	2
measure use of telework/leave during emergencies	2
encourage telework agreements	2
tracking use of servers/logins in emergencies	2

In terms of assessing goal achievement, agencies have taken a variety of measurement approaches. Counting telework instances and using time and attendance systems were cited by 5 agencies. Two agencies cited measuring the use of telework and leave during emergencies and two agencies reported tracking the use of servers and counting logins during emergencies.

Some less frequently cited actions include surveys, focus groups, planning for remote access, locating servers outside of the office, identifying mission critical employees, sharing best practices across the agency, increasing leadership awareness, measuring preparedness through supervisor reports, and ensuring that management have smartphones.

Promising Practices

<p>Defense Nuclear Facilities Safety Board</p>	<p>(1) Every agency employee has been required to take emergency telework training and sign an emergency telework agreement. (2) Telework has been incorporated into the agency's Continuity of Operations Plan (COOP). (3) The agency participates in the annual COOP exercise in which all agency employees are required to telework. (4) The Board implemented unique work-at-home rules when the Government is closed to the public. (5) In 2013, the agency will replace desktop computers with laptops/docking stations--for every employee--to facilitate the need to work at home due to emergency, inclement weather, etc. Measure: Management tracks employee access/usage of agency servers during emergency telework situations.</p>
<p>Department of Agriculture</p>	<p>USDA plans to once again participate in Telework Week 2013, and use that event as an opportunity to test its "Telework Readiness." After action reports, IT testing data and employees' surveys and focus group feedback will be used to measure this achievement.</p>
<p>Federal Retirement Thrift Investment Board</p>	<p>After Sandy, we realized we needed a BIA, which is planned for February, with a broader discussion on situational telework plans. Prior to Sandy, a number of offices who did not have such approved plans, acted to ensure continued operations post hurricane. Upon return to regular business operations, a need for appropriate situational telework agreements and the equipment to support enabling an employee to become "telework-ready" has been identified and will be resolved before the end of FY 2013</p>
<p>Patent and Trademark Office</p>	<p>The United States Patent and Trademark Office (USPTO) takes part in the congressionally mandated Eagle Horizon continuity exercise annually. The exercise tests the ability of Federal agencies to maintain their essential functions during a simulated emergency. This year's exercise was held June 18-20, 2012. The exercise was very successful, demonstrating the agency's ability to perform essential functions during a continuity event. During the exercise, utilization of telework among emergency continuity personnel was so effective that other ways of leveraging the agency's extensive telework program will be investigated to enhance continuity capabilities during emergencies.</p>

Energy

Energy savings may be one of the most complicated telework outcomes to measure. Overall energy savings are a function of a myriad of behaviors and factors that are difficult to quantify and relate to each other. For example, net energy savings require considering both energy consumed at the office (e.g., utility use, electronics), as well as any energy use increase at home (e.g., using the air conditioner or home appliances more often). Even when only considering the energy impacts to the agency, telework staff may not have ready access to the information needed to assess telework’s impact, and isolating the savings impacts of telework alone may be challenging.

Table 45: Plans to Measure and Use Telework towards Reduced Energy Use

Plans to measure and use telework towards reduced energy use	Number of agencies
sustainability plan/committee/reports	3
increasing frequent telework	3
leases space, can't get data	2
avoiding buildings	1
commute miles	1
energy efficient lighting for when employees not in space	1
facility energy/cost savings will be calculated for telework week	1
commute miles	1
one component measured electric savings	1
piloting closing buildings	1
reduced employees onsite	1
reduced building operations costs	1
reduced energy use with one month pilot	1
reduced space needed for recruiters with telework	1

Despite these challenges, some agencies did list efforts to reduce energy use and measure this reduction. The U.S. Department of Agriculture (USDA) planned a Telework Week event in which they would calculate energy and utility savings during the week. The Federal Deposit Insurance Corporation completed an energy efficient lighting project that will help save energy when employees are not in their office space. There is evidence that agencies are starting to work together with sustainability offices to integrate telework into sustainability planning (3 agencies). These efforts can be tied to a broader push by the Federal Government to reduce agency impact on the environment.

As one example, Executive Order 13514 (signed by President Obama on October 5, 2009) tasked agencies with appointing a Senior Sustainability Officer, developing an annually updated Strategic Sustainability Performance Plan, establishing a greenhouse gas reduction target, and developing plans to create more sustainable buildings, water use, energy efficiency, and pollution prevention. Greenhouse gases are broken into three categories based on the source. The Scope 3 category includes “greenhouse gas emissions from sources not owned or directly controlled by a Federal agency but related to agency activities,” including employee travel and commuting. To assist agencies with annual greenhouse gas reporting requirements, GSA developed the Carbon Footprint Tool and Survey

(<https://www.carbonfootprint.gsa.gov/>). The survey asks a number of questions about employee commuting behavior in order to assist agencies with calculating their Scope 3 emissions. In this year's Data Call, we see evidence that agencies are integrating telework into sustainability planning and working with GSA to make use of the Carbon Footprint Tool. For example, the Department of Commerce has worked with Carbon Footprint to calculate commute miles annually as part of its greenhouse gas report.

Agencies are operationalizing telework's energy impact in a number of ways, including space requirements, energy use, and commute miles. Energy impacts really involve these and many other aspects of an agency's operations. Several responses to this question highlight the challenges facing telework staff. Often agencies do not have access to energy use or utility data. Two agencies specifically mentioned that they cannot measure energy savings because they lease their buildings from the GSA. Given the complexities of measuring energy impacts, OPM has recommended to agencies that they form relationships with sustainability offices that have the data and expertise in place to measure energy use.

Promising Practices

Appraisal Subcommittee, Federal Financial Institutions Examination Council	Because four employees in the office telecommute 1-2 days a week, energy costs are lowered because electricity in those offices is not being used for lights or powering up machines. Because we are in GSA-leased space, we do not see our monthly utility bills so we cannot measure the achievement.
Department of Agriculture	USDA plans to integrate its participation in Telework Week 2013 with plans to capture and quantify cost savings and reduced energy usage throughout its facilities, during this one week alone. Savings estimates will be used to further promote and estimate additional reductions in energy usage and costs following this year's campaign.
Department of Commerce	DOC relies upon an increase in the number of employees on a regularly scheduled telework program to reduce employee commuting and the use of energy. DOC uses GSA's carbon footprint tool at the end of each fiscal year to survey the workforce and calculate employee commuting miles as part of the annual energy/greenhouse gas report to CEQ.
Department of Energy	Obviously, employees who are teleworking are not using as much electricity at the office; tracked via reduced building operations costs and sustainability reports.
Federal Deposit Insurance Corporation	The FDIC continues to identify technologies and building materials that will reduce the energy usage in all of our buildings. We completed an energy efficient lighting project that would help reduce the cost of energy when an employee is not present in the office/cubicle space.
Patent and Trademark Office	Given that we would have had to lease 1/3 of the campus – 2 more buildings (approximately 776,000 RSF) – were it not for Telework, we would likely have spent an additional \$2,4019,333 annually for electricity costs (as based on the campus total for FY 2011 / 3).

Avoided Building Costs

Of energy and environment-related goals, agencies seem to have had the most success in achieving and measuring avoided building costs. Eight agencies reported closing buildings and offices through the use of telework. Seven agencies implemented hoteling programs for parts of their organization in order to reduce space needs. Others mentioned space management planning, surveying, and developing tracking systems.

Table 46: Plans to Measure and Use Telework towards Avoided Building Costs

Plans to measure and use telework towards avoided building costs	Number of agencies
Closed offices	9
Hoteling	7
developing methods to track space/cost savings	1
hot desking	1
mobile work center	1
space management with telework	1
survey on space and telework	1

The “Promising Practices” listed below show a number of detailed examples of agency successes in reducing space needs. Through telework, The U.S. Agency for International Development has been able to simultaneously accommodate more staff and allow more quiet work time despite having more people in a space. The Department of Agriculture has partnered with its Facility Operations Team to deploy a space utilization and telework survey that will be used to help it reduce space requirements. The Department of Commerce avoided a number of potential building leases that resulted in millions of dollars in annual savings. The Department of Treasury’s Alcohol, Tobacco Tax and Trade Bureau closed 3 locations in part through telework. GSA has modeled workplace transformation by making use of hot desking, hoteling, and desk sharing options to reduce space needs in the renovation of its Washington, D.C. headquarters offices. The Institute of Museum and Library Services reduced office needs by 2/3 partially with hoteling and telework. The U.S. Patent and Trademark Office continues its trend of impressive savings through avoided building costs.

Promising Practices

Agency for International Development	Telework has been integrated into the Agency’s new space management approach. Office space has been reconfigured to hold more staff, and at the same time, use of telework has increased to allow staff who needs “quiet time” to work off site, if the space provided is not conducive. Time will determine if the Agency is able to reduce the amount of space it currently uses.
Department of Agriculture	In Fiscal Year 2012 the Facility Operations Team deployed a space utilization and telework survey to its headquarters-based employees. Data from that survey will be used to target initiatives relative to reduced and shared office space as a result of telework participation throughout the Department and will be offered as a model, and template, for other sub-Agencies and Mission Areas to implement.

Section 5: Outcomes and Goals

Promising Practices (cont.)

Department of Commerce	Telework has been one of several tools used by the Department to reduce real property costs under the Real Property Cost Savings and Innovation Plan in response to the President's memorandum of June 10, 2010. Several of the Department's bureaus with existing programs continued to avoid significant leased real property costs of approximately \$14M. New FY 2012 initiatives enabled the Department to avoid acquiring an additional 83,000 square feet of new leased office space saving \$2.6M annually. Because additional space does not need to be acquired, the Department will continue to annually avoid over \$17M in real property costs through telework. This assists the Department in controlling its operating costs.
Department of Energy	A Mobile Work Center was established this past fiscal year to accommodate routine teleworkers and travelers as a first step to reducing office space; also an office was closed in Nevada and the remaining employees were approved to telework as remote workers.
Department of Treasury	Although this has been less of a focus for the Treasury Department in the past, in FY12 several bureaus began reporting an interest and move toward cost savings and reductions in real estate costs. At the Internal Revenue Service (IRS), a new policy was developed to allow the bureau to close underutilized Post of Duty (POD) locations and allow staff to make their home their POD when there is no other IRS facility within the local commuting area. Other strategies included implementing a shared desk space for frequent teleworkers which enabled the closure of a leased facility in Maryland. At the Alcohol, Tobacco Tax and Trade Bureau (TTB), it has been reported that 3 locations were closed due in part to the use of remote work and telework capabilities. Treasury intends to continue to monitor this in FY13.
General Services Administration	GSA is leading the way in the Federal Government, modeling workplace and workforce transformation. Our headquarters building, currently undergoing renovation, is anticipated to accommodate significantly greater numbers based on space reconfiguration to provide enhanced hot desking, hoteling, and desk sharing options. Increased participation in telework will reduce the need for dedicated desk space and facilitate the use of these alternative officing options.
Institute of Museum and Library Services	We are currently undergoing an office renovation plan that decreases our total office footprint by 2/3. In addition, we are planning to increase 'hoteling' office space for parties that telework two days or more per week.
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. Employees who work from home four to five days per week relinquish their private office space on the Alexandria campus and reserve space in a shared, on-campus hoteling office when they work from the USPTO campus. The ability to recoup space from full-time telework employees has enabled the USPTO to avoid the acquisition of additional space to accommodate the new hires requiring office space each year. It is estimated that the agency has avoided securing \$19.8 million in additional office space as a direct result of all of the USPTO's hoteling programs. However, the agency must maintain a certain number of hoteling offices for those employees to work when they return to campus.

Commute Miles

Agency responses to the commute miles question reflect the long-standing view of telework as an effective strategy to mitigate the daily drain on productivity that a commute to and from a workplace can impose. They also reflect a trend towards cooperation between telework staff and sustainability offices. Several agencies cited commuter surveys, sustainability planning, GSA’s Carbon Footprint, and commute days avoided calculations for Scope 3 emissions analysis. All of these point to an increased collaboration in order to meet common goals of increasing telework and reducing commute miles and greenhouse gas emissions.

Table 47: Plans to Measure and Use Telework towards Reduced Commute Miles

Plans to measure and use telework towards reduced commute miles	Number of agencies
transit subsidy	7
Survey	3
sustainability plan	3
encourage more telework days	3
GSA carbon footprint	2
commuter survey	2
ask commute miles saved in telework agreement	1
commute days avoided metric through scope 3 emissions analysis	1

Seven agencies also reported achieving transit subsidy savings, with the Department of Agriculture citing a savings of \$8 million dollars. The Department of Justice reported that its employees saved 75-165 of commute miles per day teleworked. The Department of State had the innovative idea to ask about commute distance on applications to telework. The Department of Transportation has worked closely with its sustainability office to measure commute days avoided as part of Scope 3 emissions reductions. The Patent and Trademark Office employees in the Washington metropolitan region saved about 46 million miles, \$5.8 million dollars in gasoline, and about 24,000 tons of greenhouse gas emissions in a year.

Promising Practices

Department of Agriculture	Based on telework participation data, USDA is able to reduce its Transit Subsidy Benefit program each fiscal year. In FY2012 the cost avoidance resulted in a nearly 8 million dollar reduction.
Department of Defense	Yes - Telework is a sub-goal on the DoD Strategic Sustainability Performance Plan (SSPP) to reduce greenhouse gas emissions. This goal will be measured through established SSPP performance measures.
Department of Justice	There is a correlation between telework and use of transit subsidy. This also results in fewer employees driving and lowers parking subsidy if applicable. One component survey reflects reduced commute on average between 75-165 miles per day.

Section 5: Outcomes and Goals

Promising Practices (cont.)

Department of State	Yes, as part of the eTelework application; employees are asked the commuter miles saved as a result of the telework agreement.
Department of Transportation	DOT has a long range goal to reduce scope three greenhouse gas emissions (this type of emission is primarily a result of employees' commuting behavior on work days). As such, DOT is currently attempting to measure the average number of "Commute Days Avoided" per employee as a result of employee participation in telework and compressed work schedules, and has targets for reductions.
Patent and Trademark Office	<p>We collect this data on an annual basis to determine the impact on vehicle mile and emission reduction in the Washington metropolitan area:</p> <p>4,136 teleworkers working from home 4-5 days per week:</p> <ul style="list-style-type: none"> • Avoid driving 45,925,110 miles in a year. • Collectively save \$5,832,488.97 in gas a year; and • Collectively reduces emissions by 24,111 tons in a year. <p>3,093 teleworkers working from home 1 day per week (minimum):</p> <ul style="list-style-type: none"> • Avoid driving 7,634,445 miles in a year. • Collectively save 969,574.52 in gas a year; and • Collectively reduces emissions by 4,008 tons in a year. <p>*Average 49.35 miles roundtrip in one day for PTO employees.</p>

Case Study: OPM's Carbon Footprint Analysis

Introduction

In early 2013, the Federal telework team of the U.S. Office of Personnel Management (OPM) collaborated with its Sustainability Team within the Facilities, Security, and Contracting group on a project to use General Service Administration's (GSA) Carbon Footprint survey to measure the impact of telework on a number of commute related metrics. Our efforts were intended to provide an example of how to conduct this type of analysis and show the kinds of results an agency can expect.

After becoming aware of Carbon Footprint, OPM's Federal telework team met with Jennifer Hazelman at GSA. She willingly briefed us on the tool and participated in a Telework Week 2013 webinar to inform the telework community about the tool. Prior to meeting with Ms. Hazelman, our team was not aware that the survey had already been used by OPM's Sustainability Team to develop OPM's annual inventory of greenhouse gas emissions (GHGs) as required by Executive Order (EO) 13514, "Federal Leadership in Environmental, Energy, and Economic Performance." The discovery of this parallel work illustrated a principle we have shared with agencies – which intra-agency collaboration is essential for assessing telework since telework touches so many aspects of an agency, from energy and commuting to recruitment and retention.

Through this collaboration, in a short time we were able to leverage an existing, rich source of data and the expertise of our Sustainability Team to produce the following analysis for OPM.

Background

Executive Order 13514 was signed by President Obama on October 5, 2009. Among other requirements, this E.O. tasked agencies with appointing a Senior Sustainability Officer, developing an annually updated Strategic Sustainability Performance Plan, establishing a greenhouse gas reduction target, and developing plans to create more sustainable buildings, water use, energy efficiency, and pollution prevention. Greenhouse gases are broken into three categories based on the source. The Scope 3 category includes "greenhouse gas emissions from sources not owned or directly controlled by a Federal agency but related to agency activities," including employee travel and commuting.

To assist agencies with annual greenhouse gas reporting requirements, GSA developed the Carbon Footprint Tool and Survey (<https://www.carbonfootprint.gsa.gov/>). The survey asks a number of questions about employee commute behavior in order to assist agencies with calculating their Scope 3 emissions. Agencies select a minimum of 8 standard questions, but can also choose from an additional 22 optional questions and may customize up to 3 questions. These flexibilities enable agencies to design their survey to capture telework behavior and frequency data. With this data, agencies can make comparisons between teleworkers and non-teleworkers on a variety of energy, environmental, and commute outcomes.

This survey has already been utilized by a number of agencies across the Federal Government, and others are planning to begin using it or continue to use it annually. Since the telework question is not automatically included, it is important to be in contact with the survey point-of-contact (POC) at your agency to ask that it be placed in the survey. To find your agency's POC, you may contact Carbon Footprint at carbonfootprint@gsa.gov.

Methods, Calculations, and Assumptions

The Carbon Footprint Survey was administered by email to OPM employees in December 2012. In total, 2,861 employees participated and of these participants 933 reported teleworking at least one day per week.

The survey data contained the following data elements used for the analysis:

- **Number of days per week an employee indicated teleworking.** Employees could select telework in lieu of a commute method on a question asking about the forms of transportation they used each day in a typical work week.
- **Estimated annual greenhouse gas emissions, measured in metric tons of carbon dioxide equivalent (MT CO₂e).** This was calculated by the Carbon Footprint tool using the data provided by respondents to the survey. Each respondent had an associated emissions quantity.
- **Daily commute miles traveled.** Employees were asked to list the number of miles traveled on each day of a typical work week.

These data elements were used to compute the following:

- **Average weekly commute miles traveled by telework frequency category.** Computed by adding together the reported daily commute miles. Then an average number of miles were calculated for each telework frequency category (e.g., 1 day per week, 2 days per week). The one-way average miles reported in the survey were then doubled, with the assumption that an employee traveled an equal distance in the trips from and to home.
- **Average annual commute miles traveled by frequency category.** Computed using average weekly commute miles traveled and multiplying by an average of 46 work weeks per year.

Calculations for estimated impact of telework:

Two estimates were produced. One reflected the given distribution of teleworkers and non-teleworkers found in the survey. The second estimated what would happen if no survey participant's teleworked.

- **Total agency annual commute miles** were calculated for each telework frequency category by multiplying its average annual commute by the number of employees, then summing them up and doing the relevant conversion to fuel or dollars. In other words, a weighted calculation.
- To get **total annual fuel costs and gallons consumed**, the following conversions were used.
 - **Annual gallons of gasoline.** Divide average annual commute miles traveled by an average U.S. light duty vehicle fuel economy of 23.5 mpg.
 - **Annual fuel costs.** Multiply gallons of gasoline by an average Dec. 2012 U.S. gas price of \$3.38 per gallon.
- These calculations were repeated, but instead considering a scenario where all 933 teleworkers did not telework. We multiplied the total number of survey participants (teleworkers + non-teleworkers) by the average figures for non-teleworkers.

Assumptions:

- Dec. 2012 average gas price of \$3.38 per gallon (Source: EIA)
- Average fuel economy of 23.5mpg (Source: DOT, 2010)
- 46 work weeks per year
- All teleworkers would have driven to work without telework
- Those who selected telework on a day teleworked the whole day
- Employees travel an equal distance to and from work
- 57% of employees drive alone to work
- 44% of employees drive alone in non-Federal vehicles

- Computing the difference between non-teleworkers and teleworkers across each category (commute miles, gallons of gasoline, fuel costs, and emissions) yields the savings from telework.
- As a last step, it was necessary to account for the fact that if teleworkers were to stop teleworking, many might choose to use other forms of transportation other than driving alone. We produced a discount rate based on the number of respondents that reported driving alone (either in their own vehicles or Federal owned vehicles). OPM found that 57 percent drive alone overall, and 44 percent drive alone in non-Federal vehicles (and thus pay their own gas bills). Multiplying the savings by these discount factors yielded our final savings estimates.

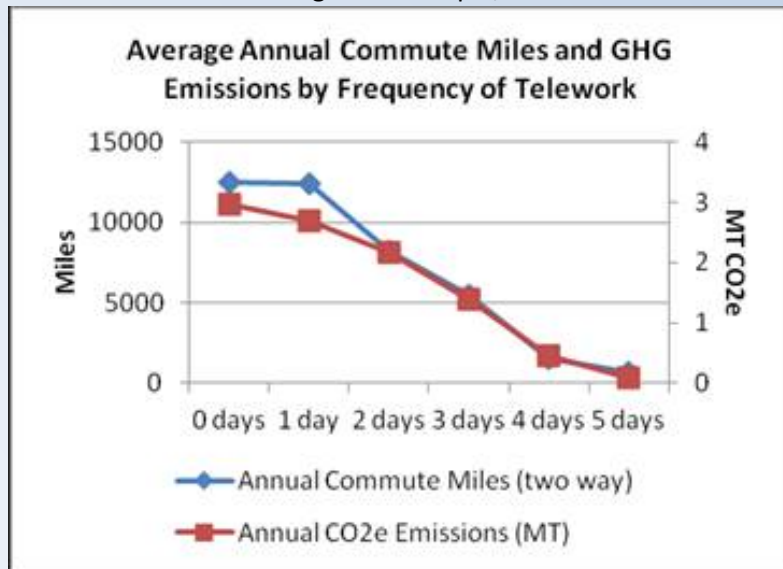
Findings

Through this analysis, OPM found that the 933 OPM employees who reporting teleworking in 2012 saved an estimated annual:

- **\$274,500** on gasoline
- **104,000** gallons of gasoline
- **2.4 million** commute miles
- **578 MT CO₂e** of greenhouse gases

	Telework Frequency					
	0 days	1 day	2 days	3 days	4 days	5 days
Weekly Commute Miles (two way)	271	269	178	119	34	14
Annual Commute Miles (two way)	12484	12374	8179	5474	1564	626
Annual CO ₂ e Emissions (MT)	2.971	2.693	2.178	1.391	0.458	0.078
Number of employees	1928	310	359	74	47	143

The table and graph here show how estimated commute miles and greenhouse gas emissions from commuting vary by the frequency of telework, as well as how many OPM employees fell into each frequency category. It is evident that as telework frequency increases, there is a steady and linear decline in both commute miles and emissions due to commuting. For example, a non-teleworker that does not telework on average drives about 12,000 miles a year to and from work. For a teleworker that works from home 3 days a week, that number drops to about 5,500 miles. While it is not quantified here, this savings would undoubtedly result in savings in time spent on the road, wear and tear on one’s vehicle, and money spent on gasoline. A similar decline is seen for emissions related to commuting. A change in behavior from *not* teleworking to teleworking 3 days per week decreased emissions from about 3 MT to 1.4 MT CO₂e, or about in half.



Concluding Remarks

It is important to remember that this analysis is meant to be a simple estimate of the amount employees are saving in commute miles, emissions, gasoline, and fuel costs. It reflects a sample of OPM employees, not the entire agency. It may also be the case that some teleworkers would use public transportation rather than their own cars if they were not able to telework, a factor that is not included in the analysis. There are other factors to consider as well, such as increased short trips during the day while teleworking. The goal here was to collaborate within OPM to use a rich source of data to produce a rough estimate of how much employees may have saved through telework.

In sum, these estimates give us a sense of the magnitude of savings that may be achieved through telework. This analysis was fairly simple to produce and provides an example of a potentially useful tool for developing return on investment calculation for telework, an important element in building the business case for telework and promoting agency programs.

OPM's Federal Telework Team would like to thank Morris Thompson, OPM, Dee Siegel, OPM, and Jennifer Hazelman, Manager of Carbon Footprint, GSA for their assistance with this analysis.

Other goals

Agencies were also given the opportunity to elaborate on any other telework goals that were not listed in previous questions. Other types of goals cited included greenhouse gas reduction plans, developing international telework agreements, formulating an open office plan, and encouraging telework participation among employees that voluntarily opt out of telework. One particularly promising goal cited was to work more closely with other program offices, including disability, veteran, and recruitment groups. This type of intra-agency cooperation is clearly a “best practice” and is imperative for advancing telework and measuring its impacts on a myriad of outcomes.

Promising Practices

Department of Agriculture	USDA plans to target the demographic of eligible employees who "voluntary opt out" of participating in Telework at USDA by conducting small focus groups, employee feedback sessions and informal, short surveys. USDA also plans to continue strategically aligning with the USDA Disability Employment Program, the Veterans Employment Program and the Recruitment Program in order to effectively leverage Work/Life and Wellness Programs, such as Telework, as a mechanism for reaching other strategic human capital goals and objectives.
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Realizing Cost Savings

The previous section highlighted the impressive progress agencies have made in advancing efforts to use telework for achieving goals and in formulating innovative ways to measure progress in achieving goals. In the Data Call, OPM asks agencies whether they have achieved cost savings from telework. Compared with 2011, more agencies reported measureable savings across almost all categories of savings. In 2012, 13 agencies saved on office space, 10 agencies saved on utilities, 15 agencies reported human capital savings, 5 agencies saved on training, 19 agencies saved by reducing employee absences, and 4 reported transit subsidy savings.

Yet, for a large number of agencies planning is still underway to measure cost savings (31 agencies) and many have no way to track savings (16 agencies). The movement towards goal-setting, goal assessment, and return on investment categories is incremental. While agencies have made impressive advancements in goal-setting and assessment since the last report, establishing cost savings through telework will remain a work in progress over the next several years.

Table 48: Number of Agencies Reporting Cost Savings by Outcome Area

	2012	2011
Rent, office space	13	6
Utilities	10	4
Human capital (e.g., recruitment, retention)	15	10
Training	5	0
Reduced employee absences	19	15
Planning is underway for assessing our cost savings	31	30
Other	22	23
Reduced transportation subsidy	4	4

Conclusion

To conclude the 2013 Telework Status Report, over the years telework has continued to receive attention due to its potential to improve employee morale, enhance work-life balance for employees, improve the competitive position of the Federal Government for recruiting and retaining the best and brightest workforce, increase Federal agency capacity to achieve mission and operational goals, and maximize organizational continuity and productivity, especially during emergencies. In 2010, Congress passed the Telework Enhancement Act to serve as the framework for developing and implementing a comprehensive Federal telework program and, through research reported here, we continue to assess the impact of the Act on Federal telework.

Results of the reported research overall provide evidence of remarkable progress since the 2012 reporting. In general, findings show that agencies have implemented solid programs in accordance with the requirements established in the Telework Enhancement Act. More employees are participating in telework, and managers of telework programs have begun to advance telework through ever more sophisticated approaches to program development. A growing number have embraced the potential for organization-wide benefits offered by telework, and telework managers in agencies have engaged a number of strategies for continuing to promote their programs.

Importantly, there is evidence that telework influences outcomes critical to agency performance, including employee attraction, satisfaction and retention, and emergency preparedness to name a few. A growing number of agencies have demonstrated capabilities to set, assess, and advance agency outcome goals for telework, suggesting that many have recognized benefits important to mission accomplishment through telework. As results indicate, Federal telework continues to be transformed into the strategic management tool that many in the community have long envisioned.

Next Steps: Assessment

In terms of next steps, agencies will continue to develop and advance telework programs and OPM will continue to actively assist agencies in such endeavors. Realizing the true potential of telework requires integrating telework programs into the business of agencies, ensuring alignment with agency strategic goals and missions. Integration at this level places telework squarely in the realm of organizational change. Evaluation is key to any successful program of change, and OPM will carry on its work with agencies to help them to develop internal change and evaluation capacities through continued training in measurement, goal-setting, and action planning.

Effective program development requires continuous evaluation and feedback. Accurate and useful evaluations, in turn, rely upon valid and reliable sources of data, but for the most part, agency practices and data collection methods continue to vary too widely to provide reliable data. To ensure that ongoing agency and Governmentwide evaluations are informed by data of the highest quality, as well as to reduce the manual reporting burden for agencies, OPM will continue to work with the Federal Shared Service Centers and agencies to automate the collection of telework data via the Enterprise Human Resources Integration (EHRI) HR and Payroll data feeds. An employee's telework eligibility and usage will be collected, summarized and reported to OPM via the monthly EHRI HR-Status data feed and bi-

weekly EHRI payroll data feed. OPM will be able to analyze these data to explore links between telework and important agency outcomes, especially factors related to productivity and cost (e.g., leave use).

The work of automating telework data collection Governmentwide is currently underway. OPM will continue to work closely with payroll providers and agencies to promote Governmentwide automation of telework data collection. Data have begun to be collected through payroll providers and OPM will continue to test these sources in conjunction with payroll providers and Telework Managing Officers. OPM will also continue to work with both the Shared Service Centers and Agency Telework Managing Officers to ensure a thorough understanding of the reporting requirements.

Next Steps: Policy Guidance

To the extent practicable, OPM has formulated Governmentwide telework policy guidance for Federal agencies within the existing framework of the requirements of the Act, and we will continue to engage in that work. However, additional work is necessary if the goal of the statute is to advance telework across the Government through development of uniform Governmentwide policies and programs designed to facilitate and strengthen the effectiveness of Federal telework programs.

To the extent practicable, a major component for OPM's next steps will be to address ongoing policy issues:

- Provide updates to the Telework Guide (www.telework.gov) to ensure agencies have the proper tools and information for both identifying which policies might apply in particular situations and how to apply them. Future updates to our Telework Guide will focus more attention on outlining requirements of statutes important for the effective use and advancement of Federal telework.
- Continue to collaborate with agencies with regulatory authority over policies related to telework to identify possible solutions to potential areas of conflict in the application of policies. Include results of such consultations in future guidance to Executive agencies.
- Collaborate with other agencies to offer training to Telework Managing Officers and coordinators to ensure that policies and statutory requirements related to telework are understood and applied appropriately.
- Establish a mechanism to collaborate with congressional representatives and other stakeholders to clarify, review, and revise telework-related policy, as appropriate.
- Work collaboratively within OPM to modify policy guidance that has Governmentwide implications for agency telework programs (e.g. agency closure, pay and leave, official worksite).

Finally, development of robust programs and the successful advancement of telework also depend upon interagency learning. To that end, OPM will continue in its consultative and guidance role to facilitate interagency meetings and learning forums as we seek as a community to advance Federal telework.

Appendices

Appendix 1: List of Responding Agencies to the 2012 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
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Yes	No	No
Central Intelligence Agency	Yes	Yes	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	No
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	Yes	No	No
Commodity Futures Trading Commission	Yes	Yes	No	No
Consumer Financial Protection Bureau	Yes	Yes	No	No
Consumer Product Safety Commission	Yes	Yes	No	No
Corporation for National and Community Service	Yes	Yes	No	No
Court Services and Offender Supervision Agency	Yes	Yes	No	No
Defense Nuclear Facilities Safety Board	Yes	Yes	No	No
Department of Agriculture	Yes	Yes	Yes	Yes
Department of Commerce	Yes	Yes	Yes	Yes
Department of Defense	Yes	Yes	Yes	Yes
Department of Education	Yes	Yes	Yes	Yes
Department of Energy	Yes	Yes	Yes	Yes
Department of Health and Human Services	Yes	Yes	Yes	Yes
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of 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

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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
Office of Science and Technology Policy (EOP)	No	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
Federal Trade Commission	Yes	Yes	No	No
General Services Administration	Yes	Yes	No	No
Institute of Museum and Library Services	Yes	Yes	No	No
International Boundary and Water Commission	Yes	Yes	No	No
International Broadcasting Bureau	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

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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
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	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 the Director of National Intelligence	Yes	Yes	Yes	No
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	Yes	Yes	No	No
Office of the United States Trade Representative (EOP)	No	Yes	No	No
Overseas Private Investment Corporation	Yes	Yes	No	No
Patent and Trademark Office	No*	Yes	No	No
Peace Corps	Yes	Yes	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	No	No
Postal Regulatory Commission	No	Yes	No	No
Railroad Retirement Board	Yes	Yes	No	No
Securities and Exchange Commission	Yes	Yes	No	No
Selective Service System	Yes	Yes	No	No
Small Business Administration	Yes	Yes	No	No
Smithsonian Institution	No	Yes	No	No
Social Security Administration	Yes	Yes	Yes	No***
Tennessee Valley Authority	Yes	Yes	No	No
Trade and Development Agency	Yes	Yes	No	No
U.S. Commission on Civil Rights	Yes	Yes	No	No
U.S. International Trade Commission	Yes	Yes	No	No
United States Holocaust Memorial Museum	Yes	Yes	No	No
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	Yes	No	No	No
Commission on Fine Arts	Yes	No	No	No
Inter-American Foundation	Yes	No	No	No

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Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Japan-U.S. Friendship Commission	Yes	No	No	No
National Indian Gaming Commission	Yes	No	No	No
Office of Federal Housing Enterprise Oversight	Yes	No	No	No
Office of Special Counsel	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 did not participate at the subagency level because they lack subagencies

Appendix 2: List of Responding Subagencies

Agency	Subagency
Department of Agriculture	Office of Inspector General (OIG)
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)
Department of Agriculture	Rural Development (RD)
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)
Department of Agriculture	Research, Education and Economics (REE)
Department of Agriculture	Departmental Administration (DA/DM)
Department of Agriculture	Marketing and Regulatory Programs (MRP)
Department of Agriculture	Food Safety (FS)
Department of Agriculture	Natural Resources and Environment (NRE)
Department of Agriculture	National Appeals Division (NAD)
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)
Department of Commerce	U.S. Census Bureau
Department of Commerce	Economic Development Administration (EDA)
Department of Commerce	International Trade Administration (ITA)
Department of Commerce	Economics and Statistics Administration (ESA)
Department of Commerce	Minority Business Development Agency (MBDA)
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)
Department of Commerce	National Telecommunications and Information Administration (NTIA)
Department of Commerce	National Institute of Standards and Technology (NIST)
Department of Commerce	National Technical Information Service (NTIS)
Department of Commerce	Office of the Secretary
Department of Commerce	Office of the Inspector General
Department of Commerce	Bureau of Industry Security
Department of Commerce	Bureau of Economic Analysis
Department of Defense	Department of Army
Department of Defense	Department of Navy
Department of Defense	Department of Air Force
Department of Defense	Other Department of Defense
Department of Education	Office of Communications and Outreach
Department of Education	Office of Inspector General
Department of Education	Office of Innovation and Improvement
Department of Education	Office of Postsecondary Education
Department of Education	Office of The Chief Information Officer
Department of Education	Office of The Chief Financial Officer
Department of Education	Office of Vocational and Adult Education
Department of Education	Office of The General Counsel
Department of Education	Office For Civil Rights

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Agency	Subagency
Department of Education	Office of The Under Secretary
Department of Education	Edet-Office of English Language Acquisition
Department of Education	Office of Special Education and Rehabilitative Services
Department of Education	Advisory Councils and Committees
Department of Education	National Institute for Literacy
Department of Education	Fc of The Deputy Secretary of Education
Department of Education	Imm Office of Sec of Education
Department of Education	Institute of Education Sciences
Department of Education	Office of Elementary and Secondary Education
Department of Education	National Assessment Governing Board
Department of Education	Office of Management
Department of Education	Office of Legislative and Congressional Affairs
Department of Education	Office of Planning, Evaluation, and Policy Development
Department of Education	Federal Student Aid
Department of Energy	Bonneville Power Administration
Department of Energy	National Nuclear Security Administration
Department of Health and Human Services	Administration on Aging
Department of Health and Human Services	Agency for Health Care, Research and Quality
Department of Health and Human Services	Administration for Children and Families
Department of Health and Human Services	Centers for Disease Control and Prevention
Department of Health and Human Services	Health Resources and Services Administration
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	Indian Health Service
Department of Health and Human Services	National Institutes of Health
Department of Health and Human Services	Office of the Secretary
Department of Health and Human Services	Office of the Inspector General
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

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Agency	Subagency
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	Office of the Inspector General
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 Secret Service
Department of Homeland Security	US Immigration and Customs Enforcement
Department of Housing and Urban Development	Chief Financial Officer
Department of Housing and Urban Development	Chief Information Officer
Department of Housing and Urban Development	Community Planning and Development
Department of Housing and Urban Development	Chief Procurement Officer
Department of Housing and Urban Development	Congressional and Intergovernmental Relations
Department of Housing and Urban Development	Departmental Equal Employment Opportunity
Department of Housing and Urban Development	Departmental Operations and Coordination
Department of Housing and Urban Development	Fair Housing and Equal Opportunity
Department of Housing and Urban Development	Field Policy and Management
Department of Housing and Urban Development	Government National Mortgage Association
Department of Housing and Urban Development	Housing
Department of Housing and Urban Development	Office of Disaster Management & National Security
Department of Housing and Urban Development	Office of General Counsel
Department of Housing and Urban Development	Office of Healthy Homes and Lead Hazard Control
Department of Housing and Urban Development	Office of Strategic Planning & Management
Department of Housing and Urban Development	Office of Sustainable Housing and Communities
Department of Housing and Urban Development	Office of the Chief Human Capital Officer

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Agency	Subagency
Department of Housing and Urban Development	Policy Development and Research
Department of Housing and Urban Development	Public and Indian Housing
Department of Housing and Urban Development	Public Affairs
Department of Housing and Urban Development	Secretary and Deputy Secretary
Department of Interior	Bureau of Ocean Energy Management
Department of Interior	Bureau of Safety and Environmental Enforcement
Department of Interior	Office of Natural Resource Revenue
Department of Interior	Office of the Special Trustee
Department of Interior	Bureau of Indian Affairs
Department of Interior	Bureau of Land Management
Department of Interior	Bureau of Reclamation
Department of Interior	National Park Service
Department of Interior	National Business Center
Department of Interior	Office of Surface Mining
Department of Interior	Office of the Inspector General
Department of Interior	Office of the Solicitor
Department of Interior	Office of the Secretary
Department of Interior	US Fish and Wildlife Service
Department of Interior	US Geological Survey
Department of Justice	Antitrust Division
Department of Justice	Alcohol, Tobacco, Firearms and Explosives
Department of Justice	Civil Division
Department of Justice	Bureau of Prisons/Federal Prison System
Department of Justice	Civil Rights Division
Department of Justice	Criminal Division
Department of Justice	Environment and Natural Resources Division
Department of Justice	Drug Enforcement Administration
Department of Justice	Exec Office of US Attorney and Office of US Attorney
Department of Justice	Executive Office for Immigration Review
Department of Justice	Federal Bureau of Investigation
Department of Justice	Office of Justice Programs
Department of Justice	Office of the Inspector General
Department of Justice	Offices Boards and Divisions
Department of Justice	Tax Division
Department of Justice	US Trustee Program
Department of Justice	US Marshals Service
Department of Labor	Office of the Assistant Secretary for Administration and

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Agency	Subagency
	Management
Department of Labor	Women's Bureau
Department of Labor	Occupational Safety and Health Administration
Department of Labor	Office of the Solicitor
Department of Labor	Veterans Employment and Training Services
Department of Labor	Office of the Secretary
Department of Labor	Office of the Inspector General
Department of Labor	Office of the Chief Financial Officer
Department of Labor	Office of the Assistant Secretary for Policy
Department of Labor	Office of Disability Employment Policy
Department of Labor	Bureau of International Labor Affairs
Department of Labor	Office of Administrative Law Judges
Department of Labor	Bureau of Labor Statistics
Department of Labor	Adjudicatory Boards
Department of Labor	Employee Benefits Security Administration
Department of Labor	Employment and Training Administration
Department of Labor	Office of Workers' Compensation Programs (OWCP)
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)
Department of Labor	Office of Labor-Management Standards (OLMS)
Department of Labor	Mine Safety and Health Administration
Department of Labor	Wage and Hour Division (WHD)
Department of Labor	Office of Public Affairs
Department of State	The International Boundary Commission: U.S. and Canada
Department of State	The International Joint Commission: U.S. and Canada
Department of Transportation	Federal Motor Carrier Safety Administration
Department of Transportation	Office of Inspector General
Department of Transportation	St. Lawrence Seaway Development Corporation
Department of Transportation	Research and Innovative Technology Administration
Department of Transportation	Surface Transportation Board
Department of Transportation	Office of Secretary of Transportation
Department of Transportation	Pipeline/Hazardous Materials Safety Administration
Department of Transportation	Maritime Administration
Department of Transportation	National Highway Traffic Safety Administration
Department of Transportation	Federal Railroad Administration
Department of Transportation	Federal Highway Administration
Department of Transportation	Federal Aviation Administration
Department of Transportation	Federal Transit Administration
Department of Treasury	Alcohol and Tobacco Tax and Trade Bureau
Department of Treasury	Bureau of Engraving and Printing

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Agency	Subagency
Department of Treasury	Bureau of Public Debt
Department of Treasury	Departmental Offices
Department of Treasury	Financial Crimes Enforcement Network
Department of Treasury	Financial Management Service
Department of Treasury	Office of Inspector General
Department of Treasury	Office of Inspector General for Tax Administration
Department of Treasury	US Mint
Department of Treasury	Internal Revenue Service
Department of Treasury	Office of Comptroller of Currency

Appendix 3: Detailed Methodology Description

The data for the 2013 Telework Status Report to Congress were derived from three sources: the 2012 Employee Viewpoint Survey, the 2012 OPM Telework Data Call, and analysis of policy questions received from agencies. Each data source provides critical information from key stakeholder groups or important aspects of the environment instrumental to the success of telework programs.

Federal Employee Viewpoint Survey

The Federal Employee Viewpoint Survey (FEVS) has been administered Governmentwide to Federal employees since 2002. The survey captures employee perceptions regarding how well the Federal Government runs its human resources management systems. The 98-item survey included 14 demographic questions and 84 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 2012 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 1,622,375 employees were invited to participate. In all, 82 agencies (comprising 97 percent of the executive branch workforce) participated, consisting of 37 Departments/large agencies and 45 small/independent agencies.

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

Telework findings reported here result from analysis of existing data. Unlike the Data Call, the FEVS is not administered by the Work/Life Performance Culture office. The methodology employed for the FEVS data collection is made available by its administrators in detail elsewhere (see the linked information on the FEVS website, www.fedview.opm.gov).

Telework Data Call

Agency data collected through the Telework Data Call is an effort unique to the W/LPC. Consequently, the method is described in detail here.

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

The Data Call Instrument. The Call provides the agency perspective through questions that address agency telework participation and program implementation and processes (e.g., how employees are deemed eligible, how employees are trained and equipped for telework). Note that the 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 on the Call form – we can gather explanatory data and gain a better understanding of the setting constraints and/or supports in which telework programs are evolving.

The instrument used for the 2010 Data Call was based on the 2009 instrument, but 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, U.S. Office of Personnel Management. Members included acknowledged leaders and experts in Federal telework²⁴. These method and subject matter experts reviewed the question wordings, question structures, response alternatives, and instructions to ensure that the 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 Call. Comments from all reviewers were considered by the Interagency Telework Measurement Group and incorporated in the revision of the Data Call.

The Call instrument was revised again in 2012, with input from the same Advisory group and following recommendations from the U.S. Government Accountability Office (see Appendix 5 for the final Word form of the Call instrument administered online to agencies). The changes 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. A sample of revisions made in the 2011 Data Call for administration in 2012 is shown in the list below:

- Dates and instructions were modified to reflect the current calendar year and updates to the system used for collecting the Data Call responses.

²⁴ 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, United States 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.

- Numbering conventions were changed slightly; questions wordings remain the same but appear as a different numbers when comparing the current instrument with the previous.
- Definitions were updated to reflect changes in policy for clarification, or new questions that included terms in need of definition (e.g. day, instance, unscheduled telework, remote work).
- Response options were expanded for many questions to allow agencies to provide more explanatory information (e.g., Please describe) or to provide a “not applicable/no record” option for an added number of questions.
- New questions were added to reflect advancements made in telework programs since administration of the 2011 Call. (Note: These are abbreviated forms of the questions)
 - How frequently are telework agreements updated?
 - Has eligibility criteria changed since last year?
 - Has participation increased or decreased by more than 10 percent?
 - How many instances of unscheduled telework occurred in FY2012?
 - Does your agency require training for teleworkers who began participating prior to the Act?
 - In what ways does your agency promote your telework program?
 - Has your agency met its participation goal from last year, if not why and what plans do you have to increased participation?

Finally, participation and frequency questions are repeated twice, once requesting participation levels for September 2012 in keeping with last year’s convention and to allow between year comparisons. The second set of items asks about telework participation for all of FY2012 in order to start a baseline for comparison with the planned automated data collection.

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.²⁵ A number of agencies also were required to report telework participation and frequency data at the sub-agency/component level. Participation in the Call is currently the only way for agencies to comply with data submission requirements in the Act. Note that several agencies not covered by the Act (e.g., the Smithsonian Institution), and thus not required to participate, nonetheless elected to do so.

The Act requires OPM to “submit a report addressing telework programs of each executive agency” to Congress. Executive branch agencies notified to participate in the 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 Call and provided with the opportunity to submit telework data to OPM. The list used to

²⁵ Section 6501(2) states that executive agencies are those set forth in section 105.

contact agencies for previous Calls was compared to the list of Executive agencies maintained by OPM's statisticians in the Planning and Analysis division, a list regularly updated by OPM. The final frame used to identify participants in the Call fairly reflected Executive branch agencies at the time of data collection in October, 2012 (see Appendix 1 for the complete list of Executive branch agencies).

The Act also requires a specified subset of agencies to report participation data at the agency and subagency/component level. Agencies required to report for subagencies provided data for telework participation and frequency questions, as well as a small number of policy questions. Researchers relied upon the list cited in the Act to determine which agencies are required to report at the subagency level (see Appendix 1). Each agency was contacted several times and asked to provide W/LPC 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 99 agencies, OPM received responses from 90 agencies and 179 subagencies for the current report. As in prior years, data were not collected from a few agencies with reasons given including security concerns (e.g., the intelligence community), or because they self-identified as not subject to the Act's reporting requirements. Several agencies (e.g., the Smithsonian Institution) are not considered to be Executive agencies within the meaning of the Act and thus not required to participate, but elected to do so nonetheless.

Data Call Administration. The Call is administered electronically and the platform used for the Call administration in 2012 was vastly improved over the prior version. It allowed items to be skipped based on prior responses, reducing the burden of reporting for agency POCs.

For each agency, a telework coordinator or TMO was designated and confirmed as a (POC) to enter agency data into an online platform. We generated the list of POCs by initially reaching out to our contacts at each agency deemed required to participate in the Data Call. Several reminder emails were sent to our general Work-Life contact list for any Executive branch agency that did not have a telework program contact, or that did not immediately provide a POC. To reach non-responders, and in instances where no contact could be identified, we also sent emails to generic email accounts found through web searches (ex., questions@agency.gov). POCs for the Data Call were selected by responding agency officials (usually the Telework Managing Officer).

Access to the electronic Call was gained through a unique username and 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 on October 29, 2012, with opportunities to enter data until December 7, 2012. Agency points of contact were invited to participate in the Call via email invitation.

To encourage participation, many reminder emails were sent throughout the data collection period. Each POC received up to 4 automated reminder emails through the survey system (with the reminders

ceasing once the entry had been submitted). We also sent reminders with FAQs and handouts through our own email accounts to the POCs. After the closing date for the Call, three attempts were made by the primary W/LPC researcher to directly contact the last non-respondents in January 2013.

Data Quality Control. OPM research staff was available to provide support and answer any questions about the Call during the entire period of administration. Agency POCs were reminded of OPM staff availability and encouraged to contact us with questions in reminders sent about the Call. Questions and problems tended to pertain to lost passwords and accessing the electronic platform rather than Call content questions. Technical questions were resolved by platform experts from OPM's CIO office, and on stand-by throughout the data collection period.

Following the Data Call administration, respondents were given several 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 their responses before submitting them. Second, OPM produced and distributed individual reports for each agency data entry point of contact and TMO. Agencies were advised to review and make any necessary corrections to these reports. Responses were updated in the database as needed. As a final data quality check, W/LPC staff followed standard analysis protocol and checked the resulting database for any outstanding anomalies or possible problems in the dataset using descriptive statistics and frequencies. When any discrepancies, outliers, or other anomalous responses were identified, W/LPC individually contacted the reporting agency POC to verify and update the data.

Finally, as was done for the administration of previous Data Calls, prior to issuance of the Call, telework coordinators, TMOs and data POCs were invited to attend two sessions designed to brief agencies on the Call's content and timeframe as well as to address any questions. Through these meetings, agency POCs and others involved in telework data collection were familiarized with the Call content. In the discussion, specific attention was given to definitions, instructions for data collection and the importance of data quality. Briefings were provided in an effort to support reporting of valid and reliable telework data. Although OPM does not have the authority to require attendance at these sessions, every effort was made to encourage participation through multiple reminder emails.

The first session (September 12, 2012) focused on reviewing the questions and definitions in the Data Call instrument. The second session (October 23, 2012) walked participants through how to use the online platform. Handouts and slides from these sessions were distributed to all invitees and posted on W/LPC's online work-life coordinator Community of Practice regardless of whether invitees attended.

Strengths and Weaknesses of the Data Call. The results of the Data Call give insight into agency efforts and status with respect to implementing the Act, how many and how Federal employees telework, summaries of agency goal-setting efforts, and outcomes related to telework. Agency data are quite informative and provide a detailed picture of current Federal telework activities. Program descriptions are particularly valuable and will provide opportunities for interagency sharing of best practices.

Yet, there are some limitations with respect to the participation and frequency findings that should be considered. Agencies continue to rely upon differing methodologies and data sources when gathering participation and frequency data, including time and attendance systems, counting telework

agreements, and surveys of employees. Without a standardized Governmentwide data collection system or trained data collection staffs, the final combined telework participation estimates are unlikely to be completely valid or reliable. In particular, many agencies do not have the capability with their current systems to collect all requested data (e.g., situational telework). As a result, the final participation and frequency numbers may underreport telework with consequences for the reliability of the reported results.

When considering these limitations, it is important to note that the participation and frequency questions represent a small portion of all of the questions in the Data Call instrument. OPM has full confidence in the remaining sections of the Data Call, including those on policy implementation, program goals, emergency planning, information technology, information security, and barriers.

OPM also urges and exercises caution in naming any practices as a “best practice,” preferring the terminology of “promising practice.” While the Act directs OPM to identify and share best practices, at this early stage of program development and lacking the means to adequately analyze and compare practices between agencies, OPM prefers to use cautious wording. That said, the examples described in this report as “promising practices” do represent a snapshot of the strongest examples of agency efforts to promote programs, set goals, and assess outcomes.

Methodological Distinctions between the FEVS and the Call

Our understanding of Federal telework is enriched by the unique and important perspectives offered by the FEVS (employee) and Call (agency). 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 Call and FEVS overlap somewhat in content, the unique perspective offered by each should be kept in mind. This difference means that results for the Call and FEVS are *not* directly comparable. The Call represents agency perspectives and represents official records for telework participation. The FEVS provides an important employee perspective, but is based on individual self-reports and results may differ from official agency records.

Additionally, the Data Call was administered in the fall of 2012, while the FEVS was administered during the previous spring. In 2012, the Call and the FEVS represent snapshots of telework behavior at complementary but separate points in time. Differences between the two time periods could impact results, a point that should be kept in mind when considering findings derived from each method.

Appendix 4: Measurement Model

The table below outlines the evaluation measurement plan begun in 2011, with descriptions of objectives, measurement, and data source. Recall that agency telework under the Act is largely in a formative stage of program development. Consequently, initial measures have been designed predominantly to describe telework implementation.

Activity and Expected Effect	Measures	Data Source
Telework programs are fully implemented in Federal agencies.	<p>Number of agencies with Telework Managing Officer (acting or permanent).</p> <p>Number of employees notified of eligibility to telework, by agency.</p> <p>Number of employees trained to telework, by agency.</p> <p>Number of employees with telework agreements, by agency.</p> <p>Number of managers trained in telework and telework management, by agency.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call
Eligible employees routinely participate in Federal telework programs.	<p>Percent of all employees who telework.</p> <p>Percent of eligible employees who engage in routine telework.</p> <p>Percent of telework eligible employees who telework.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call • Federal Employee Viewpoint Survey (FEVS)
Telework is used as an effective tool to address unexpected contingencies in the workplace (e.g., disrupted building access for weather or other)	<p>Percent of eligible employees who engage in situational telework.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call
Teleworkers are resourced to effectively telework.	<p>Percent of agencies who provide equipment and services to teleworkers.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call

Activity and Expected Effect	Measures	Data Source
<p>Cybersecurity concerns are satisfied with telework across agencies.</p> <p>Agency telework policies address cybersecurity issues.</p>	<p>Percent of agencies who address cybersecurity concerns in establishing telework.</p> <p>Number/percent of agencies with cybersecurity addressed in telework policies.</p> <p>Comments from TMOs and coordinators reveal that technical resourcing and cybersecurity issues have been addressed.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call • Agency comments in qualitative responses to the OPM telework Data Call
<p>Agency leadership at all levels supports employee telework.</p>	<p>Agency marketing/messaging demonstrates leadership support of employee telework.</p> <p>Percent of agency leadership/managers who participate in telework.</p>	<ul style="list-style-type: none"> • Agency comments in qualitative responses to the OPM telework Data Call • Agency responses to questions for CHCOC report • FEVS
<p>Manager buy-in has been achieved for telework in Federal agencies.</p>	<p>Comments from agency TMOs and coordinators indicate manager buy-in has been established.</p>	<ul style="list-style-type: none"> • Agency comments in qualitative responses to the OPM telework Data Call
<p>Agency support of telework has been communicated to employees.</p>	<p>Comments from agency TMOs and coordinators describe and outline efforts to communicate support.</p>	<ul style="list-style-type: none"> • Agency comments in qualitative responses to the OPM telework Data Call
<p>Telework eligibility determinations are fair and based on objective criteria regardless of grade, etc.</p>	<p>Teleworkers compared with non-teleworkers by demographics (e.g., gender supervisory status)</p>	<ul style="list-style-type: none"> • FEVS

Activity and Expected Effect	Measures	Data Source
<p>Telework is used as an emergency preparedness tool in Federal agencies.</p>	<p>The agency Continuity of Operations Plan specifically addresses telework.</p> <p>The agency Pandemic Influenza Plan specifically addresses telework.</p> <p>Agency telework policies include information regarding telework during emergencies (e.g., who is supposed to telework).</p> <p>Teleworkers are trained to know what is expected of them during emergencies.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call
<p>Participation in Federal telework programs has increased since June 2011 under the Telework Enhancement Act.</p>	<p>Percent of agency population that telework beginning in 2011.</p> <p>Comments from agency TMOs and coordinators describe improvements/expansion under the Act.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call • Agency comments in qualitative responses to the OPM telework Data Call
<p>Telework program <i>participation</i> goals have been established for telework programs in every agency.</p> <p>Telework program outcome goals (e.g., improved job satisfaction, employee retention) have been established by all agencies.</p>	<p>Number of agencies that report telework goals.</p> <p>Number/percent of agencies with formal plans for increasing employee participation in telework.</p> <p>Number of agencies that report outcome goals. Comments from TMOs and coordinators describe outcome goals.</p>	<ul style="list-style-type: none"> • Agency records as reported in the annual OPM telework Data Call • Agency comments in qualitative responses to the OPM telework Data Call

Appendix 5: 2012 Data Call Instrument

2012 Telework Data Call

Welcome to the U.S. Office of Personnel Management's (OPM's) 2012 Call for Telework Data (Call). Agency participation in this annual Call is a requirement under the Telework Enhancement Act of 2010, Public Law 111-292 (the Act). This form allows systematic data collection. Results will be collated and reported to Congress. Questions have been revised from the previous Call for Telework Data to agree with data elements outlined in the Act.

The Call will remain open from **October 29 – December 7, 2012**. During that time, you should complete your data collection and entry according to the following instructions.

REPORTING INSTRUCTIONS (Please Read Carefully)

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

Report data according to the specified timeframe

When you answer the questions, please report as of September 30, 2012 unless otherwise specified. Dates given throughout the Data Call will specify "as of [date]" (e.g. September 30) with the understanding that data collection should occur for a timeframe as near as possible to the stated time. This will ensure that all final data represent the same timeframe to the extent possible given the varying data collection methods employed by agencies.

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

Respond consistently and according to majority practice

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

Reporting at the subagency level

The Telework Enhancement Act is very specific in directing certain agencies to report telework participation data for each bureau, division, or other major administrative unit of the agency. Agencies must respond to Call questions using this level of detail if they are included in the list shown in section 5312 (see Appendix A for the reproduced list)²⁶. 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.

²⁶ For brevity, this appendix is not reproduced in this document, but was given to agencies. For more information on agencies required to participate at the subagency level please see Appendices 1 and 2.

Read directions and definitions carefully

Please do **not** skip items when responding to the Call. It is important for us to have the best, most complete information possible. The answers you provide to this Call will help OPM develop telework guidance and resources for the Federal Government and will be shared with Congress.

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

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

Report numbers accurately

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

Please complete and submit the Call by the deadline

The site to enter data will be open as of October 29, 2012. All responses must be received by COB December 7, 2012. 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 June 2013 report and subsequent annual reports to Congress. Currently, responding to this Data Call is your only opportunity to ensure that your agency has met the reporting requirements in the Act.

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

DEFINITIONS AND DATA TERMS

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

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

Include in reported counts of telework:

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

Do not include in reported counts of telework:

- **MOBILE:** Work which is characterized by routine and regular travel to conduct work in customer or other worksites as opposed to a single authorized alternative worksite. Examples include site audits, site inspections, investigations, property management, and work performed while commuting, traveling between worksites, or on Temporary Duty (TDY).

Day

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

Instance

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

Denial

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

Employee

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

Eligibility to Participate in Telework

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

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

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

Types of Telework

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

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

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

Unscheduled Telework

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

- Open with option for unscheduled leave or unscheduled telework
- Open—XX hour(s) delayed arrival – with option for unscheduled leave or unscheduled telework
- Federal offices are closed to the public (employees would only perform unscheduled telework if required by their telework agreement)

General Questions

1. Are you replying to this Data Call on behalf of an:
 - Agency
 - Subagency
 - 1a. Please enter your agency's name:
Agency _____
 - 1b. Please enter your subagency's name:
Subagency _____

2. Please provide the following information about your Agency Telework Representative who prepared the report:
Last Name: _____
First Name: _____
Phone: _____
Email address: _____

3. Please provide the following information about your Agency Telework Managing Officer:
Last Name: _____
First Name: _____
Phone: _____
Email address: _____

4. The Telework Managing Officer as of this data call is:
 - Acting
 - Permanent
 - We do not currently have a Telework Managing Officer.

Telework Eligibility

5. What was the total number of **employees^{D1}** in your agency as of September 30, 2012 (or the closest date for which you have data)? Answer for the largest administrative unit for your organization, that is, your agency/department.
- Please provide a number: _____
 - Not applicable/no record

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

6. What was the total number of employees determined **eligible to participate^{D2}** in telework under the Act’s requirements and any additional agency/sub-agency policy as of September 30, 2012 (or the closest date for which you have data)?
- Please provide a number: _____
 - Not applicable/no record

[Ask if R answers n/a to 6]

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

7. Has your agency updated its eligibility criteria since the last Data Call (October 2011)? *[Ask only of agencies, not subagencies]*
- Yes. Please describe:

 - No
8. How frequently does your agency update the eligibility status of employees? *[Ask only of agencies, not subagencies]*
- On a regular basis (e.g. annually, when a change in supervisor occurs)
 - On a case by case basis
 - Other. Please describe:

 - We do not update the eligibility status of employees
9. The last bulleted parameter given in the definition of **eligibility to participate^{D2}** assumes agencies may have criteria in addition to those listed in the Act for disqualifying employees from **telework^{D3}**. Does your agency use additional criteria for disqualifying an employee from telework?
- Yes
 - No. Our agency does not use additional criteria (e.g., you use only the criteria for eligibility and participation outlined in the Telework Enhancement Act)

[Ask if R answers yes to Q9]

9.1. If your agency does use additional criteria for disqualifying an employee from telework, what are those criteria? (Mark all that apply)

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

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

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

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

[Ask 10.1 if R answered Yes to 10]

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

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

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

- Yes
- No
- Not applicable/no record

[Ask 11.1 if R answered Yes to 11]

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

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

- Please provide a number:

- Not applicable/no record

[Ask if R answers n/a to Q12]

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

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

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

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

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

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

14.1. Number of denials in Fiscal Year 2012

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

14.2. Cumulative number of denials, that is, since June 2011 (effective date of Telework Enhancement Act requirements)

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

14.3. We track denials for another time frame not specified. Please list number of denials and the timeframe used:

15. If your agency *does* maintain records of telework denials, in Fiscal Year 2012 how many were based on: *[Ask only of agencies, not subagencies]*

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

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

ÿ Performance _____

ÿ Conduct _____

ÿ Office staffing levels _____

ÿ Other. Please describe:

Telework Participation and Frequency

The following questions pertain to the frequency of telework in your agency. Recognizing that agencies have differing capabilities to report data and in order to make comparisons to last year’s Data Call, we ask that you provide data for a pay period during the month of **September 2012** as well as for the entire **Fiscal Year 2012**. If you are unable to provide data for either a timeframe or specific question, please select “Not applicable/no record.”

September 2012

16. Consider the month of **September 2012**. Prior Data Calls have specified pay period, but, because this may be 4 weeks for some agencies, we ask you to consider a *typical* two week period in September. If possible, please use the same timeframe that you used for the 2011 Data Call.

How many employees teleworked during this time period?

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

16.1. Is your September 2012 participation number more than 10% higher or lower than your reported number of teleworkers in September 2011? *[Ask only of agencies, not subagencies]*

As a reminder:

Your reported number of teleworkers last year : *[Prepopulate]*

10% of your reported number of teleworkers last year: *[Prepopulate]*

- Yes
- No

[Ask if R answers yes to Q16.1]

16.2. If yes, what are the reasons for this increase/decrease? *[Ask only of agencies, not subagencies]*

16.3. If no, please use this space to provide any additional information you wish to include: *[Ask only of agencies, not subagencies]*

17. Again considering the same two week **September** data collection period specified above, how many employees teleworked on a **routine**^{D4} basis?

17.1. 3 or more days during a two week period

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

17.2. 2 days during a two week period

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

- 17.3. 1 day during a two week period
- Please provide a number: _____
 - Not applicable/no record
- 17.4. Some employees may telework routinely, but less frequently than every two weeks. In your agency, how many employees telework routinely once per month
- Please provide a number: _____
 - Not applicable/no record

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

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

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

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

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

20. Please describe which *pay periods/time period* you used to calculate your answers in Questions 18 through 20:

Fiscal Year 2012

21. Now consider the entire **Fiscal Year 2012**. How many employees teleworked during this time period?

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

22. How many employees teleworked on a **routine**^{D4} basis during **Fiscal Year 2012**?

- 22.1. 3 or more days during a two week period
- Please provide a number: _____
 - Not applicable/no record
- 22.2. 2 days during a two week period
- Please provide a number: _____
 - Not applicable/no record

- 22.3. 1 day during a two week period
- Please provide a number: _____
 - Not applicable/no record

- 22.4. Some employees may telework routinely, but less frequently than every two weeks. In your agency, how many employees telework routinely once per month
- Please provide a number: _____
 - Not applicable/no record

23. How many employees have teleworked on a **situational^{D5}** basis during **Fiscal Year 2012**?

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

24. How many employees have conducted **mobile work^{D6}** during **Fiscal Year 2012**?

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

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

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

- Yes
- No

[Ask if R answers yes to Q25]

25.1. Please provide the total number of **instances^{D8}** of participation in **unscheduled telework^{D7}** during Fiscal Year 2012.

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

Data Collection Methods

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

26. When calculating the *number of days* teleworked, is it the usual practice in your agency or subagency to include:
- Employees who only work full work days from an alternative location
 - Employees who work any part of a work day from an alternative location (this includes a full work day)
 - Other. Please describe:
-
27. How did you determine the number of teleworkers reported in questions above? (Mark all that apply)
- ÿ Tracked telework through a time and attendance system
 - ÿ Used a customized telework electronic tracking system
 - ÿ Both
 - ÿ Other. Please describe:
-

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

Policy and Program Implementation

28. What is the status of the agency telework policy **currently in place as of September 30, 2012**? If you have policies for each component, division and so on, please respond to this question thinking only of the broadest agency policy.

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

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

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

[Ask Q30 if R responds with a number for Q29]

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

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

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

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

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

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

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

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

_____ % Training provided through other sources.

- 31.1. If you use other sources of training...
- Please identify the percent and type of training:
-
- Not applicable/no record

32. As of this data call, what percent of your agency provides training to *employees* by any of the following (the total of all responses should equal 100%): *[Limit responses to a range of 0-100]*
- _____ % Customized in-person telework training developed in house and provided by the agency
- _____ % Customized web-based telework training developed in house and provided by the agency
- _____ % Agency contracts with a vendor to develop and/or provide telework training (e.g., web-based or in-person training)
- _____ % Web-based training posted on OPM’s telework website (www.telework.gov)
- _____ % Training provided through other sources.

- 32.1. If you use other sources of training...
- Please identify the percent and type of training:
-
- Not applicable/no record

33. Did your agency require employees to complete training if they began teleworking prior to the Act (December 9, 2010)? For example, the head of your agency may have exempted these employees from training requirements in accordance with the Act.
- Yes
 - No
 - Our records do not enable us to answer this question

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.

Because this is an Act requirement and this is the first time these questions are being asked, we would like you to answer the questions twice: once for **Fiscal Year 2011**, and once for **Fiscal Year 2012**. Results will be collated and delivered to the CHCO council for their annual report.

34. Consider **Fiscal Year 2011**. 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.

-
- 34.1. In what ways has your agency’s management (e.g., agency leadership, TMO, CHCO) promoted your telework program in **Fiscal Year 2011**? (Mark all that apply)
- ÿ Aligns telework with agency strategic goals and mission
 - ÿ Advocates telework in agency-wide meetings (e.g., all-hands meetings)
 - ÿ Uses telework goal-setting and measurement to hold managers accountable
 - ÿ Emphasizes telework as part of COOP (Continuity of Operations Plan) events
 - ÿ Special telework events (e.g., telework awareness weeks, telework drills)
 - ÿ Agency-wide emails of support
 - ÿ Signs/posters

Other. Please describe:

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

34.2. Now, consider Fiscal Year 2012. 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.

34.3. In what ways has your agency's management (e.g., agency leadership, TMO, CHCO) promoted your telework program in **Fiscal Year 2012**? (Mark all that apply)

Aligns telework with agency strategic goals and mission

Advocates telework in agency-wide meetings (e.g., all-hands meetings)

Uses telework goal-setting and measurement to hold managers accountable

Emphasizes telework as part of COOP (Continuity of Operations Plan) events

Special telework events (e.g., telework awareness weeks, telework drills)

Agency-wide emails of support

Signs/posters

Other. Please describe:

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

Telework Goals

Fiscal Year 2013 Participation Goals

35. The Telework Enhancement Act requires each agency to establish an “agency goal for increasing telework participation to the extent practicable or necessary for the next reporting period.” Has your agency set a telework goal for Fiscal Year 2013?

- Yes
- No

[Ask Q36 if R answers “yes” to Q35]

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

- ÿ Goal number of employees teleworking _____
- ÿ Goal percentage of **eligible** employees teleworking _____
- ÿ Other. Please describe:

[Ask Q36.1 if R answers “no” to Q35]

36.1. Please describe what has prevented you from establishing the required participation goal and the plans your agency has for establishing such a goal:

Meeting Fiscal Year 2012’s Participation Goal

The Telework Enhancement Act of 2010 requires agencies to report on their progress towards meeting participation goals. If you did not provide a numeric goal for the previous 2011 Call (a percentage or number of employees), you will not see the follow up question about whether you met the goal.

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

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

Type of Goal Provided: *[Prepopulate]*

Submitted Goal: *[Prepopulate]*

[If the type of goal reads “No goal provided in 2012” or “No number/percentage goal provided,” then ask Q37]

37. Did you meet this goal?

- Yes
- No, because

[Ask Q37.1 if R answers no to Q37]

- 37.1. Describe any measures being taken in your agency to identify and eliminate barriers to maximizing telework participation for the next reporting period?
-

Other Telework Goals and Measuring Outcomes

We are also interested in learning more about how telework fits into other agency goals (e.g., strategic staffing). Particularly, we'd like to know more about how agencies are using telework to further these goals and any observed progress, either in terms of measurable results or anecdotal evidence.

38. Does your agency currently have plans to use telework to further any of the following goals:

- 38.1. Employee recruitment?

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Employee recruitment) and any plans for measuring this achievement:

- 38.2. Employee retention?

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Employee retention) and any plans for measuring this achievement:

- 38.3. Improved employee performance?

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Improved employee performance) and any plans for measuring this achievement:

- 38.4. Improved employee attitudes (e.g., job satisfaction)

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Improved employee attitudes) and any plans for measuring this achievement:

- 38.5. Emergency preparedness?

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Emergency preparedness) and any plans for measuring this achievement:

38.6. Reduced energy use?

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Reduced energy use) and any plans for measuring this achievement:

38.7. Reduced/avoided real estate costs?

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Reduced/avoided real estate costs) and any plans for measuring this achievement:

38.8. Reduced commuter miles?

- Yes
- No

[show if R answers yes to above] Please describe how your agency does or plans to use telework to achieve this goal (Reduced commuter miles) and any plans for measuring this achievement:

38.9. Others? Please describe any *additional* goals that your agency either does or plans to use telework to further:

38.9.1. *[show if R answers yes to above]* If your agency has identified *additional* telework goals, please describe how your agency either does or plans to use telework to achieve these goals and any plans for measuring these achievements:

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

- Rent, office space
 - Utilities
 - Human capital (e.g., recruitment, retention)
 - Training
 - Reduced employee absences
 - Planning is underway for assessing our cost savings
 - Other: (Please identify)
-

39.1. *[show if R checks any of the boxes above]* Please describe how you have assessed and/or verified any identified cost savings:

Telework and the Agency’s Emergency Plans

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

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

40. At the time of this Data Call, how does your agency incorporate telework into its emergency plans?

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

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

40.2. The agency Pandemic Influenza Plan specifically addresses telework.

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

40.3. Our agency’s telework policy includes information regarding *telework during emergencies* (e.g., who is supposed to telework, the use of telework as a tool in case of emergencies).

- Yes
- No
- Other. Please describe:

- Not applicable/no record

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

- Yes
- No
- Other. Please describe:

- Not applicable/no record

40.4.1. *[Ask if answers yes to Q40.4]* Please describe how teleworkers are trained to know what is expected of them in an emergency:

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

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

[Ask Q41.1 and 41.2 if R answers “yes, for all employees” or “yes, for those employees required to telework during emergencies only” in Q41]

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

- Yes
- No

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

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

42. Please describe any other ways your agency incorporates telework in its emergency plans: *[Not required]*

Technology

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

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

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

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

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

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

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

[Ask the following 3 questions if R replies anything but "The agency has never tested its IT capacity to support telework" or "Not able to find this information",]

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

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

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

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

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

46. Which of the following best describes your agency's policy governing telework and information security?
- Our agency has a separate, written *telework* information security policy
 - Our agency is currently developing a separate, written telework information security policy
 - Telework is covered under our agency's overall information security policy
 - Other. Please describe: _____
47. In terms of the information security matters addressed, our agency's telework policy is consistent with the guidance provided by the National Institute of Standards and Technology at <http://csrc.nist.gov/telework?>
- Yes
 - No
 - Not sure
 - Other. Please describe _____
48. How does your agency secure Personally Identifiable Information (PII) while employees are teleworking? (Mark all that apply)
- All PII information is encrypted
 - All PII files are password protected
 - Privileged Rules of Behavior are signed for those handling PII
 - Only those with a compelling need are allowed to download PII
 - Two Factor Authentication is used for remote access
 - Only Government-Furnished Equipment is allowed for teleworking
 - No PII, sensitive or classified information is allowed to be removed physically from the agency facility.
 - No PII, sensitive or classified information is allowed to be transmitted electronically from the agency facility.
 - Other (Please explain) _____

Barriers to Telework

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

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

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

Appendix 6: Number of Telework Agreement Denials by Agency

Agency	Number of denials in Fiscal Year 2012	Cumulative number of denials since June 2011
Equal Employment Opportunity Commission	11	--
Agency for International Development	2	4
Commodity Futures Trading Commission	0	1
Consumer Financial Protection Bureau	0	0
Consumer Product Safety Commission	2	6
Court Services and Offender Supervision Agency	0	0
Department of Energy	10	12
Department of Housing and Urban Development	2	5
Department of Justice	21	21
Department of State	88	127
Department of Treasury	1	1
Farm Credit Administration	0	0
Federal Election Commission	1	1
Federal Energy Regulatory Commission	1	1
Federal Housing Finance Agency	0	0
Federal Trade Commission	0	0
General Services Administration	114	--
Institute of Museum and Library Services	2	--
National Endowment for the Arts	1	1
National Science Foundation	3	6
National Transportation Safety Board	0	0
Nuclear Regulatory Commission	0	3
Occupational Safety and Health Review Commission	0	0
Office of Personnel Management	2	53
Office of the United States Trade Representative (EOP)	0	1
Postal Regulatory Commission	0	0
Securities and Exchange Commission	1	1
Smithsonian Institution	1	1
Social Security Administration	104	171
Tennessee Valley Authority	0	0
U.S. International Trade Commission	1	1
Totals	368	417

Appendix 7: Reasons for Telework Denials by Agency

Agency	Type of work	Performance	Conduct	Office staffing levels
Equal Employment Opportunity Commission	2	6	3	--
Agency for International Development	2	2	--	--
Commodity Futures Trading Commission	--	--	--	--
Consumer Financial Protection Bureau	0	0	0	0
Consumer Product Safety Commission	--	1	3	--
Court Services and Offender Supervision Agency	0	0	0	0
Department of Energy	--	--	--	--
Department of Housing and Urban Development	--	--	--	--
Department of Justice	14	3	--	12
Department of State	--	--	--	--
Department of Treasury	1	--	--	--
Farm Credit Administration	0	0	0	0
Federal Election Commission		--	1	--
Federal Energy Regulatory Commission	--	--	--	--
Federal Housing Finance Agency	0	0	0	0
Federal Trade Commission	--	--	--	--
General Services Administration	--	--	--	--
Institute of Museum and Library Services	--	1	--	1
National Endowment for the Arts	--	1	--	--
National Science Foundation	--	2	3	--
National Transportation Safety Board	--	--	--	--
Nuclear Regulatory Commission	1	2	0	0
Occupational Safety and Health Review Commission	--	--	--	--
Office of Personnel Management	--	--	--	--
Office of the United States Trade Representative (EOP)	--	--	--	--
Postal Regulatory Commission	0	0	0	0
Securities and Exchange Commission	1	--	--	--
Smithsonian Institution	--	--	--	--
Social Security Administration	11	4	10	74
Tennessee Valley Authority	0	0	0	0
U.S. International Trade Commission	0	0	0	1
Totals	32	22	20	88

Appendix 8: Agency Telework Participation Data

Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.	Number of Employees Teleworking in FY2012	Percentage of Eligible Employees Teleworking in FY2012	Percentage of Employees Teleworking in FY2012
Access Board	27	25	--	--	--	--	--	--	--
Agency for International Development	3973	3969	2603	291	7%	7%	517	13%	13%
Appraisal Subcommittee, Federal Financial Institutions Examination Council	11	10	7	7	70%	64%	9	90%	82%
Central Intelligence Agency	--	--	11	10	--	--	11	--	--
Chemical Safety and Hazard Investigation Board	40	40	40	20	50%	50%	--	--	--
Committee for Purchase from People Who Are Blind or Severely Disabled	27	26	26	11	42%	41%	26	100%	96%
Commodity Futures Trading Commission	703	702	535	253	36%	36%	311	44%	44%
Consumer Financial Protection Bureau	970	970	298	52	5%	5%	154	16%	16%
Consumer Product Safety Commission	532	444	296	296	67%	56%	296	67%	56%
Corporation for National and Community Service	616	616	296	184	30%	30%	396	64%	64%
Court Services and Offender Supervision Agency	1243	1232	575	356	29%	29%	483	39%	39%
Defense Nuclear Facilities Safety Board	111	84	55	32	38%	29%	57	68%	51%
Department of Agriculture	102,322	68104	28954	15017	22%	15%	20304	30%	20%
Department of Commerce	33665	19484	--	5434	28%	16%	9086	47%	27%
Department of Defense	776,327	435,061	--	46,551	11%	6%	88,534	20%	11%
Department of Education	4373	4174	3402	1856	44%	42%	3201	77%	73%
Department of Energy	8722	8348	3948	1346	16%	15%	2723	33%	31%
Department of Health and Human Services	88,677	46,211	46,211	28,330	61%	32%	28330	61%	32%
Department of Homeland Security	199,175	64,603	21,367	7177	11%	4%	9457	15%	5%
Department of Housing and Urban Development	9,176	--	5,253	3,429	--	37%	5,253	--	57%
Department of Interior	91252	84935	--	4790	6%	5%	109	0%	0%

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Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.	Number of Employees Teleworking in FY2012	Percentage of Eligible Employees Teleworking in FY2012	Percentage of Employees Teleworking in FY2012
Department of Justice	117,268	38,660	5896	14,421	37%	12%	6277	16%	5%
Department of Labor	16654	14687	6435	4431	30%	27%	7612	52%	46%
Department of State	15,304	12,008	3757	--	--	--	--	--	--
Department of Transportation	57388	21627	21172	6216	29%	11%	15842	73%	28%
Department of Treasury	112819	48557	45676	27124	56%	24%	40320	83%	36%
Department of Veterans Affairs	323966	35507	12667	5318	15%	2%	12667	36%	4%
Election Assistance Commission	24	--	21	1	--	4%	3	--	13%
Environmental Protection Agency	17804	17655	--	5776	33%	32%	8300	47%	47%
Equal Employment Opportunity Commission	2302	--	1018	990	--	43%	1048	--	46%
Office of Science and Technology Policy (EOP)	27	27	11	--	--	--	--	--	--
Export-Import Bank of the United States	406	320	174	55	17%	14%	119	37%	29%
Farm Credit Administration	285	285	281	162	57%	57%	255	89%	89%
Farm Credit System Insurance Corporation	11	11	2	2	18%	18%	3	27%	27%
Federal Communications Commission	1728	1728	1038	--	--	--	1038	60%	60%
Federal Deposit Insurance Corporation	7846	7637	--	831	11%	11%	3559	47%	45%
Federal Election Commission	345	330	173	107	32%	31%	291	88%	84%
Federal Energy Regulatory Commission	1486	1184	831	544	46%	37%	856	72%	58%
Federal Housing Finance Agency	582	551	174	174	32%	30%	193	35%	33%
Federal Labor Relations Authority	137	137	63	32	23%	23%	63	46%	46%
Federal Maritime Commission	124	124	71	11	9%	9%	45	36%	36%
Federal Mediation and Conciliation Service	243	213	213	--	--	--	--	--	--
Federal Mine Safety and Health Review Commission	78	78	40	8	10%	10%	28	36%	36%
Federal Retirement Thrift Investment Board	110	53	70	18	34%	16%	--	--	--
Federal Trade Commission	1184	1034	795	119	12%	10%	795	77%	67%
General Services Administration	12416	9789	9752	7587	78%	61%	10318	105%	83%

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Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.	Number of Employees Teleworking in FY2012	Percentage of Eligible Employees Teleworking in FY2012	Percentage of Employees Teleworking in FY2012
Institute of Museum and Library Services	68	50	45	30	60%	44%	--	--	--
International Boundary and Water Commission	265	130	5	5	4%	2%	5	4%	2%
International Broadcasting Bureau	1680	1600	301	281	18%	17%	351	22%	21%
Marine Mammal Commission	14	14	14	4	29%	29%	7	50%	50%
Merit Systems Protection Board	206	195	136	--	--	--	136	70%	66%
Millennium Challenge Corporation	289	289	115	26	9%	9%	26	9%	9%
National Aeronautics and Space Administration	18167	17054	17054	3465	20%	19%	2907	--	16%
National Archives and Records Administration	3377	1510	638	361	24%	11%	596	--	--
National Capital Planning Commission	39	37	32	13	35%	33%	28	76%	72%
National Council on Disability	25	10	6	6	60%	24%	6	60%	24%
National Credit Union Administration	1195	449	241	109	24%	9%	228	51%	19%
National Endowment for the Arts	157	157	90	44	28%	28%	90	57%	57%
National Endowment for the Humanities	165	85	67	45	71%	36%	--	--	--
National Labor Relations Board	1698	1,013	295	295	29%	17%	295	29%	17%
National Mediation Board	47	47	26	24	51%	51%	26	55%	55%
National Science Foundation	1468	1458	1207	460	32%	31%	789	54%	54%
National Transportation Safety Board	422	419	373	193	46%	46%	193	46%	46%
Nuclear Regulatory Commission	3,890	3,890	2,062	--	--	--	2,043	53%	53%
Nuclear Waste Technical Review Board	12	12	12	12	100%	100%	12	100%	100%
Occupational Safety and Health Review Commission	58	58	24	24	41%	41%	24	41%	41%
Office of Government Ethics	69	69	41	21	30%	30%	--	--	--
Office of Management and Budget (EOP)	529	505	--	--	--	--	--	--	--
Office of National Drug Control Policy	89	89	32	--	--	--	--	--	--
Office of Navajo and Hopi Indian Relocation	38	38	0	0	0%	0%	0	--	--

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Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.	Number of Employees Teleworking in FY2012	Percentage of Eligible Employees Teleworking in FY2012	Percentage of Employees Teleworking in FY2012
Office of Personnel Management	5480	3299	3068	1218	37%	22%	--	--	--
Office of the Director of National Intelligence	--	--	3	1	--	--	2	--	--
Office of the Fed Coordinator for Alaska Natural Gas Trans Projects	4	4	4	4	100%	100%	4	100%	100%
Office of the United States Trade Representative (EOP)	240	179	90	13	7%	5%	47	26%	20%
Overseas Private Investment Corporation	233	197	192	26	13%	11%	123	62%	53%
Patent and Trademark Office	11,540	8520	7363	7363	86%	64%	7363	86%	64%
Peace Corps	899	840	143	101	12%	11%	--	--	--
Pension Benefit Guaranty Corporation	971	--	682	--	--	--	--	--	--
Postal Regulatory Commission	71	71	71	16	23%	23%	18	25%	25%
Railroad Retirement Board	941	494	--	126	26%	13%	133	27%	14%
Securities and Exchange Commission	3913	3886	2453	1294	33%	33%	2116	54%	54%
Selective Service System	171	72	64	10	14%	6%	35	49%	20%
Small Business Administration	5,075	5,075	469	469	9%	9%	--	--	--
Smithsonian Institution	4034	--	582	184	--	5%	255	--	6%
Social Security Administration	64051	8408	4591	3383	40%	5%	4110	49%	6%
Tennessee Valley Authority	12762	7828	58	58	1%	0%	58	1%	0%
Trade and Development Agency	46	45	36	3	7%	7%	30	67%	65%
U.S. Commission on Civil Rights	34	34	17	--	--	--	6	18%	18%
U.S. International Trade Commission	360	360	318	75	21%	21%	231	64%	64%
United States Holocaust Memorial Museum	397	304	--	61	20%	15%	190	63%	48%
TOTAL	2,157,668	1,020,034	267,227	209,207			301,372		

Appendix 9: Agency Telework Frequency Data

Agency	September 2012 FINAL						FY2012 FINAL					
	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Access Board	1 (4%)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Agency for International Development	34 (1%)	64 (2%)	73 (2%)	-- (--)	120 (0%)	13	31 (1%)	108 (3%)	269 (7%)	0 (0%)	109 (3%)	13
Appraisal Subcommittee, Federal Financial Institutions Examination Council	5 (50%)	2 (20%)	-- (--)	1 (10%)	2 (--)	--	4 (40%)	3 (30%)	-- (--)	1 (10%)	2 (20%)	--
Central Intelligence Agency	9 (--)	1 (--)	0 (--)	0 (--)	-- (--)	--	10 (--)	1 (--)	-- (--)	-- (--)	-- (--)	--
Chemical Safety and Hazard Investigation Board	2 (5%)	4 (10%)	14 (35%)	20 (50%)	-- (--)	--	2 (5%)	2 (5%)	20 (50%)	40 (100%)	-- (--)	--
Committee for Purchase from People Who Are Blind or Severely Disabled	7 (27%)	4 (15%)	0 (0%)	0 (0%)	0 (0%)	0	10 (38%)	3 (12%)	2 (8%)	0 (0%)	11 (42%)	0
Commodity Futures Trading Commission	2 (0%)	84 (12%)	164 (23%)	1 (0%)	2 (0%)	0	2 (0%)	91 (13%)	175 (25%)	1 (0%)	42 (6%)	0
Consumer Financial Protection Bureau	0 (0%)	5 (1%)	11 (1%)	1 (0%)	36 (29%)	281	2 (0%)	19 (2%)	3 (0%)	1 (0%)	136 (14%)	--
Consumer Product Safety Commission	133 (30%)	126 (28%)	1 (0%)	36 (8%)	36 (0%)	0	133 (30%)	126 (28%)	1 (0%)	36 (8%)	36 (8%)	0
Corporation for National and Community Service	21 (3%)	57 (9%)	16 (3%)	150 (24%)	296 (0%)	0	21 (3%)	57 (9%)	16 (3%)	150 (24%)	296 (48%)	0
Court Services and Offender Supervision Agency	48 (4%)	134 (11%)	147 (12%)	38 (3%)	106 (0%)	0	49 (4%)	137 (11%)	147 (12%)	38 (3%)	112 (9%)	0
Defense Nuclear Facilities Safety Board	1 (1%)	18 (21%)	0 (0%)	0 (0%)	13 (0%)	0	1 (1%)	23 (27%)	0 (0%)	0 (0%)	33 (39%)	0

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Agency	September 2012 FINAL						FY2012 FINAL					
	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Department of Agriculture	3061 (4%)	-- (--)	4865 (7%)	-- (--)	7091 (--)	--	5888 (9%)	-- (--)	3745 (5%)	-- (--)	10671 (16%)	--
Department of Commerce	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Department of Defense	9702 (2%)	8745 (2%)	6040 (1%)	1982 (0%)	20082 (--)	--	12011 (3%)	11692 (3%)	11362 (3%)	4881 (1%)	48588 (11%)	--
Department of Education	456 (11%)	351 (8%)	255 (6%)	-- (--)	947 (--)	--	1376 (33%)	179 (4%)	265 (6%)	-- (--)	2716 (65%)	--
Department of Energy	203 (2%)	329 (4%)	277 (3%)	115 (1%)	422 (0%)	21	259 (3%)	486 (6%)	375 (4%)	256 (3%)	1347 (16%)	21
Department of Health and Human Services	7565 (16%)	10588 (23%)	1709 (4%)	8468 (18%)	-- (--)	--	7565 (16%)	10588 (23%)	1709 (4%)	8468 (18%)	-- (--)	--
Department of Homeland Security	2106 (3%)	2499 (4%)	2344 (4%)	-- (--)	228 (--)	--	2122 (3%)	3084 (5%)	2344 (4%)	1129 (2%)	778 (1%)	--
Department of Housing and Urban Development	1875 (--)	945 (--)	609 (--)	-- (--)	443 (--)	0	1792 (--)	864 (--)	574 (--)	-- (--)	2655 (--)	0
Department of Interior	1821 (2%)	1763 (2%)	1206 (1%)	1777 (2%)	0 (--)	--	6706 (8%)	1204 (1%)	1105 (1%)	7475 (9%)	-- (--)	--
Department of Justice	345 (1%)	870 (2%)	456 (1%)	13 (0%)	327 (21%)	8137	500 (1%)	1576 (4%)	629 (2%)	60 (0%)	2292 (6%)	8562
Department of Labor	2889 (20%)	658 (4%)	884 (6%)	-- (--)	-- (--)	--	858 (6%)	651 (4%)	1615 (11%)	4488 (31%)	-- (--)	--
Department of State	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	62 (1%)	120 (1%)	862 (7%)	2713 (23%)	1044 (9%)	--
Department of Transportation	1217 (6%)	2242 (10%)	1690 (8%)	1059 (5%)	7 (1%)	276	2349 (11%)	4090 (19%)	4610 (21%)	4480 (21%)	496 (2%)	276

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Agency	September 2012 FINAL						FY2012 FINAL					
	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Department of Treasury	17365 (36%)	4191 (9%)	3843 (8%)	377 (1%)	1348 (3%)	1374	17656 (36%)	4374 (9%)	6491 (13%)	630 (1%)	11169 (23%)	2658
Department of Veterans Affairs	3099 (9%)	1601 (5%)	-- (--)	618 (2%)	-- (--)	--	3099 (9%)	1601 (5%)	-- (--)	618 (2%)	-- (--)	--
Election Assistance Commission	0 (--)	0 (--)	0 (--)	0 (--)	1 (--)	0	2 (--)	0 (--)	2 (--)	2 (--)	1 (--)	0
Environmental Protection Agency	1452 (8%)	1421 (8%)	1105 (6%)	642 (4%)	1937 (--)	--	1375 (8%)	1335 (8%)	1011 (6%)	625 (4%)	4676 (26%)	--
Equal Employment Opportunity Commission	478 (--)	-- (--)	-- (--)	-- (--)	69 (--)	--	621 (--)	-- (--)	-- (--)	-- (--)	69 (--)	--
Office of Science and Technology Policy (EOP)	-- (--)	-- (--)	-- (--)	-- (--)	-- (0%)	0	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Export-Import Bank of the United States	0 (0%)	24 (8%)	12 (4%)	-- (--)	2 (--)	--	14 (4%)	36 (11%)	6 (2%)	-- (--)	63 (20%)	--
Farm Credit Administration	77 (27%)	41 (14%)	44 (15%)	0 (0%)	0 (17%)	49	77 (27%)	41 (14%)	44 (15%)	0 (0%)	93 (33%)	168
Farm Credit System Insurance Corporation	0 (0%)	0 (0%)	1 (9%)	0 (0%)	1 (0%)	0	0 (0%)	0 (0%)	1 (9%)	0 (0%)	2 (18%)	0
Federal Communications Commission	31 (2%)	111 (6%)	0 (0%)	-- (--)	-- (--)	--	31 (2%)	111 (6%)	376 (22%)	518 (30%)	520 (30%)	--
Federal Deposit Insurance Corporation	172 (2%)	238 (3%)	421 (6%)	-- (--)	-- (--)	--	72 (1%)	65 (1%)	90 (1%)	462 (6%)	-- (--)	--
Federal Election Commission	9 (3%)	62 (19%)	23 (7%)	-- (--)	14 (0%)	0	58 (18%)	106 (32%)	127 (38%)	-- (--)	98 (30%)	0
Federal Energy Regulatory Commission	176 (15%)	171 (14%)	197 (17%)	0 (0%)	1 (--)	--	439 (37%)	201 (17%)	216 (18%)	0 (0%)	146 (12%)	--

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Agency	September 2012 FINAL						FY2012 FINAL					
	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Federal Housing Finance Agency	12 (2%)	95 (17%)	67 (12%)	34 (6%)	0 (--)	--	41 (7%)	84 (15%)	9 (2%)	40 (7%)	23 (4%)	--
Federal Labor Relations Authority	23 (17%)	7 (5%)	7 (5%)	9 (7%)	9 (0%)	0	15 (11%)	50 (36%)	50 (36%)	50 (36%)	50 (36%)	0
Federal Maritime Commission	4 (3%)	4 (3%)	4 (3%)	1 (1%)	7 (0%)	0	6 (5%)	5 (4%)	24 (19%)	1 (1%)	46 (37%)	2
Federal Mediation and Conciliation Service	-- (--)	-- (--)	-- (--)	-- (--)	-- (0%)	0	1 (0%)	0 (0%)	2 (1%)	-- (--)	-- (--)	0
Federal Mine Safety and Health Review Commission	0 (0%)	2 (3%)	6 (8%)	0 (0%)	-- (0%)	0	0 (0%)	4 (5%)	5 (6%)	0 (0%)	0 (0%)	0
Federal Retirement Thrift Investment Board	5 (9%)	6 (11%)	7 (13%)	10 (19%)	0 (0%)	0	13 (25%)	14 (26%)	14 (26%)	21 (40%)	-- (--)	0
Federal Trade Commission	26 (3%)	41 (4%)	10 (1%)	0 (0%)	42 (--)	--	126 (12%)	231 (22%)	371 (36%)	0 (0%)	190 (18%)	--
General Services Administration	4127 (42%)	1996 (20%)	789 (8%)	565 (6%)	110 (--)	--	2689 (27%)	1810 (18%)	2321 (24%)	1312 (13%)	2186 (22%)	--
Institute of Museum and Library Services	0 (0%)	2 (4%)	35 (70%)	6 (12%)	5 (--)	--	2 (4%)	10 (20%)	35 (70%)	5 (10%)	-- (--)	--
International Boundary and Water Commission	3 (2%)	0 (0%)	0 (0%)	0 (0%)	2 (--)	--	3 (2%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)	--
International Broadcasting Bureau	0 (0%)	244 (15%)	-- (--)	26 (2%)	14 (--)	--	0 (0%)	244 (15%)	-- (--)	51 (3%)	154 (10%)	--
Marine Mammal Commission	1 (7%)	2 (14%)	1 (7%)	0 (0%)	0 (0%)	0	1 (7%)	2 (14%)	0 (0%)	4 (29%)	7 (50%)	0
Merit Systems Protection Board	-- (--)	-- (--)	-- (--)	-- (--)	-- (0%)	0	29 (15%)	47 (24%)	30 (15%)	-- (--)	30 (15%)	0

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Agency	September 2012 FINAL						FY2012 FINAL					
	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Millennium Challenge Corporation	-- (--)	14 (5%)	12 (4%)	-- (--)	-- (--)	--	-- (--)	14 (5%)	12 (4%)	-- (--)	-- (--)	242
National Aeronautics and Space Administration	-- (--)	-- (--)	-- (--)	-- (--)	3263 (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	2809 (16%)	--
National Archives and Records Administration	271 (18%)	68 (5%)	-- (--)	-- (--)	243 (--)	--	281 (19%)	234 (15%)	-- (--)	-- (--)	516 (34%)	--
National Capital Planning Commission	0 (0%)	2 (5%)	1 (3%)	0 (0%)	10 (--)	--	0 (0%)	2 (5%)	2 (5%)	0 (0%)	24 (65%)	--
National Council on Disability	-- (--)	-- (--)	6 (60%)	-- (--)	-- (--)	--	-- (--)	-- (--)	6 (60%)	-- (--)	-- (--)	--
National Credit Union Administration	51 (11%)	5 (1%)	4 (1%)	0 (0%)	22 (170%)	764	65 (14%)	17 (4%)	19 (4%)	0 (0%)	127 (28%)	764
National Endowment for the Arts	3 (2%)	14 (9%)	21 (13%)	0 (0%)	-- (0%)	0	3 (2%)	6 (4%)	12 (8%)	0 (0%)	-- (--)	0
National Endowment for the Humanities	9 (11%)	26 (31%)	11 (13%)	-- (--)	14 (1%)	1	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	1
National Labor Relations Board	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	295 (29%)	-- (--)	-- (--)	-- (--)	-- (--)	--
National Mediation Board	9 (19%)	8 (17%)	7 (15%)	0 (0%)	0 (--)	--	14 (30%)	10 (21%)	1 (2%)	0 (0%)	0 (0%)	0
National Science Foundation	91 (6%)	119 (8%)	56 (4%)	15 (1%)	179 (--)	--	113 (8%)	173 (12%)	65 (4%)	85 (6%)	353 (24%)	--
National Transportation Safety Board	119 (28%)	57 (14%)	17 (4%)	-- (--)	-- (--)	--	119 (28%)	57 (14%)	17 (4%)	-- (--)	-- (--)	--
Nuclear Regulatory Commission	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	244 (6%)	621 (16%)	33 (1%)	-- (--)	1145 (29%)	--

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Agency	September 2012 FINAL						FY2012 FINAL					
	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Nuclear Waste Technical Review Board	3 (25%)	-- (--)	3 (25%)	5 (42%)	-- (--)	--	3 (25%)	1 (8%)	5 (42%)	12 (100%)	-- (--)	--
Occupational Safety and Health Review Commission	1 (2%)	16 (28%)	0 (0%)	0 (0%)	7 (0%)	0	1 (2%)	16 (28%)	0 (0%)	0 (0%)	7 (12%)	0
Office of Government Ethics	6 (9%)	5 (7%)	4 (6%)	-- (--)	6 (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Office of Management and Budget (EOP)	-- (--)	-- (--)	-- (--)	-- (--)	-- (0%)	0	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0
Office of National Drug Control Policy	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	0 (0%)	0 (0%)	0 (0%)	0 (0%)	28 (31%)	--
Office of Navajo and Hopi Indian Relocation	-- (--)	-- (--)	-- (--)	-- (--)	-0- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Office of Personnel Management	525 (16%)	199 (6%)	120 (4%)	15 (0%)	359 (41%)	1355	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	1452
Office of the Director of National Intelligence	-- (--)	-- (--)	-- (--)	-- (--)	1 (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	2 (--)	--
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	0 (0%)	1 (25%)	0 (0%)	1 (25%)	3 (0%)	0	0 (0%)	1 (25%)	0 (0%)	0 (0%)	3 (75%)	0
Office of the United States Trade Representative (EOP)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	13 (0%)	0	0 (0%)	0 (0%)	0 (0%)	0 (0%)	47 (26%)	0
Overseas Private Investment Corporation	0 (0%)	18 (9%)	8 (4%)	0 (0%)	15 (--)	--	0 (0%)	24 (12%)	1 (1%)	0 (0%)	99 (50%)	--
Patent and Trademark Office	5136 (60%)	2102 (25%)	-- (--)	-- (--)	-- (--)	--	5136 (60%)	2102 (25%)	-- (--)	-- (--)	125 (1%)	--
Peace Corps	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--

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Agency	September 2012 FINAL						FY2012 FINAL					
	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Pension Benefit Guaranty Corporation	363 (--)	73 (--)	129 (--)	-- (--)	237 (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Postal Regulatory Commission	0 (0%)	14 (20%)	2 (3%)	0 (0%)	0 (0%)	0	0 (0%)	16 (23%)	2 (3%)	0 (0%)	24 (34%)	0
Railroad Retirement Board	106 (21%)	0 (0%)	13 (3%)	0 (0%)	7 (--)	--	125 (25%)	0 (0%)	8 (2%)	0 (0%)	42 (9%)	--
Securities and Exchange Commission	523 (13%)	262 (7%)	184 (5%)	-- (--)	361 (--)	--	542 (14%)	355 (9%)	334 (9%)	-- (--)	885 (23%)	--
Selective Service System	0 (0%)	5 (7%)	0 (0%)	-- (--)	6 (--)	--	7 (10%)	-- (--)	-- (--)	30 (42%)	-- (--)	--
Small Business Administration	-- (--)	231 (5%)	-- (--)	-- (--)	188 (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Smithsonian Institution	29 (--)	34 (--)	60 (--)	71 (--)	2 (--)	--	38 (--)	48 (--)	84 (--)	-- (--)	85 (--)	--
Social Security Administration	1683 (20%)	1405 (17%)	327 (4%)	242 (3%)	81 (0%)	32	1803 (21%)	1620 (19%)	422 (5%)	229 (3%)	316 (4%)	132
Tennessee Valley Authority	9 (0%)	0 (0%)	0 (0%)	-- (--)	-- (--)	--	9 (0%)	0 (0%)	0 (0%)	-- (--)	-- (--)	--
Trade and Development Agency	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	26 (58%)	--
U.S. Commission on Civil Rights	2 (6%)	1 (3%)	-- (--)	0 (0%)	-- (--)	--	2 (6%)	1 (3%)	-- (--)	-- (--)	-- (--)	--
U.S. International Trade Commission	2 (1%)	8 (2%)	8 (2%)	-- (--)	57 (--)	--	0 (0%)	26 (7%)	13 (4%)	-- (--)	192 (53%)	--
United States Holocaust Memorial Museum	7 (2%)	30 (10%)	7 (2%)	4 (1%)	13 (--)	--	11 (4%)	32 (11%)	12 (4%)	3 (1%)	132 (43%)	--

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	September 2012 FINAL						FY2012 FINAL					
Agency	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
TOTALS	67,511	44,465	28,333	16,302	38,809	12,303	76,934	50,851	42,101	38,915	97,876	14,291

Appendix 10: Subagency Telework Participation Data

Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Agriculture	Office of Inspector General (OIG)	547	526	466	191	36%	35%	384	73%	70%
Agriculture	Food, Nutrition and Consumer Services (FNCS)	1392	1267	1054	625	49%	45%	738	58%	53%
Agriculture	Rural Development (RD)	5093	4770	2833	1087	23%	21%	1693	35%	33%
Agriculture	Farm and Foreign Agriculture Services (FFAS)	6053	4903	1897	1174	24%	19%	1643	34%	27%
Agriculture	Research, Education and Economics (REE)	10307	8312	3126	1288	15%	12%	1606	19%	16%
Agriculture	Departmental Administration (DA/DM)	3,587	2,287	2,053	977	43%	27%	1214	53%	34%
Agriculture	Marketing and Regulatory Programs (MRP)	13149	7996	5036	2426	30%	18%	3535	44%	27%
Agriculture	Food Safety (FS)	9983	1871	1386	709	38%	7%	1116	60%	11%
Agriculture	Natural Resources and Environment (NRE)	51976	35969	10934	6432	18%	12%	8230	23%	16%
Agriculture	National Appeals Division (NAD)	92	92	92	70	76%	76%	90	98%	98%
Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	143	111	77	38	34%	27%	55	50%	38%
Commerce	U.S. Census Bureau	13968	7178	--	1572	22%	11%	2438	34%	17%
Commerce	Economic Development Administration (EDA)	197	172	--	48	28%	24%	112	65%	57%
Commerce	International Trade Administration (ITA)	1468	1243	--	457	37%	31%	710	57%	48%
Commerce	Economics and Statistics Administration (ESA)	36	19	--	12	63%	33%	19	100%	53%
Commerce	Minority Business Development Agency (MBDA)	68	68	--	11	16%	16%	22	32%	32%
Commerce	National Oceanic and Atmospheric Administration (NOAA)	12630	6755	--	2297	34%	18%	4022	60%	32%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Commerce	National Telecommunications and Information Administration (NTIA)	286	221	--	92	42%	32%	146	66%	51%
Commerce	National Institute of Standards and Technology (NIST)	3097	2242	--	444	20%	14%	798	36%	26%
Commerce	National Technical Information Service (NTIS)	102	90	--	43	48%	42%	53	59%	52%
Commerce	Office of the Secretary	802	652	--	210	32%	26%	381	58%	48%
Commerce	Office of the Inspector General	140	137	--	78	57%	56%	120	88%	86%
Commerce	Bureau of Industry Security	384	287	--	88	31%	23%	130	45%	34%
Commerce	Bureau of Economic Analysis	487	420	--	82	20%	17%	135	32%	28%
Defense	Department of Army	253,622	135,645	--	4,753	4%	2%	7,371	5%	3%
Defense	Department of Navy	201,647	120,468	--	20,111	17%	10%	43,173	36%	21%
Defense	Department of Air Force	150,757	72,178	--	1,934	3%	1%	8,320	12%	6%
Defense	Other Department of Defense	170,301	106,770	--	19,753	19%	12%	29,670	28%	17%
Education	Office of Communications and Outreach	114	105	56	22	21%	19%	40	38%	35%
Education	Office of Inspector General	286	286	257	137	48%	48%	248	87%	87%
Education	Office of Innovation and Improvement	97	84	69	23	27%	24%	66	79%	68%
Education	Office of Postsecondary Education	242	242	105	38	16%	16%	89	37%	37%
Education	Office of The Chief Information Officer	132	131	70	58	44%	44%	104	79%	79%
Education	Office of The Chief Financial Officer	179	166	118	60	36%	34%	114	69%	64%
Education	Office of Vocational and Adult Education	82	82	78	41	50%	50%	77	94%	94%
Education	Office of The General Counsel	111	102	72	31	30%	28%	56	55%	50%
Education	Office For Civil Rights	574	528	496	256	48%	45%	451	85%	79%
Education	Office of The Under Secretary	32	32	12	1	3%	3%	4	13%	13%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Education	Edet-Office of English Language Acquisition	19	19	14	6	32%	32%	17	89%	89%
Education	Office of Special Education and Rehabilitative Services	270	265	232	149	56%	55%	208	78%	77%
Education	Advisory Councils and Committees	--	--	--	--	--	--	--	--	--
Education	National Institute for Literacy	1	--	--	--	--	--	--	--	--
Education	Fc of The Deputy Secretary of Education	66	66	25	20	30%	30%	38	58%	58%
Education	Imm Office of Sec of Education	95	78	35	12	15%	13%	34	44%	36%
Education	Institute of Education Sciences	177	173	171	92	53%	52%	171	99%	97%
Education	Office of Elementary and Secondary Education	275	267	177	89	33%	32%	177	66%	64%
Education	National Assessment Governing Board	35	35	11	7	20%	20%	10	29%	29%
Education	Office of Management	188	179	155	78	44%	41%	152	85%	81%
Education	Office of Legislative and Congressional Affairs	17	13	9	0	0%	0%	1	8%	6%
Education	Office of Planning, Evaluation, and Policy Development	127	113	94	23	20%	18%	53	47%	42%
Education	Federal Student Aid	1233	1208	1146	713	59%	58%	1091	90%	88%
Energy	Bonneville Power Administration	3097	2295	833	369	16%	12%	946	41%	31%
Energy	National Nuclear Security Administration	2659	2659	417	164	6%	6%	267	10%	10%
Health and Human Services	Administration on Aging	117	112	17	17	15%	15%	17	15%	15%
Health and Human Services	Agency for Health Care Research and Quality	312	312	262	262	84%	84%	262	84%	84%
Health and Human Services	Administration for Children and Families	1072	1015	427	427	42%	40%	427	42%	40%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Health and Human Services	Centers for Disease Control and Prevention	10454	6157	3167	3167	51%	30%	3167	51%	30%
Health and Human Services	Health Resources and Services Administration	1860	1345	729	729	54%	39%	729	54%	39%
Health and Human Services	Centers for Medicare and Medicaid Services	5766	5766	3696	2992	52%	52%	3696	64%	64%
Health and Human Services	Food and Drug Administration	15691	10853	7483	5442	50%	35%	7483	69%	48%
Health and Human Services	Indian Health Service	15500	94	94	94	100%	1%	94	100%	1%
Health and Human Services	National Institutes of Health	19853	14559	8679	4256	29%	21%	8679	60%	44%
Health and Human Services	Office of the Secretary	5458	5011	2959	2068	41%	38%	2959	59%	54%
Health and Human Services	Office of the Inspector General	1733	1694	1002	1002	59%	58%	1002	59%	58%
Health and Human Services	Program Support Center	694	529	487	277	52%	40%	487	92%	70%
Health and Human Services	Substance Abuse and Mental Health Services Administration	603	560	330	198	35%	33%	330	59%	55%
Homeland Security	DHS Headquarters	4027	1506	2320	890	59%	22%	809	54%	20%
Homeland Security	Federal Emergency Management Agency	17083	7720	5500	860	11%	5%	769	10%	5%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Homeland Security	Federal Law Enforcement Training Center	1167	221	71	32	14%	3%	22	10%	2%
Homeland Security	National Protection and Programs Directorate	2811	2786	566	480	17%	17%	393	14%	14%
Homeland Security	Transportation Security Administration	65209	7800	2738	815	10%	1%	548	7%	1%
Homeland Security	Office of the Inspector General	766	766	400	282	37%	37%	273	36%	36%
Homeland Security	US Citizenship and Immigration Services	11193	8171	5151	1552	19%	14%	1275	16%	11%
Homeland Security	US Coast Guard	8844	6795	--	642	9%	7%	532	8%	6%
Homeland Security	US Customs and Border Protection	60616	9644	3785	1134	12%	2%	2285	24%	4%
Homeland Security	US Secret Service	6678	120	103	66	55%	1%	53	44%	1%
Homeland Security	US Immigration and Customs Enforcement	20396	19074	1083	424	2%	2%	321	2%	2%
Housing and Urban Development	Chief Financial Officer	204	--	177	--	--	--	177	--	87%
Housing and Urban Development	Chief Information Officer	261	--	158	--	--	--	158	--	61%
Housing and Urban Development	Community Planning and Development	792	--	147	--	--	--	147	--	19%
Housing and Urban Development	Chief Procurement Officer	129	--	65	--	--	--	65	--	50%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Housing and Urban Development	Congressional and Intergovernmental Relations	19	--	2	--	--	--	2	--	11%
Housing and Urban Development	Departmental Equal Employment Opportunity	18	--	16	--	--	--	16	--	89%
Housing and Urban Development	Departmental Operations and Coordination	61	--	38	--	--	--	61	--	100%
Housing and Urban Development	Fair Housing and Equal Opportunity	569	--	468	--	--	--	468	--	82%
Housing and Urban Development	Field Policy and Management	346	--	186	--	--	--	186	--	54%
Housing and Urban Development	Government National Mortgage Association	104	--	67	--	--	--	67	--	64%
Housing and Urban Development	Housing	3,142	--	1,566	--	--	--	1,566	--	50%
Housing and Urban Development	Office of Disaster Management & National Security	20	--	5	--	--	--	5	--	25%
Housing and Urban Development	Office of General Counsel	621	--	402	--	--	--	402	--	65%
Housing and Urban Development	Office of Healthy Homes and Lead Hazard Control	45	--	45	--	--	--	45	--	100%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Housing and Urban Development	Office of Strategic Planning & Management	29	--	26	--	--	--	26	--	90%
Housing and Urban Development	Office of Sustainable Housing and Communities	17	--	11	--	--	--	11	--	65%
Housing and Urban Development	Office of the Chief Human Capital Officer	440	--	158	--	--	--	158	--	36%
Housing and Urban Development	Policy Development and Research	142	--	83	--	--	--	83	--	58%
Housing and Urban Development	Public and Indian Housing	1523	--	1010	--	--	--	1010	--	66%
Housing and Urban Development	Public Affairs	20	--	20	--	--	--	20	--	100%
Housing and Urban Development	Secretary and Deputy Secretary	38	--	18	0	--	0%	18	--	47%
Interior	Bureau of Ocean Energy Management	600	595	--	75	13%	13%	144	24%	24%
Interior	Bureau of Safety and Environmental Enforcement	744	738	--	87	12%	12%	157	21%	21%
Interior	Office of Natural Resource Revenue	628	627	--	274	44%	44%	388	62%	62%
Interior	Office of the Special Trustee	670	377	--	72	19%	11%	100	27%	15%
Interior	Bureau of Indian Affairs	9917	1945	--	57	3%	1%	45	2%	0%
Interior	Bureau of Land Management	13780	13729	--	397	3%	3%	803	6%	6%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Interior	Bureau of Reclamation	6079	4705	--	355	8%	6%	1169	25%	19%
Interior	National Park Service	32341	22849	--	834	4%	3%	1488	7%	5%
Interior	National Business Center	1220	1009	--	194	19%	16%	315	31%	26%
Interior	Office of Surface Mining	583	557	--	121	22%	21%	233	42%	40%
Interior	Office of the Inspector General	310	310	--	133	43%	43%	258	83%	83%
Interior	Office of the Solicitor	473	473	--	104	22%	22%	204	43%	43%
Interior	Office of the Secretary	1507	1501	--	272	18%	18%	537	36%	36%
Interior	US Fish and Wildlife Service	12097	12097	--	739	6%	6%	1284	11%	11%
Interior	US Geological Survey	10303	9997	--	1076	11%	10%	2023	20%	20%
Justice	Antitrust Division	682	670	264	73	11%	11%	231	34%	34%
Justice	Alcohol, Tobacco, Firearms and Explosives	4793	1985	1281	648	33%	14%	1066	54%	22%
Justice	Civil Division	1,410	1,264	500	306	24%	22%	411	33%	29%
Justice	Bureau of Prisons/Federal Prison System	38,327	1250	353	255	20%	1%	353	28%	1%
Justice	Civil Rights Division	646	640	158	85	13%	13%	66	10%	10%
Justice	Criminal Division	923	881	25	18	2%	2%	37	4%	4%
Justice	Environment and Natural Resources Division	645	645	433	94	15%	15%	433	67%	67%
Justice	Drug Enforcement Administration	9796	4926	295	77	2%	1%	1564	32%	16%
Justice	Exec Office of US Attorney and Office of US Attorney	11,654	--	--	11,654	--	100%	216	--	2%
Justice	Executive Office for Immigration Review	1430	245	160	113	46%	8%	140	57%	10%
Justice	Federal Bureau of Investigation	36,417	22,176	156	74	0%	0%	162	1%	0%
Justice	Office of Justice Programs	617	595	455	286	48%	46%	411	69%	67%
Justice	Office of the Inspector General	472	408	215	98	24%	21%	162	40%	34%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Justice	Offices Boards and Divisions	2082	1167	949	254	22%	12%	505	43%	24%
Justice	Tax Division	527	526	137	56	11%	11%	190	36%	36%
Justice	US Trustee Program	1205	1085	330	330	30%	27%	330	30%	27%
Justice	US Marshals Service	5,642	197	185	--	--	--	--	--	--
Labor	Office of the Assistant Secretary for Administration and Management	741	603	269	221	37%	30%	437	72%	59%
Labor	Women's Bureau	52	56	35	17	30%	33%	25	45%	48%
Labor	Occupational Safety and Health Administration	2243	2004	1131	653	33%	29%	1194	60%	53%
Labor	Office of the Solicitor	752	627	424	258	41%	34%	478	76%	64%
Labor	Veterans Employment and Training Services	214	216	85	50	23%	23%	97	45%	45%
Labor	Office of the Secretary	71	51	11	0	0%	0%	1	2%	1%
Labor	Office of the Inspector General	405	416	269	135	32%	33%	212	51%	52%
Labor	Office of the Chief Financial Officer	126	88	68	31	35%	25%	60	68%	48%
Labor	Office of the Assistant Secretary for Policy	28	22	21	4	18%	14%	19	86%	68%
Labor	Office of Disability Employment Policy	48	49	34	26	53%	54%	41	84%	85%
Labor	Bureau of International Labor Affairs	105	98	65	31	32%	30%	68	69%	65%
Labor	Office of Administrative Law Judges	139	84	39	28	33%	20%	45	54%	32%
Labor	Bureau of Labor Statistics	2462	2388	1326	936	39%	38%	1328	56%	54%
Labor	Adjudicatory Boards	117	105	98	72	69%	62%	85	81%	73%
Labor	Employee Benefits Security Administration	1017	813	356	248	31%	24%	471	58%	46%
Labor	Employment and Training Administration	1172	985	597	368	37%	31%	660	67%	56%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Labor	Office of Workers' Compensation Programs (OWCP)	1670	1120	435	370	33%	22%	560	50%	34%
Labor	Office of Federal Contract Compliance Programs (OFCCP)	764	760	280	331	44%	43%	517	68%	68%
Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	26	22	0	0	0%	0%	3	14%	12%
Labor	Office of Labor-Management Standards (OLMS)	230	220	194	79	36%	34%	140	64%	61%
Labor	Mine Safety and Health Administration	2388	2245	177	119	5%	5%	264	12%	11%
Labor	Wage and Hour Division (WHD)	1825	1651	482	437	26%	24%	873	53%	48%
Labor	Office of Public Affairs	59	64	39	17	27%	29%	34	53%	58%
State	The International Boundary Commission: U.S. and Canada	14	14	1	1	7%	7%	4	29%	29%
State	The International Joint Commission: U.S. and Canada	1	7	1	1	14%	100%	--	--	--
Transportation	Federal Motor Carrier Safety Administration	1105	746	746	218	29%	20%	460	62%	42%
Transportation	Office of Inspector General	421	421	304	136	32%	32%	365	87%	87%
Transportation	St. Lawrence Seaway Development Corporation	128	29	29	9	31%	7%	25	86%	20%
Transportation	Research and Innovative Technology Administration	677	676	676	361	53%	53%	559	83%	83%
Transportation	Surface Transportation Board	146	129	107	82	64%	56%	104	81%	71%
Transportation	Office of Secretary of Transportation	793	532	532	125	23%	16%	405	76%	51%
Transportation	Pipeline/Hazardous Materials Safety Administration	450	450	450	179	40%	40%	222	49%	49%
Transportation	Maritime Administration	845	541	372	149	28%	18%	298	55%	35%
Transportation	National Highway Traffic Safety Administration	575	555	555	178	32%	31%	386	70%	67%
Transportation	Federal Railroad Administration	878	878	839	461	53%	53%	839	96%	96%

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Department	Subagency	Number of Employees	Number Eligible	Number with Telework Agreements	Employees TW in Sept. (No.)	Eligible Employees TW in Sept. (%)	Employees TW Sept. (%)	Employees TW FY2012 (No.)	Eligible Employees TW FY2012 (%)	Employees TW FY2012 (%)
Transportation	Federal Highway Administration	2951	2703	2703	924	34%	31%	2120	78%	72%
Transportation	Federal Aviation Administration	47855	13426	13426	3220	24%	7%	9645	72%	20%
Transportation	Federal Transit Administration	564	541	433	173	32%	31%	414	77%	73%
Treasury	Alcohol and Tobacco Tax and Trade Bureau	479	471	429	251	53%	52%	435	92%	91%
Treasury	Bureau of Engraving and Printing	1883	473	281	162	34%	9%	491	104%	26%
Treasury	Bureau of Public Debt	1990	1123	612	371	33%	19%	481	43%	24%
Treasury	Departmental Offices	1950	1513	816	301	20%	15%	806	53%	41%
Treasury	Financial Crimes Enforcement Network	307	307	213	79	26%	26%	--	--	--
Treasury	Financial Management Service	1547	1292	490	306	24%	20%	534	41%	35%
Treasury	Office of Inspector General	175	175	140	16	9%	9%	96	55%	55%
Treasury	Office of Inspector General for Tax Administration	778	692	692	692	100%	89%	692	100%	89%
Treasury	US Mint	1770	474	147	82	17%	5%	190	40%	11%
Treasury	Internal Revenue Service	97942	38077	38077	23709	62%	24%	--	--	--
Treasury	Office of Comptroller of Currency	3834	3796	3615	1114	29%	29%	2547	67%	66%

Appendix 11: Subagency Telework Frequency Data

Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Agriculture	Office of Inspector General (OIG)	526	9 (2%)	-- (--)	16 (3%)	-- (--)	166 (32%)	--	33 (6%)	-- (--)	42 (8%)	-- (--)	309 (59%)	--
Agriculture	Food, Nutrition and Consumer Services (FNCS)	1267	279 (22%)	0 (0%)	244 (19%)	0 (0%)	102 (8%)	--	507 (40%)	-- (--)	133 (10%)	-- (--)	98 (8%)	--
Agriculture	Rural Development (RD)	4770	203 (4%)	-- (--)	440 (9%)	-- (--)	444 (9%)	--	373 (8%)	-- (--)	371 (8%)	-- (--)	949 (20%)	--
Agriculture	Farm and Foreign Agriculture Services (FFAS)	4903	244 (5%)	-- (--)	471 (10%)	-- (--)	459 (9%)	--	525 (11%)	-- (--)	389 (8%)	-- (--)	729 (15%)	--
Agriculture	Research, Education and Economics (REE)	8312	298 (4%)	-- (--)	454 (5%)	-- (--)	536 (6%)	--	416 (5%)	-- (--)	369 (4%)	-- (--)	821 (10%)	--
Agriculture	Departmental Administration (DA/DM)	2,287	121 (5%)	-- (--)	477 (21%)	-- (--)	379 (17%)	--	287 (13%)	-- (--)	381 (17%)	-- (--)	546 (24%)	--
Agriculture	Marketing and Regulatory Programs (MRP)	7996	793 (10%)	-- (--)	1123 (14%)	-- (--)	510 (6%)	--	1710 (21%)	-- (--)	798 (10%)	-- (--)	1027 (13%)	--
Agriculture	Food Safety (FS)	1871	126 (7%)	-- (--)	282 (15%)	-- (--)	301 (16%)	--	345 (18%)	-- (--)	248 (13%)	-- (--)	523 (28%)	--
Agriculture	Natural Resources and Environment (NRE)	35969	928 (3%)	-- (--)	1338 (4%)	-- (--)	4166 (12%)	--	1616 (4%)	-- (--)	1009 (3%)	-- (--)	5605 (16%)	--
Agriculture	National Appeals Division (NAD)	92	52 (57%)	-- (--)	9 (10%)	-- (--)	9 (10%)	--	62 (67%)	-- (--)	0 (0%)	-- (--)	28 (30%)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	111	8 (7%)	-- (--)	11 (10%)	-- (--)	19 (17%)	--	14 (13%)	-- (--)	5 (5%)	-- (--)	36 (32%)	--
Commerce	U.S. Census Bureau	7178	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	Economic Development Administration (EDA)	172	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	International Trade Administration (ITA)	1243	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	Economics and Statistics Administration (ESA)	19	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	Minority Business Development Agency (MBDA)	68	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	National Oceanic and Atmospheric Administration (NOAA)	6755	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	National Telecommunications and Information Administration (NTIA)	221	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	National Institute of Standards and Technology (NIST)	2242	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Commerce	National Technical Information Service (NTIS)	90	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	Office of the Secretary	652	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Commerce	Office of the Inspector General	137	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	2	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	3
Commerce	Bureau of Industry Security	287	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	100	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	100
Commerce	Bureau of Economic Analysis	420	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Defense	Department of Army	135,645	896 (1%)	1457 (1%)	964 (1%)	347 (0%)	1089 (1%)	--	1162 (1%)	1815 (1%)	1590 (1%)	534 (0%)	2270 (2%)	--
Defense	Department of Navy	120,468	2024 (2%)	2992 (2%)	2304 (2%)	458 (0%)	12333 (10%)	--	3744 (3%)	4744 (4%)	4096 (3%)	920 (1%)	29669 (25%)	--
Defense	Department of Air Force	72,178	67 (0%)	486 (1%)	387 (1%)	363 (1%)	631 (1%)	--	1275 (2%)	1773 (2%)	1842 (3%)	576 (1%)	2854 (4%)	--
Defense	Other Department of Defense	106,770	6715 (6%)	3810 (4%)	2385 (2%)	814 (1%)	6029 (6%)	--	5830 (5%)	3360 (3%)	3834 (4%)	2851 (3%)	13795 (13%)	--
Education	Office of Communications and Outreach	105	7 (7%)	4 (4%)	2 (2%)	-- (--)	11 (10%)	--	15 (14%)	2 (2%)	2 (2%)	-- (--)	32 (30%)	--
Education	Office of Inspector General	286	59 (21%)	11 (4%)	9 (3%)	-- (--)	62 (22%)	--	136 (48%)	14 (5%)	19 (7%)	-- (--)	180 (63%)	--
Education	Office of Innovation and Improvement	84	8 (10%)	4 (5%)	2 (2%)	-- (--)	12 (14%)	--	23 (27%)	4 (5%)	4 (5%)	-- (--)	61 (73%)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Education	Office of Postsecondary Education	242	12 (5%)	7 (3%)	11 (5%)	-- (--)	10 (4%)	--	44 (18%)	9 (4%)	12 (5%)	-- (--)	44 (18%)	--
Education	Office of The Chief Information Officer	131	10 (8%)	16 (12%)	20 (15%)	-- (--)	19 (15%)	--	58 (44%)	15 (11%)	11 (8%)	-- (--)	93 (71%)	--
Education	Office of The Chief Financial Officer	166	11 (7%)	12 (7%)	11 (7%)	-- (--)	32 (19%)	--	47 (28%)	4 (2%)	6 (4%)	-- (--)	109 (66%)	--
Education	Office of Vocational and Adult Education	82	14 (17%)	4 (5%)	3 (4%)	-- (--)	22 (27%)	--	41 (50%)	4 (5%)	12 (15%)	-- (--)	66 (80%)	--
Education	Office of The General Counsel	102	3 (3%)	13 (13%)	0 (0%)	-- (--)	15 (15%)	--	24 (24%)	2 (2%)	1 (1%)	-- (--)	39 (38%)	--
Education	Office For Civil Rights	528	30 (6%)	45 (9%)	51 (10%)	-- (--)	164 (31%)	--	107 (20%)	34 (6%)	44 (8%)	-- (--)	437 (83%)	--
Education	Office of The Under Secretary	32	0 (0%)	0 (0%)	0 (0%)	-- (--)	1 (3%)	--	1 (3%)	1 (3%)	0 (0%)	-- (--)	4 (13%)	--
Education	Edet-Office of English Language Acquisition	19	0 (0%)	4 (21%)	0 (0%)	-- (--)	2 (11%)	--	7 (37%)	0 (0%)	1 (5%)	-- (--)	16 (84%)	--
Education	Office of Special Education and Rehabilitative Services	265	67 (25%)	35 (13%)	16 (6%)	-- (--)	42 (16%)	--	118 (45%)	16 (6%)	30 (11%)	-- (--)	126 (48%)	--
Education	Advisory Councils and Committees	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Education	National Institute for Literacy	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Education	Fc of The Deputy Secretary of Education	66	5 (8%)	4 (6%)	3 (5%)	-- (--)	11 (17%)	--	17 (26%)	1 (2%)	2 (3%)	-- (--)	33 (50%)	--
Education	Imm Office of Sec of Education	78	1 (1%)	2 (3%)	0 (0%)	-- (--)	9 (12%)	--	14 (18%)	0 (0%)	1 (1%)	-- (--)	22 (28%)	--
Education	Institute of Education Sciences	173	25 (14%)	11 (6%)	12 (7%)	-- (--)	52 (30%)	--	71 (41%)	7 (4%)	16 (9%)	-- (--)	154 (89%)	--
Education	Office of Elementary and Secondary Education	267	16 (6%)	21 (8%)	9 (3%)	-- (--)	48 (18%)	--	64 (24%)	12 (4%)	16 (6%)	-- (--)	155 (58%)	--
Education	National Assessment Governing Board	35	0 (0%)	6 (17%)	1 (3%)	-- (--)	1 (3%)	--	9 (26%)	0 (0%)	0 (0%)	-- (--)	4 (11%)	--
Education	Office of Management	179	12 (7%)	17 (9%)	19 (11%)	-- (--)	39 (22%)	--	90 (50%)	5 (3%)	9 (5%)	-- (--)	78 (44%)	--
Education	Office of Legislative and Congressional Affairs	13	0 (0%)	0 (0%)	0 (0%)	-- (--)	0 (0%)	--	1 (8%)	0 (0%)	0 (0%)	-- (--)	1 (8%)	--
Education	Office of Planning, Evaluation, and Policy Development	113	3 (3%)	5 (4%)	3 (3%)	-- (--)	13 (12%)	--	16 (14%)	4 (4%)	4 (4%)	-- (--)	32 (28%)	--
Education	Federal Student Aid	1208	173 (14%)	130 (11%)	83 (7%)	-- (--)	382 (32%)	--	473 (39%)	45 (4%)	75 (6%)	-- (--)	1030 (85%)	--
Energy	Bonneville Power Administration	2295	15 (1%)	33 (1%)	195 (8%)	-- (--)	126 (5%)	--	14 (1%)	30 (1%)	192 (8%)	-- (--)	710 (31%)	--
Energy	National Nuclear Security Administration	2659	20 (1%)	17 (1%)	12 (0%)	39 (1%)	76 (3%)	0	25 (1%)	20 (1%)	17 (1%)	62 (2%)	143 (5%)	0

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Health and Human Services	Administration on Aging	112	1 (1%)	6 (5%)	6 (5%)	-- (--)	-- (--)	--	1 (1%)	6 (5%)	6 (5%)	-- (--)	-- (--)	--
Health and Human Services	Agency for Health Care Research and Quality	312	45 (14%)	96 (31%)	9 (3%)	112 (36%)	112 (36%)	--	45 (14%)	96 (31%)	9 (3%)	112 (36%)	112 (36%)	--
Health and Human Services	Administration for Children and Families	1015	190 (19%)	195 (19%)	42 (4%)	-- (--)	0 (0%)	--	190 (19%)	195 (19%)	42 (4%)	-- (--)	0 (0%)	--
Health and Human Services	Centers for Disease Control and Prevention	6157	1521 (25%)	1453 (24%)	193 (3%)	0 (0%)	0 (0%)	--	1521 (25%)	1453 (24%)	193 (3%)	0 (0%)	0 (0%)	--
Health and Human Services	Health Resources and Services Administration	1345	269 (20%)	373 (28%)	132 (10%)	-- (--)	0 (0%)	--	269 (20%)	373 (28%)	132 (10%)	-- (--)	0 (0%)	--
Health and Human Services	Centers for Medicare and Medicaid Services	5766	428 (7%)	2564 (44%)	-- (--)	-- (--)	704 (12%)	--	428 (7%)	2564 (44%)	-- (--)	-- (--)	704 (12%)	--
Health and Human Services	Food and Drug Administration	10853	2812 (26%)	2350 (22%)	280 (3%)	590 (5%)	#VALUE! (--)	--	2812 (26%)	2350 (22%)	280 (3%)	590 (5%)	-- (--)	--
Health and Human Services	Indian Health Service	94	73 (78%)	21 (22%)	0 (0%)	0 (0%)	0 (0%)	--	73 (78%)	21 (22%)	0 (0%)	0 (0%)	0 (0%)	--
Health and Human Services	National Institutes of Health	14559	1210 (8%)	2164 (15%)	882 (6%)	-- (--)	-- (--)	--	1210 (8%)	2164 (15%)	882 (6%)	-- (--)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Health and Human Services	Office of the Secretary	5011	850 (17%)	1090 (22%)	128 (3%)	-- (--)	-- (--)	--	850 (17%)	1090 (22%)	128 (3%)	-- (--)	-- (--)	--
Health and Human Services	Office of the Inspector General	1694	171 (10%)	360 (21%)	36 (2%)	435 (26%)	-- (--)	--	171 (10%)	360 (21%)	36 (2%)	435 (26%)	-- (--)	--
Health and Human Services	Program Support Center	529	134 (25%)	123 (23%)	20 (4%)	210 (40%)	-- (--)	--	134 (25%)	123 (23%)	20 (4%)	210 (40%)	-- (--)	--
Health and Human Services	Substance Abuse and Mental Health Services Administration	560	28 (5%)	153 (27%)	17 (3%)	132 (24%)	-- (--)	--	28 (5%)	153 (27%)	17 (3%)	132 (24%)	-- (--)	--
Homeland Security	DHS Headquarters	1506	249 (17%)	273 (18%)	368 (24%)	-- (--)	-- (--)	--	205 (14%)	229 (15%)	309 (21%)	65 (4%)	-- (--)	--
Homeland Security	Federal Emergency Management Agency	7720	202 (3%)	257 (3%)	401 (5%)	-- (--)	-- (--)	--	144 (2%)	204 (3%)	352 (5%)	69 (1%)	-- (--)	--
Homeland Security	Federal Law Enforcement Training Center	221	7 (3%)	11 (5%)	14 (6%)	-- (--)	-- (--)	--	5 (2%)	9 (4%)	6 (3%)	1 (0%)	-- (--)	--
Homeland Security	National Protection and Programs Directorate	2786	172 (6%)	136 (5%)	172 (6%)	-- (--)	-- (--)	--	103 (4%)	111 (4%)	157 (6%)	23 (1%)	-- (--)	--
Homeland Security	Transportation Security Administration	7800	251 (3%)	214 (3%)	350 (4%)	-- (--)	-- (--)	--	169 (2%)	148 (2%)	187 (2%)	43 (1%)	-- (--)	--
Homeland Security	Office of the Inspector General	766	107 (14%)	79 (10%)	96 (13%)	-- (--)	-- (--)	--	104 (14%)	65 (8%)	82 (11%)	21 (3%)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Homeland Security	US Citizenship and Immigration Services	8171	721 (9%)	375 (5%)	456 (6%)	-- (--)	-- (--)	--	561 (7%)	332 (4%)	317 (4%)	64 (1%)	-- (--)	--
Homeland Security	US Coast Guard	6795	153 (2%)	198 (3%)	291 (4%)	-- (--)	-- (--)	--	107 (2%)	155 (2%)	229 (3%)	41 (1%)	-- (--)	--
Homeland Security	US Customs and Border Protection	9644	105 (1%)	801 (8%)	0 (0%)	4 (0%)	228 (2%)	18	121 (1%)	1386 (14%)	0 (0%)	4 (0%)	778 (8%)	--
Homeland Security	US Secret Service	120	34 (28%)	16 (13%)	16 (13%)	-- (--)	-- (--)	--	26 (22%)	19 (16%)	7 (6%)	1 (1%)	-- (--)	--
Homeland Security	US Immigration and Customs Enforcement	19074	105 (1%)	139 (1%)	180 (1%)	-- (--)	-- (--)	--	103 (1%)	86 (0%)	112 (1%)	20 (0%)	-- (--)	--
Housing and Urban Development	Chief Financial Officer	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	105 (--)	0
Housing and Urban Development	Chief Information Officer	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	61 (--)	0
Housing and Urban Development	Community Planning and Development	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	37 (--)	0
Housing and Urban Development	Chief Procurement Officer	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	30 (--)	0
Housing and Urban Development	Congressional and Intergovernmental Relations	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	0 (--)	0

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Housing and Urban Development	Departmental Equal Employment Opportunity	--	--	--	--	--	--	0	--	--	--	--	2	0
Housing and Urban Development	Departmental Operations and Coordination	--	--	--	--	--	--	0	--	--	--	--	1	0
Housing and Urban Development	Fair Housing and Equal Opportunity	--	--	--	--	--	--	0	--	--	--	--	405	0
Housing and Urban Development	Field Policy and Management	--	--	--	--	--	--	0	--	--	--	--	69	0
Housing and Urban Development	Government National Mortgage Association	--	--	--	--	--	--	0	--	--	--	--	43	0
Housing and Urban Development	Housing	--	--	--	--	--	--	0	--	--	--	--	238	0
Housing and Urban Development	Office of Disaster Management & National Security	--	--	--	--	--	--	0	--	--	--	--	4	0
Housing and Urban Development	Office of General Counsel	--	--	--	--	--	--	0	--	--	--	--	175	0
Housing and Urban Development	Office of Healthy Homes and Lead Hazard Control	--	--	--	--	--	--	0	--	--	--	--	2	0

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Housing and Urban Development	Office of Strategic Planning & Management	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	24 (--)	0
Housing and Urban Development	Office of Sustainable Housing and Communities	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	6 (--)	0
Housing and Urban Development	Office of the Chief Human Capital Officer	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	61 (--)	0
Housing and Urban Development	Policy Development and Research	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	43 (--)	0
Housing and Urban Development	Public and Indian Housing	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	845 (--)	0
Housing and Urban Development	Public Affairs	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	13 (--)	0
Housing and Urban Development	Secretary and Deputy Secretary	--	-- (--)	-- (--)	-- (--)	-- (--)	0 (--)	0	-- (--)	-- (--)	-- (--)	-- (--)	14 (--)	--
Interior	Bureau of Ocean Energy Management	595	27 (5%)	34 (6%)	14 (2%)	24 (4%)	-- (--)	--	100 (17%)	19 (3%)	23 (4%)	119 (20%)	-- (--)	--
Interior	Bureau of Safety and Environmental Enforcement	738	25 (3%)	40 (5%)	22 (3%)	28 (4%)	-- (--)	--	123 (17%)	16 (2%)	15 (2%)	121 (16%)	-- (--)	--
Interior	Office of Natural Resource Revenue	627	127 (20%)	116 (19%)	31 (5%)	48 (8%)	-- (--)	--	355 (57%)	16 (3%)	13 (2%)	332 (53%)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Interior	Office of the Special Trustee	377	34 (9%)	25 (7%)	13 (3%)	20 (5%)	-- (--)	--	83 (22%)	7 (2%)	4 (1%)	52 (14%)	-- (--)	--
Interior	Bureau of Indian Affairs	1945	15 (1%)	30 (2%)	12 (1%)	0 (0%)	0 (0%)	--	84 (4%)	18 (1%)	7 (0%)	84 (4%)	0 (0%)	--
Interior	Bureau of Land Management	13729	142 (1%)	148 (1%)	107 (1%)	97 (1%)	-- (--)	--	566 (4%)	111 (1%)	103 (1%)	629 (5%)	-- (--)	--
Interior	Bureau of Reclamation	4705	97 (2%)	120 (3%)	138 (3%)	97 (2%)	-- (--)	--	693 (15%)	198 (4%)	296 (6%)	1049 (22%)	-- (--)	--
Interior	National Park Service	22849	335 (1%)	302 (1%)	197 (1%)	205 (1%)	-- (--)	--	1096 (5%)	192 (1%)	147 (1%)	1112 (5%)	-- (--)	--
Interior	National Business Center	1009	75 (7%)	58 (6%)	61 (6%)	52 (5%)	-- (--)	--	237 (23%)	39 (4%)	41 (4%)	272 (27%)	-- (--)	--
Interior	Office of Surface Mining	557	61 (11%)	36 (6%)	24 (4%)	26 (5%)	-- (--)	--	185 (33%)	21 (4%)	26 (5%)	210 (38%)	-- (--)	--
Interior	Office of the Inspector General	310	59 (19%)	52 (17%)	22 (7%)	33 (11%)	-- (--)	--	212 (68%)	40 (13%)	6 (2%)	208 (67%)	-- (--)	--
Interior	Office of the Solicitor	473	24 (5%)	43 (9%)	37 (8%)	19 (4%)	-- (--)	--	150 (32%)	26 (5%)	28 (6%)	174 (37%)	-- (--)	--
Interior	Office of the Secretary	1501	134 (9%)	87 (6%)	51 (3%)	56 (4%)	-- (--)	--	369 (25%)	40 (3%)	44 (3%)	373 (25%)	-- (--)	--
Interior	US Fish and Wildlife Service	12097	287 (2%)	283 (2%)	169 (1%)	184 (2%)	-- (--)	--	937 (8%)	193 (2%)	131 (1%)	967 (8%)	-- (--)	--
Interior	US Geological Survey	9997	379 (4%)	389 (4%)	308 (3%)	276 (3%)	-- (--)	--	1517 (15%)	268 (3%)	221 (2%)	1773 (18%)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Justice	Antitrust Division	670	3 (0%)	25 (4%)	20 (3%)	-- (--)	25 (4%)	--	12 (2%)	28 (4%)	34 (5%)	-- (--)	157 (23%)	--
Justice	Alcohol, Tobacco, Firearms and Explosives	1985	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	2435	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	2435
Justice	Civil Division	1,264	0 (0%)	244 (19%)	6 (0%)	0 (0%)	25 (2%)	0	0 (0%)	244 (19%)	6 (0%)	0 (0%)	150 (12%)	0
Justice	Bureau of Prisons/Federal Prison System	1250	-- (--)	-- (--)	-- (--)	-- (--)	20 (2%)	--	51 (4%)	94 (8%)	187 (15%)	21 (2%)	10 (1%)	--
Justice	Civil Rights Division	640	29 (5%)	33 (5%)	22 (3%)	-- (--)	17 (3%)	--	3 (0%)	22 (3%)	24 (4%)	-- (--)	29 (5%)	--
Justice	Criminal Division	881	3 (0%)	5 (1%)	2 (0%)	0 (0%)	8 (1%)	--	8 (1%)	8 (1%)	2 (0%)	0 (0%)	19 (2%)	--
Justice	Environment and Natural Resources Division	645	2 (0%)	61 (9%)	13 (2%)	-- (--)	7 (1%)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Justice	Drug Enforcement Administration	4926	10 (0%)	15 (0%)	24 (0%)	-- (--)	28 (1%)	--	220 (4%)	729 (15%)	0 (0%)	-- (--)	615 (12%)	--
Justice	Exec Office of US Attorney and Office of US Attorney	--	42 (--)	11 (--)	20 (--)	-- (--)	-- (--)	--	29 (--)	31 (--)	15 (--)	-- (--)	187 (--)	--
Justice	Executive Office for Immigration Review	245	68 (28%)	44 (18%)	-- (--)	0 (0%)	1 (0%)	0	80 (33%)	28 (11%)	37 (15%)	0 (0%)	9 (4%)	0
Justice	Federal Bureau of Investigation	22,176	12 (0%)	18 (0%)	18 (0%)	11 (0%)	15 (0%)	26	33 (0%)	20 (0%)	31 (0%)	25 (0%)	53 (0%)	42
Justice	Office of Justice Programs	595	127 (21%)	94 (16%)	51 (9%)	-- (--)	14 (2%)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Justice	Office of the Inspector General	408	16 (4%)	21 (5%)	61 (15%)	-- (--)	80 (20%)	0	29 (7%)	30 (7%)	33 (8%)	-- (--)	-- (--)	0
Justice	Offices Boards and Divisions	1167	25 (2%)	87 (7%)	80 (7%)	2 (0%)	60 (5%)	--	27 (2%)	115 (10%)	117 (10%)	3 (0%)	243 (21%)	--
Justice	Tax Division	526	0 (0%)	15 (3%)	16 (3%)	-- (--)	25 (5%)	34	-- (--)	30 (6%)	20 (4%)	-- (--)	160 (30%)	443
Justice	US Trustee Program	1085	8 (1%)	197 (18%)	123 (11%)	0 (0%)	2 (0%)	0	8 (1%)	197 (18%)	123 (11%)	0 (0%)	2 (0%)	0
Justice	US Marshals Service	197	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	5642	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	5642
Labor	Office of the Assistant Secretary for Administration and Management	603	139 (23%)	26 (4%)	56 (9%)	-- (--)	-- (--)	--	39 (6%)	33 (5%)	110 (18%)	255 (42%)	-- (--)	--
Labor	Women's Bureau	56	7 (13%)	8 (14%)	2 (4%)	-- (--)	-- (--)	--	2 (4%)	1 (2%)	9 (16%)	13 (23%)	-- (--)	--
Labor	Occupational Safety and Health Administration	2004	379 (19%)	105 (5%)	169 (8%)	-- (--)	-- (--)	--	98 (5%)	91 (5%)	188 (9%)	817 (41%)	-- (--)	--
Labor	Office of the Solicitor	627	159 (25%)	44 (7%)	55 (9%)	-- (--)	-- (--)	--	47 (7%)	26 (4%)	86 (14%)	319 (51%)	-- (--)	--
Labor	Veterans Employment and Training Services	216	28 (13%)	12 (6%)	10 (5%)	-- (--)	-- (--)	--	9 (4%)	8 (4%)	14 (6%)	66 (31%)	-- (--)	--
Labor	Office of the Secretary	51	0 (0%)	0 (0%)	0 (0%)	-- (--)	-- (--)	--	0 (0%)	0 (0%)	0 (0%)	1 (2%)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Labor	Office of the Inspector General	416	90 (22%)	20 (5%)	25 (6%)	-- (--)	-- (--)	--	30 (7%)	19 (5%)	51 (12%)	112 (27%)	-- (--)	--
Labor	Office of the Chief Financial Officer	88	14 (16%)	6 (7%)	11 (13%)	-- (--)	-- (--)	--	2 (2%)	0 (0%)	11 (13%)	47 (53%)	-- (--)	--
Labor	Office of the Assistant Secretary for Policy	22	2 (9%)	1 (5%)	1 (5%)	-- (--)	-- (--)	--	2 (9%)	0 (0%)	1 (5%)	16 (73%)	-- (--)	--
Labor	Office of Disability Employment Policy	49	19 (39%)	3 (6%)	4 (8%)	-- (--)	-- (--)	--	6 (12%)	3 (6%)	9 (18%)	23 (47%)	-- (--)	--
Labor	Bureau of International Labor Affairs	98	11 (11%)	7 (7%)	13 (13%)	-- (--)	-- (--)	--	1 (1%)	4 (4%)	10 (10%)	53 (54%)	-- (--)	--
Labor	Office of Administrative Law Judges	84	17 (20%)	5 (6%)	6 (7%)	-- (--)	-- (--)	--	4 (5%)	4 (5%)	14 (17%)	23 (27%)	-- (--)	--
Labor	Bureau of Labor Statistics	2388	674 (28%)	118 (5%)	144 (6%)	-- (--)	-- (--)	--	195 (8%)	145 (6%)	365 (15%)	623 (26%)	-- (--)	--
Labor	Adjudicatory Boards	105	47 (45%)	16 (15%)	9 (9%)	-- (--)	-- (--)	--	26 (25%)	8 (8%)	17 (16%)	34 (32%)	-- (--)	--
Labor	Employee Benefits Security Administration	813	137 (17%)	39 (5%)	72 (9%)	-- (--)	-- (--)	--	59 (7%)	42 (5%)	69 (8%)	301 (37%)	-- (--)	--
Labor	Employment and Training Administration	985	240 (24%)	59 (6%)	69 (7%)	-- (--)	-- (--)	--	53 (5%)	83 (8%)	165 (17%)	359 (36%)	-- (--)	--
Labor	Office of Workers' Compensation Programs (OWCP)	1120	272 (24%)	54 (5%)	44 (4%)	-- (--)	-- (--)	--	47 (4%)	27 (2%)	204 (18%)	282 (25%)	-- (--)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Labor	Office of Federal Contract Compliance Programs (OFCCP)	760	219 (29%)	42 (6%)	70 (9%)	-- (--)	-- (--)	--	62 (8%)	48 (6%)	98 (13%)	309 (41%)	-- (--)	--
Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	22	0 (0%)	0 (0%)	0 (0%)	-- (--)	-- (--)	--	0 (0%)	0 (0%)	0 (0%)	3 (14%)	-- (--)	--
Labor	Office of Labor-Management Standards (OLMS)	220	60 (27%)	12 (5%)	7 (3%)	-- (--)	-- (--)	--	22 (10%)	20 (9%)	24 (11%)	74 (34%)	-- (--)	--
Labor	Mine Safety and Health Administration	2245	66 (3%)	21 (1%)	32 (1%)	-- (--)	-- (--)	--	21 (1%)	7 (0%)	50 (2%)	186 (8%)	-- (--)	--
Labor	Wage and Hour Division (WHD)	1651	301 (18%)	56 (3%)	80 (5%)	-- (--)	-- (--)	--	132 (8%)	82 (5%)	110 (7%)	549 (33%)	-- (--)	--
Labor	Office of Public Affairs	64	8 (13%)	4 (6%)	5 (8%)	-- (--)	-- (--)	--	1 (2%)	0 (0%)	10 (16%)	23 (36%)	-- (--)	--
State	The International Boundary Commission: U.S. and Canada	14	-- (--)	-- (--)	-- (--)	-- (--)	1 (7%)	3	3 (21%)	-- (--)	-- (--)	-- (--)	1 (7%)	3
State	The International Joint Commission: U.S. and Canada	7	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--	1 (14%)	1 (14%)	1 (14%)	1 (14%)	1 (14%)	1
Transportation	Federal Motor Carrier Safety Administration	746	25 (3%)	114 (15%)	71 (10%)	8 (1%)	-- (--)	--	38 (5%)	196 (26%)	60 (8%)	166 (22%)	-- (--)	--
Transportation	Office of Inspector General	421	5 (1%)	26 (6%)	0 (0%)	105 (25%)	0 (0%)	--	6 (1%)	46 (11%)	0 (0%)	282 (67%)	31 (7%)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Transportation	St. Lawrence Seaway Development Corporation	29	0 (0%)	2 (7%)	0 (0%)	0 (0%)	7 (24%)	0	0 (0%)	3 (10%)	0 (0%)	0 (0%)	22 (76%)	0
Transportation	Research and Innovative Technology Administration	676	57 (8%)	172 (25%)	97 (14%)	35 (5%)	-- (--)	--	60 (9%)	185 (27%)	104 (15%)	210 (31%)	-- (--)	--
Transportation	Surface Transportation Board	129	14 (11%)	65 (50%)	3 (2%)	0 (0%)	0 (0%)	0	51 (40%)	50 (39%)	3 (2%)	0 (0%)	0 (0%)	0
Transportation	Office of Secretary of Transportation	532	34 (6%)	38 (7%)	53 (10%)	0 (0%)	-- (--)	0	219 (41%)	31 (6%)	155 (29%)	0 (0%)	-- (--)	0
Transportation	Pipeline/Hazardous Materials Safety Administration	450	37 (8%)	93 (21%)	49 (11%)	-- (--)	-- (--)	--	46 (10%)	124 (28%)	52 (12%)	-- (--)	-- (--)	--
Transportation	Maritime Administration	541	57 (11%)	52 (10%)	40 (7%)	-- (--)	-- (--)	--	208 (38%)	78 (14%)	12 (2%)	-- (--)	-- (--)	--
Transportation	National Highway Traffic Safety Administration	555	0 (0%)	18 (3%)	160 (29%)	0 (0%)	0 (0%)	0	0 (0%)	36 (6%)	320 (58%)	0 (0%)	30 (5%)	0
Transportation	Federal Railroad Administration	878	327 (37%)	49 (6%)	26 (3%)	59 (7%)	0 (0%)	--	427 (49%)	118 (13%)	60 (7%)	234 (27%)	-- (--)	--
Transportation	Federal Highway Administration	2703	169 (6%)	252 (9%)	315 (12%)	188 (7%)	-- (--)	--	80 (3%)	139 (5%)	407 (15%)	1494 (55%)	-- (--)	--
Transportation	Federal Aviation Administration	13426	455 (3%)	1304 (10%)	797 (6%)	664 (5%)	-- (--)	--	1176 (9%)	3026 (23%)	3349 (25%)	2094 (16%)	-- (--)	--
Transportation	Federal Transit Administration	541	37 (7%)	57 (11%)	79 (15%)	-- (--)	0 (0%)	--	38 (7%)	58 (11%)	88 (16%)	-- (--)	230 (43%)	--

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Department	Subagency	Number Eligible	September 2012 FINAL						FY2012 FINAL					
			3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers	3 or more days	2 days	1 day	Once a month	Situational	Mobile Workers
Treasury	Alcohol and Tobacco Tax and Trade Bureau	471	201 (43%)	32 (7%)	18 (4%)	0 (0%)	-- (--)	--	253 (54%)	49 (10%)	8 (2%)	2 (0%)	123 (26%)	--
Treasury	Bureau of Engraving and Printing	473	34 (7%)	48 (10%)	70 (15%)	10 (2%)	-- (--)	5	36 (8%)	99 (21%)	344 (73%)	12 (3%)	-- (--)	5
Treasury	Bureau of Public Debt	1123	172 (15%)	105 (9%)	71 (6%)	0 (0%)	23 (2%)	--	195 (17%)	217 (19%)	-- (--)	-- (--)	69 (6%)	--
Treasury	Departmental Offices	1513	47 (3%)	-- (--)	91 (6%)	-- (--)	163 (11%)	--	77 (5%)	-- (--)	183 (12%)	-- (--)	546 (36%)	--
Treasury	Financial Crimes Enforcement Network	307	20 (7%)	18 (6%)	8 (3%)	0 (0%)	33 (11%)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Treasury	Financial Management Service	1292	41 (3%)	78 (6%)	33 (3%)	-- (--)	154 (12%)	--	217 (17%)	100 (8%)	50 (4%)	-- (--)	167 (13%)	--
Treasury	Office of Inspector General	175	0 (0%)	2 (1%)	0 (0%)	-- (--)	14 (8%)	0	0 (0%)	3 (2%)	0 (0%)	-- (--)	93 (53%)	0
Treasury	Office of Inspector General for Tax Administration	692	216 (31%)	134 (19%)	26 (4%)	-- (--)	316 (46%)	--	216 (31%)	134 (19%)	26 (4%)	-- (--)	316 (46%)	--
Treasury	US Mint	474	18 (4%)	32 (7%)	32 (7%)	-- (--)	-- (--)	--	45 (9%)	69 (15%)	76 (16%)	-- (--)	-- (--)	--
Treasury	Internal Revenue Service	38077	16604 (44%)	3676 (10%)	3429 (9%)	-- (--)	-- (--)	--	-- (--)	-- (--)	-- (--)	-- (--)	-- (--)	--
Treasury	Office of Comptroller of Currency	3796	12 (0%)	63 (2%)	61 (2%)	367 (10%)	611 (16%)	1369	13 (0%)	10 (0%)	10 (0%)	616 (16%)	1898 (50%)	2653

Appendix 12: Reasons for Changes in Participation by More or Less than 10%

Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Access Board	--		
Agency for International Development	Yes	Agency is encouraging and training employees on better teleworking strategies.	
Appraisal Subcommittee, Federal Financial Institutions Examination Council	No		There was no difference between 2011 and 2012.
Central Intelligence Agency	Yes	Some telework agreements have expired and were not renewed.	
Chemical Safety and Hazard Investigation Board	No		
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	Individuals had workload consideration or annual leave that precluded telework. The decrease is not reflective of a decrease in telework eligibility	
Commodity Futures Trading Commission	Yes	Larger staff, greater use of program	
Consumer Financial Protection Bureau	Yes	CFPB did not file data during last year's call, as the agency had just become operational in July 2011.	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Consumer Product Safety Commission	No		N/A
Corporation for National and Community Service	Yes	We had more employees on deployment assignments which made telework impossible.	
Court Services and Offender Supervision Agency	No		Although we've made great strides in getting more positions eligible for telework, we just fell short of a 10% increase. We ran three successful telework pilot programs, which increased our number of telework-eligible positions, but office coverage proved a bigger challenge than we anticipated.
Defense Nuclear Facilities Safety Board	Yes	The drop off can be attributed to a reduction in the number of core teleworkers. Several core teleworkers changed to situational telework in FY 2012 because situational telework was more compatible with their work schedules. These employees may not have engaged in situational telework in September 2012. In addition, the agency lost four (4) core teleworkers due to retirement or movement to an ineligible position. This loss alone accounts for the drop from 36 (last year) to 32 (this year).	
Department of Agriculture	Yes	The reasons for this increase is USDA's push to "Turbo-Charge" Telework through increased educational outreach, awareness campaigns, monthly metrics which measure sub-Agency performance and track progress towards meeting the Department's aggressive participation goals and ongoing marketing/communication campaigns to include monthly "Let's Talk Telework!" webinars, regular meetings with USDA leadership and Agency Heads and ongoing communication forums with sub-Agency Telework Coordinators, HR Staff, employees and managers Enterprise-Wide.	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Department of Commerce	No		Department of Commerce population decreased by 4,064 employees.
Department of Defense	Yes	Increasing Senior Leader involvement; strategic communication and marketing plan; continuing to promote telework for COOP/emergencies/worklife balance; leveraging IT/mobile technology; telework pilots; and benchmarking DoD Component best practices to establish conditions for setting and meeting participation goals in future years.	
Department of Education	No		While not a 10% increase, the Department still had an increase. We took extensive measures this year to market telework. Human Capital and Client Services (HCCS) marketed telework week in March 2012. We held conference calls with Department supervisors and managers to explain the Telework Enhancement Act of 2010, promote telework, and allow them to ask questions or voice concerns. HCCS also works with our union and management officials to ensure that telework is being utilized across organizations, where feasible and appropriate.
Department of Energy	Yes	HC encouraged organizations to have all employees on at least situational agreements to ensure continuity of operations during closures and other emergencies; annual participation goals were established by the Deputy Secretary	
Department of Health and Human Services	Yes	Increased awareness of the program through an aggressive marketing campaign.	
Department of Homeland Security	Yes	Promoting telework among eligible employees.	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Department of Housing and Urban Development	Yes	Higher, last year telework was calculated using four weeks from 09/12/2011 to 10/07/2011. This year's calculation was based on a 2 week cycle. In addition more marketing and awareness of program eligibility requirements, benefits, in briefings to managers/supervisors resulting in increased support.	
Department of Interior	Yes	<p>Established infrastructure consisting of an SES level Telework Steering Committee chaired by the Deputy Assistant Secretary for Human Capital and Diversity; a telework coordinators working group reporting to the Steering Committee and the DOI Human Capital Officers Committee; updated and continuously improving guidance; participation data by bureau; telework web site with information and FAQs; an all-employee survey to assess the state of telework; and improved dialogue with bureau and department leaders.</p> <p>Promoted training using Telework 101, other programs available through our learning management system and held a successful pilot with a private sector company targeted at senior leaders. Cost limits the deployment of this effective training tool.</p> <p>One bureau that works almost exclusively with personally identifiable information (PII), is conducting a pilot to demonstrate how tools such as SharePoint can be used to permit telework.</p> <p>Bureaus promoted telework through management meetings, displays and information flyers as well as supervisor training.</p>	
Department of Justice	Yes	Expanded participation with policy issuance more employees took advantage of telework options; increase due to management knowledge & removal stigmatism association with worklife flexibilities; more employees given opportunity to telework.	
Department of Labor	Yes	Increased manager and employee education, strengthened telework policy, and successful labor-management negotiations integrating more	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
		cohesive telework program requirements for all bargaining unit employees	
Department of State	Yes		
Department of Transportation	Yes	Telework increased by 26.57% relative to a comparable period last year. The increase is generally attributable to employees' greater awareness of telework options at DOT. Employees are more of telework options due to increased internal marketing, DOT's encouragement of telework participation at times when OPM changes the operating status of the Federal Government throughout the year (options for Unscheduled telework during inclement weather), and publicity around the planning and implementation of DOT's mass telework exercise, "TeleDOT"(March 7, 2012).	
Department of Treasury	Yes	A heavier emphasis on training leadership and management on the benefits of telework, including a televised/webcast for all managers GS14 and up in June 2012, has gone a long way in breaking some of the barriers and concerns managers have about the use of telework. Combined with a focus on the bureaus to support employees to engage in telework, Treasury has been able to increase its teleworking population.	
Department of Veterans Affairs	No		Cultural barriers to increase telework exist whereas supervisors do not allow employees to telework simply because they prefer to have their staff be available at the worksite.
Election Assistance Commission	Yes	We did not participate in the 2011 Telework Data Call. Since September 2012, we had one employee who teleworked for a total of 6 hours.	We did not provide data for the 2011 Telework Data Call.

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Environmental Protection Agency	Yes	Increasing agency-wide, the use of telework is one of the ways to make EPA One Great Place to Work, improve how we conduct business at the agency, and contribute to a greener, cleaner environment. It is also one of the agency's Key Performance Indicators under Cross Cutting Fundamental Strategy 5, Strengthening EPA's Workforce and Capabilities.	
Equal Employment Opportunity Commission	Yes	increased awareness, more ad-hoc teleworkers (who telework during emergencies)agency telework drills	
Office of Science and Technology Policy (EOP)	--		
Export-Import Bank of the United States	No		We did not report information in 2011.
Farm Credit Administration	Yes	Encouragement from Senior Management	
Farm Credit System Insurance Corporation	Yes	Increased due to employee request	
Federal Communications Commission	--		
Federal Deposit Insurance Corporation	Yes	The 2011 Data Call asked agencies to report the number of teleworkers during a 4 week period. This year the data call asked agencies to report the number of teleworkers for a typical two week period. The number of teleworkers has also slightly decreased due to our downsizing initiatives as the banking crisis stabilizes and the agency draws down to our pre surge numbers.	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Federal Election Commission	Yes	The number submitted last year was inaccurate. We have since customized our WEBTA module to capture the data more efficiently. As such, we have revisited the figures provided last year and have determined that in PP 20 of 2011 the usage rate was 83 employees. An examination of this years' data reveals the participation rate has in fact increased by at least 10%. Specifically, in PP 20 of 2012, our participation rate increased to 107 employees. Also, having participated in OPM's teleconferences this year, we have a better grasp of the type of data to capture, that said, last year we captured data for PP 21 and 22 which was after the FY 2011, - the usage rate for that period should have been 128 and not 173. Finally, in this year's monthly reporting data we have provided data from PP20 exclusively.	
Federal Energy Regulatory Commission	Yes	Yes, because we implemented a new Telework policy and Telework Article of the LMA. This allowed for greater participation by employees.	
Federal Housing Finance Agency	Yes	Increase in staff	
Federal Labor Relations Authority	Yes	Throughout the year, FLRA placed emphasis on expanded Work Life programs that included that included AWS and Telework. The option of Telework was routinely addressed in manager's meetings, agency-wide communications, and our educational series. Also, new employees increased the number of employees participating in the Telework program.	
Federal Maritime Commission	Yes	Fewer employees worked during a routine basis for this pay period than last year.	
Federal Mediation and Conciliation Service	--		
Federal Mine Safety and	Yes	Decrease due to office relocation.	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Health Review Commission			
Federal Retirement Thrift Investment Board	Yes	Employees who chose not to telework in 2011, chose to work in 2012.	
Federal Trade Commission	Yes	More employees taking advantage of situational telework opportunities.	
General Services Administration	Yes	GSA telework participation increased 12% in FY12 over FY11 levels. In FY12 GSA implemented updated Mobility and Telework Policy, interactive training for all employees, and an online Telework Agreement System. The agency also continued its emphasis on use of telework as a tool for accomplishing the work of GSA. These elements resulted in the increase in participation in FY12.	
Institute of Museum and Library Services	Yes	Agency wide commitments required more parties to physically present (e.g., Annual Board Selection Meetings, etc.).	
International Boundary and Water Commission	No	More employees participated in the telework program this past year.	
International Broadcasting Bureau	Yes	Renewal of Telework Applications Retiring employees	
Marine Mammal Commission	No		No change in the number of staff and teleworkers.
Merit Systems Protection Board	--		

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Millennium Challenge Corporation	Yes	The increase in participation rates can be attributed to increased employee awareness and New Hires Orientation.	
National Aeronautics and Space Administration	No		Previous telework data was based on a four week period and this year's data is based on a specific pay period which is two weeks. In addition, NASA has had an overall reduction in the workforce as compared to last year; however, NASA still achieved an overall increase in participation over the previous year, when based on the same two week period.
National Archives and Records Administration	No		
National Capital Planning Commission	Yes	The increase is so slight (by .4%) that a definitive reason for the increase is difficult to determine.	
National Council on Disability	Yes	In order to establish cost savings for transit subsidy and to improve employee performance.	
National Credit Union Administration	Yes	Increase in agency population.	
National Endowment for the Arts	Yes	Increased notification to employees about telework eligibility.	
National Endowment for the Humanities	Yes	Promotion of the telework program by our Office of Human Resources has increased telework participation.	
National Labor Relations Board	Yes	Department Heads made telework schedules available to employees.	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
National Mediation Board	No		the number remained the same
National Science Foundation	Yes	For the FY2011 data call we were unable to track actual telework frequency due to a lack of a time system with those capabilities. The number reported was the total core teleworkers only and did not include situational telework. During FY2012 we have implemented a time and attendance system (WebTA) with capabilities for tracking telework and therefore, give us actual telework frequency to report.	
National Transportation Safety Board	Yes	Additional employees who telework on a full-time or part-time schedule	
Nuclear Regulatory Commission	--		
Nuclear Waste Technical Review Board	Yes	Telework arrangements have been established for all NWTRB employees.	
Occupational Safety and Health Review Commission	No		The participation rate is 2.78% higher than FY2011.
Office of Government Ethics	Yes	TMO continues to address benefits of telework with senior management.	
Office of Management and Budget (EOP)	--		
Office of National Drug Control Policy	--		

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Office of Navajo and Hopi Indian Relocation	No		
Office of Personnel Management	No		OPM was 7% higher than in September 2011
Office of the Director of National Intelligence	No		Not applicable.
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	Yes	In 2012, the agency underwent a reduction in force, which reduced the overall number of employees eligible to participate in the telework program.	
Office of the United States Trade Representative (EOP)	Yes	More eligible employees are familiar with telework as an option.	
Overseas Private Investment Corporation	Yes	The reporting period is less (two weeks) than the 2011 reporting period, which was four weeks.	
Patent and Trademark Office	Yes	The increase is due to the fact that telework at the USPTO is a significant part of our business culture as well as a business strategy that helps the agency achieve its strategic goals. Many of our business units set goals for telework expansion, and achieve that goal each year.	
Peace Corps	Yes	We have increased employee and supervisory knowledge of telework and its work/life benefits.	

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Pension Benefit Guaranty Corporation	No		
Postal Regulatory Commission	Yes	Some of our employees have elected to participate in the Commission's AWS program in lieu of the Commission's Telework program. Also, as a micro-agency, the percentage decrease in the Commission's employee complement can be impacted by just one employee electing not to telework.	
Railroad Retirement Board	No		
Securities and Exchange Commission	No		During this two week period we had an increase in the number of employee's teleworking in the 3 or more days and situational categories. We increased our telework participation by 6.33% over last year's participation rate but did not exceed 10%.
Selective Service System	Yes	Automated T&A system was recently implemented and additional employee training is needed to ensure that all hours are being coded appropriately.	
Small Business Administration	Yes	We do not have this information.	
Smithsonian Institution	Yes	In FY2012 we increased our outreach/education to managers about the benefits of telework.	
Social Security Administration	No		This year 294 more teleworkers participated than last year. The increase was 9.52%; very close to OPM's goal of 10%. Part of the reason the agency may not have seen an increase of 10% or more is that staffing is down approximately 3100 employees since our report last year.

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Agency	Yes/ No	If yes, what are the reasons for this increase/decrease?	If no, please use this space to provide any additional information you wish to include
Tennessee Valley Authority	Yes	We obtained signed telework agreements.	
Trade and Development Agency	Yes	There were less number of requests for situational telework during this two week time in September 2012, which reflects the end of the fiscal year.	
U.S. Commission on Civil Rights	Yes	New employees teleworking	
U.S. International Trade Commission	Yes	2011 report erroneously reported number teleworking during month of September rather than typical two week period.	
United States Holocaust Memorial Museum	No		

Appendix 13: OPM's Assessments of Agencies' Progress towards Meeting FY2012 Participation Goals

The following tables show agencies' stated participation goals, agency self-assessments of whether they met their Fiscal Year 2012 goal, and an assessment by OPM of whether agencies met their goals according to reported participation data. In some cases, OPM provided a brief explanation of its assessment.

The tables are broken up into the following categories:

- Agencies that met goals
- Agencies that *likely* met goals
- Agencies that did not set numeric goals
- Agencies that did not set a goal
- Agencies that did not meet goals, and
- Agencies that are new to 2013 Data Call or did not participate in 2012 Data Call.

Agencies that met goals	Agency's reported assessment	Agency's reported goal from 2011 Data Call	OPM's assessment
Agency for International Development	Yes	Increase telework participation by 10% for FY 2012	Yes
Commodity Futures Trading Commission	Yes	35%	Yes
Department of Health and Human Services	Yes	Goal Percentage for the agency is 14% for 2012.	Yes
Department of Labor	Yes	4000, 25%	Yes
Department of State	Yes	30% of State's domestic population who desire to telework and are in Telework eligible positions	Yes
Department of Treasury	Yes	Our goals for this year are to improve our data collection methods and to increase our participation. Due to incomplete data we are hoping for a 1% increase in teleworking, or 1195 employees. However our primary goal is to accurately track and report data to use as a benchmark for FY2013	Yes
Environmental Protection Agency	Yes	10, EPA's goal is to increase the percentage of employee's teleworking by 10%. EPA-OIG has reported a goal of 90%.	Yes

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Agencies that met goals	Agency's reported assessment	Agency's reported goal from 2011 Data Call	OPM's assessment
National Aeronautics and Space Administration	Yes	15%	Yes
Federal Communications Commission	Yes	60%	Yes
National Archives and Records Administration	Yes	Our telework goal for fiscal year 2012 is to have 15 percent of the eligible employee's teleworking.	Yes
National Transportation Safety Board	Yes	2%	Yes
Nuclear Regulatory Commission	Yes	2013, 51%	Yes
Nuclear Waste Technical Review Board	Yes	100% of our employees already are able or regularly telework.	Yes
Office of Personnel Management	Yes	30%	Yes
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	Yes	6	Yes
Patent and Trademark Office	Yes	500	Yes

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Agencies that <i>likely met goals</i>	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment	Notes
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	94%	Unable to independently verify	Likely yes, but unsure which method used
Defense Nuclear Facilities Safety Board	Yes	50%	Unable to independently verify	Likely yes, but unsure which method used
Department of Energy	Yes	20% for CY 2012	Unable to independently verify	Likely yes, but unsure which method used
Department of Housing and Urban Development	Yes	50%	Unable to independently verify	Likely yes, but unsure which method used
Federal Trade Commission	Yes	15%	Unable to independently verify	Likely yes, but unsure which method used
Office of National Drug Control Policy	Yes	100%	Unable to independently verify	No participation numbers provided
Office of the United States Trade Representative (EOP)	Yes	20%	Unable to independently verify	Likely yes, but unsure which method used
Pension Benefit Guaranty Corporation	Yes	50%	Unable to independently verify	No participation numbers provided
U.S. International Trade Commission	Yes	45%	Unable to independently verify	Likely yes, but unsure which method used
United States Holocaust Memorial Museum	Yes	58%	Unable to independently verify	Likely yes, but unsure which method used
National Endowment for the Humanities	Yes	30%	Unable to independently verify	Likely yes, but unsure which method used

Agencies that did not set numeric goals	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment
Department of Justice	Yes	Additionally, goals are to promote telework from the Attorney General level. Improve technology to ensure telework capability. Encourage telework buy in from leadership. Develop surveys to detect deficiencies.	No numeric participation goal provided in 2011
Department of Transportation	No	Most DOT sub-agencies have a 50% of eligibles participation goal. We are considering revising our goals toward increasing numbers of employees who telework on a regular and recurring basis.	No numeric participation goal provided in 2011
Farm Credit Administration	Yes	100% of all FCA employees complete telework agreements and are eligible to telework with supervisory approval. Approximately 42% of employees participate in the telework program in a routine or situational manner.	No numeric participation goal provided in 2011
Federal Election Commission	No	Develop measures on how to assess cost savings of Telework program.	No numeric participation goal provided in 2011
Federal Energy Regulatory Commission	Yes	increase telework participation without diminishing overall Commission performance.	No numeric participation goal provided in 2011
Federal Maritime Commission	Yes	The FMC is a small agency and is comfortable with its current level of 54% of employees having a telework agreement in place.	No numeric participation goal provided in 2011
Federal Mine Safety and Health Review Commission	Yes	The agency is currently working on our performance goals, including telework.	No numeric participation goal provided in 2011
General Services Administration	No	GSA determined that organizations would be more aggressive in implementing telework without the imposition of specific participation goals.	No numeric participation goal provided in 2011
Millennium Challenge Corporation	No	100% of all employees should have at least a situational telework agreement in place.	No numeric participation goal provided in 2011
National Council on Disability	Yes	NCD's goal for increasing telework participation is to utilize telework options to improve the recruitment and retention of high-quality employees through enhancements to the employees' quality of life and increase efforts to employ and accommodate people with disabilities, including employees who have temporary or continuing health problems, or who might otherwise have to retire on disability.	No numeric participation goal provided in 2011

Agencies that did not set numeric goals	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment
National Science Foundation	Yes	Currently 70% of NSF employees have approved telework agreements on file. Over the next year, we expect an increase to at least 75%. Our lack of a system for tracking actual days teleworked has prevented us from establishing a solid baseline from which to establish an aggressive goal for employees “teleworking”. Steps that we are taking to reach this goal, include but are not limited to, the following: 1) Hiring a permanent Telework Managing Officer (TMO), 2) Implementing an electronic system for the development, approval, and tracking of telework agreements, 3) Implementing WebTA (a new time and attendance system) which will allow us to track actual telework days by individual and by division and directorates within the agency; and 4) Completing an ongoing telework pilot that will provide information on the successes and challenges of telework at NSF. The TMO will then be able to establish a baseline and work with senior management to set goals for employee’s teleworking at NSF. In addition, efforts have already begun for reaching out to division and directorate employees and managers on topics surrounding telework through presentations, brown bags, and news articles to all staff. We expect as a result of ongoing outreach and the full-time attention of the TMO we will increase our ability to move forward with a robust telework program.	No numeric participation goal provided in 2011
Overseas Private Investment Corporation	Yes	200 with telework agreements	No numeric participation goal provided in 2011
Peace Corps	Yes	The Agency has identified barriers to telework such as culture, manager support, work conditions, technology and security issues and is implementing strategies to address the barriers. In the second quarter of 2012, we will, on the basis of our barrier analysis, set goals to be accomplished by the end of the fiscal year,	No numeric participation goal provided in 2011
Small Business Administration	No	The goal is for 100% of all eligible employees to have an ad-hoc, if not any other, agreement in place.	No numeric participation goal provided in 2011

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Agencies that did not set numeric goals	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment
Tennessee Valley Authority	Yes	Ensuring all teleworkers have current agreements in place	No numeric participation goal provided in 2011

Agencies that did not set a goal	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment
Appraisal Subcommittee, Federal Financial Institutions Examination Council	No	We have not set a telework goal for 2012.	No goal provided in 2011
Central Intelligence Agency	No	Due to the classified nature of our mission, most employees are not eligible to telework therefore telework agreements are approved on a case by case basis.	No goal provided in 2011
Chemical Safety and Hazard Investigation Board	Yes		No goal provided in 2011
Consumer Product Safety Commission	Yes		No goal provided in 2011
Corporation for National and Community Service	No	We have not set a telework goal for 2012.	No goal provided in 2011
Court Services and Offender Supervision Agency	Yes		No goal provided in 2011
Department of Defense	Yes	Based on the size and diversity of the Department, we have selected a very conservative goal until we have a baseline of telework accomplished in 2012 once the requirements of the Act are fully implemented. A more ambitious goal is feasible in 2013 with a solid data baseline.	No goal provided in 2011

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Agencies that did not set a goal	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment
Department of Education	No	We have not set a telework goal for 2012.	No goal provided in 2011
Department of Veterans Affairs	No	We are working to establish 2012 goals based on current data.	No goal provided in 2011
Farm Credit System Insurance Corporation	No	We have not set a telework goal for 2012.	No goal provided in 2011
Federal Deposit Insurance Corporation	Yes		No goal provided in 2011
Federal Housing Finance Agency	No	We have not set a telework goal for 2012.	No goal provided in 2011
Federal Labor Relations Authority	No	We have not set a telework goal for 2012.	No goal provided in 2011
Federal Mediation and Conciliation Service	No	We have not set a telework goal for 2012.	No goal provided in 2011
Federal Retirement Thrift Investment Board	No	We have not set a telework goal for 2012.	No goal provided in 2011
International Boundary and Water Commission	No	We have not set a telework goal for 2012.	No goal provided in 2011
Marine Mammal Commission	Yes	We have not set a telework goal for 2012. The Commission provides the opportunity to telework to all staff.	No goal provided in 2011
National Credit Union Administration	No	We have not set a telework goal for 2012.	No goal provided in 2011
National Labor Relations Board	No	We have not set a telework goal for 2012.	No goal provided in 2011
National Mediation Board	Yes	All eligible employees are allowed to telework	No goal provided in 2011

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Agencies that did not set a goal	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment
Occupational Safety and Health Review Commission	No		No goal provided in 2011
Office of Government Ethics	No	We have not set a telework goal for 2012.	No goal provided in 2011
Office of Management and Budget (EOP)	No	We have not set a telework participation goal for 2012 as our 2011 pilot is still underway. We plan to review our data to establish a baseline and set a goal. During this pilot period, surveys were distributed to staff and managers to obtain feedback on the telework policy and implementation process. Three focus groups were formed to review the data, identify best practices and solutions and recommend policy changes to senior leadership.	No goal provided in 2011
Office of Navajo and Hopi Indian Relocation	No	We have not set a telework goal for 2012.	No goal provided in 2011
Postal Regulatory Commission	Yes		No goal provided in 2011
Railroad Retirement Board	No	We have not set a telework goal for 2012.	No goal provided in 2011
Smithsonian Institution	No	We have not set a telework goal for 2012.	No goal provided in 2011
Social Security Administration	No	We have not set a telework goal for 2012.	No goal provided in 2011
Trade and Development Agency	Yes	We have not set a telework goal for 2012.	No goal provided in 2011
U.S. Commission on Civil Rights	Yes	We have not set a telework goal for 2012.	No goal provided in 2011

Agencies that did not meet goals	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment	Notes
Department of Agriculture	No	45% of all eligible employees teleworking by the end of FY2012.	No	
Department of Commerce	No	The Department of Commerce's goal is to increase by 10% its employee telework participation by the end of Fiscal Year 2012.	No	
Department of Homeland Security	No	15%	No	
Department of Interior	No	8400, 11.1%	No	
Office of Science and Technology Policy (EOP)	No	Our goal is 50%. Our telework agreement allows for all employees, except interns to work a routine or ad hoc telework schedule.	No	
Institute of Museum and Library Services	Yes	Increase our current percentage of employee's teleworking by 20% in 2012 and to allow for more allowable telework days.	No	Reported participation numbers do not meet goal
International Broadcasting Bureau	Yes	24% of total employees	No	Reported participation numbers do not meet goal
Merit Systems Protection Board	No	8% increase	No	
National Capital Planning Commission	No	95%	No	
Securities and Exchange Commission	No	34%	No	
Selective Service System	No	41, 30%	No	

Agencies new to 2013 Data Call or did not participate in 2012 Data Call**	Reported assessment from agency in 2012	Reported goal from 2011 Data Call	OPM assessment
Access Board	No		New to 2012 Data Call
Consumer Financial Protection Bureau	No		New to 2012 Data Call
Election Assistance Commission	No		New to 2012 Data Call
Equal Employment Opportunity Commission	No		New to 2012 Data Call
Export-Import Bank of the United States	No		New to 2012 Data Call
National Endowment for the Arts	No		New to 2012 Data Call
Office of the Director of National Intelligence	No		New to 2012 Data Call
Inter-American Foundation	--	43, 100%	Didn't participate in 2012 Data Call
Japan-U.S. Friendship Commission	--	All employees who can telework do telework at JUSFC. That is 3 out of 4 employees.	Didn't participate in 2012 Data Call
National Indian Gaming Commission	--		Didn't participate in 2012 Data Call
Woodrow Wilson Center	--	We have not set a telework goal for 2012.	Didn't participate in 2012 Data Call

** Note: Agencies listed in this table as “Didn’t participate in 2012 Data Call” are agencies that provided data for the 2011 Data Call, used to populate the 2012 Report to Congress, but did not participate in the 2012 Data Call used for the 2013 Report. As a consequence, OPM has a participation goal listed for these agencies, but does not have follow up data with which to judge whether this goal has been met.

Appendix 14: Agencies' Reported Reasons for Missing FY2012 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
Equal Employment Opportunity Commission	Fewer employees expressed interest in teleworking and/or records unavailable.	surveys, data collection, increased awareness through training, employee and management notices.
Access Board	There was not a goal set for 2011.	None.
Appraisal Subcommittee, Federal Financial Institutions Examination Council	I cannot really answer this question as we did not have a goal. Over 50% of our staff telecommutes either fulltime or 1-2 days a pay period so I think we have more than met the requirements of the Telework Act.	We have had problems in the past with IT issues (accessing VPN and Sharepoint) and are working to address those issues. For those employees that do not wish to participate, we cannot force them to. Some people just work better in an office environment than a home environment.
Central Intelligence Agency	Due to the classified nature of our mission, there was no goal set for FY-2012.	Due to the classified nature of our mission, not all positions are eligible to telework.
Corporation for National and Community Service	We have not set a telework goal.	Continue to include telework in discussions and planning re - COOP.
Department of Commerce	We had a decrease in the overall population by 4,064.	DOC will continue displaying flyers throughout DOC and will participate in telework week in March. We will work with our business partners throughout the Federal government to address and improve gaps in IT to promote telework.

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Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
Department of Transportation	For some our sub-agencies we did meet the goal, but for others we did not (e.g., the FAA).	DOT works on an ongoing basis, year round, to mitigate barriers to telework. For example, DOT: continues to provide training for employees and managers; increased internal marketing; continued to include a general performance standard in career and non-career SES performance plans in support of telework; and DOT update and pilot emerging IT solutions that provided for better data security.
Election Assistance Commission	Although we did not have a participation goal, we had 4 employees who routinely teleworked.	The uncertainty of the agency's continued existence and the decision not to fill vacant positions, has greatly impacted the promotion of teleworking.
Office of Science and Technology Policy (EOP)	I did not set a goal due to high turnover rate at OSTP. Also, the political staff and management do not telework.	At this time, OSTP has no barriers. Our telework policy in place is efficient and effective.
Farm Credit System Insurance Corporation	We did not set a telework goal for 2012.	Due to the small size of FCSIC a participation goal for 2013 has not been established. However, management remains committed to a case-by-case approach to individual telework requests.
Federal Housing Finance Agency	We did not have a goal.	Employees are asked to complete a quarterly telework survey. All employees have access to work remotely (i.e.: laptops, and tokens).
Federal Retirement Thrift Investment Board	We were in the process of reorganizing and determining our structure and functions, other than offering telework to all staff employees at 1 day a week, we did not set specific strategic goals, nor did we have the resources to concentrate as	Our agency just received approval to reorganize and add more staff, including staff to assist us in establishing strategic goals and development of a HCP. We expect to incorporate expanded telework by days and staff in our FY 13 initiatives, with expanded emphasis on more telework in FY14 as we reach our approved staffing and capabilities.
General Services Administration	GSA did not establish a specific goal. The agency increased telework participation by 12%.	Please see question 49.

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Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
Merit Systems Protection Board	We missed it by less than 1 percent.	Constant reminders and encouragement to 1st and 2nd level managers to give strong consideration to at least allow their telework eligible employees to telework on a situational basis.
National Labor Relations Board	Operational requirements for each office determine if the employees can telework and how many days.	More Department Heads are allowing employees to telework. Post telework information on the HR website intranet.
Occupational Safety and Health Review Commission	No goal was established in FY 2012.	Continued manager discussions concerning telework options.
Office of Government Ethics	No goal was set.	TMO continues to address telework participation in senior executive and senior staff level meetings.
Office of Management and Budget (EOP)	Please see response to 12.1.	Barriers are identified using results from the FEVS, internal surveys and staff Listening Sessions with the Performance Advisory Board and MOD Associate Director.
Office of Navajo and Hopi Indian Relocation	There was not a specific goal set for 2012.	N/A.

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Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
Office of the Director of National Intelligence	The ODNI has a telework policy that is currently being updated to reflect the new requirements of the Telework Act. However, due to the classified nature of our work which requires unique security arrangements, our ability to participate in the telework program has limitations. The ODNI considers telework requests on a case-by-case basis, and only approves temporary telework arrangements (up to 1 year) for unusual circumstances. For example, an employee who is recovering from an illness may be approved for telework for the duration of his/her recovery if unclassified work can be performed at home. When the policy revision is completed in the near future, a notice will be disseminated to the workforce on the ODNI's continued requirement for telework arrangement to be requested on an individual basis.	Our Agency has drafted a Telework policy.
Railroad Retirement Board	We didn't have a goal.	We are currently conducting pilot programs in areas with employees that previously were not eligible to work at home. We are still in the planning stages which have not allowed us to set any definitive goals.
Smithsonian Institution	We do not set telework participation goals.	We are encouraging the use of telework by unit directors to the degree it makes business sense for their unit. We offer education and training for managers to demystify telework and encourage it's use.
Social Security Administration	We did not set a goal for 2012. SSA has remaining concerns that must be resolved before we proceed with broader implementation of telework: the security of the PII accessed during telework and the availability of IT resources required to implement the program.	Until such time as labor obligations, technology issues, and protection of all U.S. citizens' PII issues are resolved, we cannot expand our telework program. Our current program is governed by negotiated Memoranda of Understanding and agreements with the appropriate unions. We are continually monitoring our systems and determining the best ways to protect PII.

Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
Consumer Financial Protection Bureau	No goal set in 2011.	Agency put in place a telework policy and now has a fully operational telework program.
Department of Agriculture	USDA set an extremely aggressive Telework participation goal, although the majority of our teleworkers are situational teleworkers only. Currently, the focus is to increase total numbers of approved telework agreement forms thus increasing participation.	<p>USDA continues to launch its series of enhanced, interactive Telework Training designed to overcome common barriers and misperceptions through the monthly webinar series, entitled "Let's Talk Telework!"</p> <p>In addition, in FY2012, USDA deployed a Department-wide Employee Telework Satisfaction Survey, in partnership with the Office of Personnel Management. This report will analyze the trends, themes and results of employee, supervisory and leadership feedback regarding the satisfaction with and perception of the USDA Telework Program.</p>
Department of Education	N/a.	We are working closely with our Principle Office liaisons to identify and eliminate barriers. We will promote telework in the individual offices, hopefully increasing the number of telework agreements on file and we will require Principle Offices to report telework Denials to Human Capital and Client Services.
Department of Homeland Security	Expanded definition of "eligible" employees, resulting in a lower percentage of teleworking employees.	Promoting telework during COOP exercises.
Department of Interior	Insufficient participation in large bureaus.	
Department of Veterans Affairs	Not applicable.	Expand telework through telework summits, ongoing communication and outreach with Staff Offices at various organizational levels, such as Telework Coordinators and Executives to communicate telework goals. Also, by sharing testimonials of success from our managers.

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Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
Export-Import Bank of the United States	No goal set in 2011.	We are gathering employee feedback via survey to gather more insight into employee attitudes towards telework and to identify potential barriers. We will use the information for implementing changes in the future.
Federal Election Commission	This year we focused on customizing our Time and Attendance system (WEBTA) to allow us to better track telework usage rate. We are now in a better position to develop measures on how to assess cost savings.	In 2012 we eliminated all barriers previously identified.
Federal Labor Relations Authority	FLRA did not set a telework goal in 2012.	FLRA will review our current telework program, policies, and population to determine if there are barriers minimizing participation in the telework program.
Federal Mediation and Conciliation Service	There was no set goal.	N/A.
International Boundary and Water Commission	We did not set a goal.	None known at this time.
Millennium Challenge Corporation	Not all employees submitted a request.	During FY13, the agency will be exploring the feasibility of expanding telework options to include an increase to 4 regular telework days per pay period and 3 regular telework days per pay period if participating in AWS. Conducting telework campaign for first time agency participation in Telework Week 2013.

Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
National Capital Planning Commission	We only achieved 72% participation from eligible employees overall. Of the total eligibles, however, 82% have agreements in place to telework; and, out of those with agreements (32 total), 87.5% actually teleworked.	<p>Technical barriers are minimal since our Information Technology staff continues to ensure our remote access capacity is operating successfully by updating the capability as needed to continue to promote and expand our eligible staff's participation in telework steadily.</p> <p>If there are barriers relating to work or performance or any other impact preventing telework participation, then these are to be addressed during performance evaluations and also once a telework survey is conducted.</p>
National Credit Union Administration	We did not set a goal for 2012.	None identified at this time.
Securities and Exchange Commission	Although in FY 2012 the agency has increased communication to staff regarding telework; instituted mandatory telework training for all current managers and employees and for new employees; and has regularly notified employees regarding how to properly code their telework hours into the time and attendance system, we increased by 1%. It is worth noting that we increased our hiring capacity and our total population went up from 3849 in 2011 to 3013 in 2012 (a 1.66% growth rate). The population growth offset the participation rate down and generally, new employees do not telework immediately. If the population remained almost the same as last year, the participation rate would have been 33.62%, very close to 34% during this two week period in September.	The agency will continue to encourage telework through agency-wide communication and training and ensure all telework hours are properly recorded in the time and attendance system.
Selective Service System	We can only confirm that 35 employees teleworked during the fiscal year using our data collection system. Our data collection system is our time & attendance system, which we transitioned to in April of 2012.	I don't feel that there are any barriers to telework in the agency. I firmly believe that the implementation of the new T&A system may have skewed our numbers.

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Agency	Reason for not meeting goal	Measures being taken to identify and eliminate barriers to maximizing participation
Small Business Administration	We need to improve our tools for measuring telework eligibility and participation.	In FY12 we were tracking through time reporting. In FY13, we plan to collect copies of telework agreements and track telework status in a central repository.
National Endowment for the Arts	N/A.	Increase eligibility awareness of employees and managers, promote benefits of telework.

Appendix 15: Fiscal Year 2013 Participation Goals

Agency	Goal number of employees teleworking	Goal percentage of eligible employees teleworking	Other
Agency for International Development		10%	
Chemical Safety and Hazard Investigation Board		100%	
Committee for Purchase from People Who Are Blind or Severely Disabled		94%	
Commodity Futures Trading Commission		37%	
Consumer Financial Protection Bureau		41.7%	
Consumer Product Safety Commission		5%	
Court Services and Offender Supervision Agency	595		
Defense Nuclear Facilities Safety Board		60%	Increase employee satisfaction with telework in the Federal Employee Viewpoint Survey above the 2012 level.
Department of Agriculture		55	
Department of Defense		2 % increase over 2012 participation rate.	Increase senior leader emphasis to foster wider acceptance and use of telework enterprise-wide.
Department of Education	3300 employees teleworking at least once during FY2013.	81% of eligible employees teleworking at least once during FY2013.	
Department of Energy		28%	Percentage of total employees employed.
Department of Health and Human Services			16% of total employee population teleworking at least 4 days a week.
Department of Homeland Security		15%	
Department of Housing and Urban Development			5% increase targeted goal over the current number of teleworkers.
Department of Interior		11.9%	

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Agency	Goal number of employees teleworking	Goal percentage of eligible employees teleworking	Other
Department of Justice		Some components have aimed for ambitious goals. Recommend a 5 - 10% goal	Explore ways to make ineligible positions eligible; explore ways to make situational teleworkers eligible for routine telework; use telework as a workforce strategy.
Department of Labor		30%	
Department of State		30%	
Department of Treasury		7.6% increase from FY12 levels	
Department of Veterans Affairs	16636		
Environmental Protection Agency			Increasing telework participation by 5%.
Equal Employment Opportunity Commission		54%	
Export-Import Bank of the United States	135	42%	
Farm Credit Administration		60%	100% Agreements in place.
Federal Communications Commission		62%	
Federal Deposit Insurance Corporation		35%	
Federal Election Commission			Increase usage rate by 10% for employees who use unscheduled telework during emergencies and severe weather conditions.
Federal Energy Regulatory Commission			Increase Telework participation by requiring Telework-ready employees who are not required to Telework when the FERC HQ bldg. is closed. Change will be made through individual agreements and/or through negotiation of the Telework article with the Union.
Federal Labor Relations Authority			FLRA increased the percentage of teleworkers in FY 2012 and will do the same in FY 2013, but a specific goal number is not set.
Federal Mediation and Conciliation Service		5%	

Agency	Goal number of employees teleworking	Goal percentage of eligible employees teleworking	Other
Federal Trade Commission		15%	
International Boundary and Water Commission	10		
International Broadcasting Bureau		100% of eligible employees	
Marine Mammal Commission	4		
Millennium Challenge Corporation		10%	
National Aeronautics and Space Administration		17%	
National Archives and Records Administration		30%	
National Capital Planning Commission		95%	
National Council on Disability	10	100%	
National Credit Union Administration	255		
National Endowment for the Arts		50%	
National Endowment for the Humanities		45%	
National Science Foundation		84	
National Transportation Safety Board		90%	
Nuclear Regulatory Commission	2013	51%	
Office of National Drug Control Policy		100%	
Office of Personnel Management		30	
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	4	100%	
Office of the United States Trade Representative (EOP)		20%	
Overseas Private Investment Corporation	150		
Patent and Trademark Office	8300		

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Agency	Goal number of employees teleworking	Goal percentage of eligible employees teleworking	Other
Postal Regulatory Commission	18	28%	
Securities and Exchange Commission		34%	
Selective Service System	50	50%	
Small Business Administration			We are still aiming for 100% of eligible employees to have ad hoc agreements in place. In addition, we would like to see the number of employees who are teleworking at least 1 day/week or 1 day/pay period to increase to 600.
Tennessee Valley Authority			Increase % of telework agreements in place by 10%.
Trade and Development Agency		100%	Increased number of employees requesting telework.
U.S. International Trade Commission	200	70%	
United States Holocaust Memorial Museum		65%	
Pension Benefit Guaranty Corporation			

Appendix 16: Reported Reasons for Agencies' Not Setting an FY2013 Participation Goal

Agency	Why agency has not established a goal and plans for establishing such a goal
Access Board	To date there has not been a goal set for the Access Board.
Appraisal Subcommittee, Federal Financial Institutions Examination Council	We are a small agency and do not hire many new employees on a regular basis. We have already determined which current employees are eligible for telecommuting and they have been notified of their eligibility or ineligibility. Two persons who have been determined eligible have opted not to telework for personal reasons. Another person was determined ineligible as they are the agency's receptionist/admin. asst. We did hire a new person in October 2012 and have determined that person would be eligible for telework but want them in the office until they better understand our agency's mission. The same would go for any other new hire we were to make this year.
Central Intelligence Agency	Due to the classified nature of our mission, most employees are not eligible to telework. As a result telework agreements are approved on a case by case basis.
Corporation for National and Community Service	Percentage participation in telework continues to be high (64%). On-going discussions and research regarding the use of telework and best practices.
Department of Commerce	Discussion during FY 13 will continue on what focus the Department wants to place on establishing a goal for telework participation. Any goal established should be aligned with worklife issues and creating more efficiencies.
Department of Transportation	Several of DOT's 13 sub-agencies routinely achieve 50% participation rates (of eligible employees) on a quarterly basis, but other sub-agencies within DOT struggle to achieve comparable rates given their respective operational requirements. Consequently, DOT senior leadership is in the process of determining appropriate participation rate goals across the board, since a 50% DOT-wide target is not currently feasible.
Election Assistance Commission	The discontinuance of rescheduled telework due to the high attrition rate during FY12 and the decision to not fill vacant positions.
Office of Science and Technology Policy (EOP)	The career staff in OSTP telework, however, management and politicals do not telework. Management and politicals are eligible to telework but due to the fast pace they choose not too telework.
Farm Credit System Insurance Corporation	Due to the mission requirements and the small size of the FCSIC staff (as of FY 2013 there are 10 full-time employees) a participation goal has not yet been established, but will be considered.
Federal Housing Finance Agency	The FHFA ranks 5 of small agencies for family friendly culture and benefits.
Federal Maritime Commission	The FMC is a small agency and is comfortable with its current percentage of employees having a telework agreement in place.
Federal Mine Safety and Health Review Commission	We are evaluating how telework has fit into our agency as well as bigger agencies (strategically with our mission).

Agency	Why agency has not established a goal and plans for establishing such a goal
Federal Retirement Thrift Investment Board	HR and worklife were part of a larger office structure and mission, which, with limited staff running the Agency, did not allow for more emphasis on strategic goals or initiatives surrounding telework.
General Services Administration	GSA as an Agency is in the unique position of promoting several Federal initiatives to reduce Federal space, reduce costs of maintaining space and achieving Sustainability goals. GSA determined that implementing Telework participation goals may be counterproductive to overarching Agency mission goals in support of the Federal workspace. We advocate mobility and telework to the fullest extent possible, including full time telework and that our employees model the new emerging Federal workplace, “being where you need to be to get the work done”. We hold that an arbitrary percentage goal for telework may well put the focus on telework rather than performance and take away from our efforts on behalf of Federal employees. We believe we are doing a good job at meeting the spirit and intent of mobility and telework.
Institute of Museum and Library Services	Our agency has a high participation goal of telework, hence no formal reason to commit to a goal. We are encouraging managers and executives to introduce greater tools that would allow greater mission critical work to be performed remotely.
Merit Systems Protection Board	Some 1st and 2nd level management officials still have indifferences to allowing some of their eligible employees to participate.
National Labor Relations Board	Bargaining Unit Employees - Labor negotiations. Non-Bargaining Unit Employees - Authorization to telework is determined by the Department Heads for each office.
National Mediation Board	The agency has fully embraced telework. All employee whose duties are sufficient for telework currently telework.
Nuclear Waste Technical Review Board	All employees are expected to telework. No new goals need to be established.
Occupational Safety and Health Review Commission	OSHRC is a small agency and providing adequate office coverage may be an issue.
Office of Government Ethics	Due to the decrease in HR staff within the Agency, as the Telework Coordinator, I have not had the opportunity to address telework participation goals with the TMO.
Office of Management and Budget (EOP)	Please see response to 12.1.
Office of Navajo and Hopi Indian Relocation	The major operations of the agency require direct on site activities with clients that cannot be handled remotely or at an alternative workplace which are considered to be inappropriate for telework by the agency head.

Agency	Why agency has not established a goal and plans for establishing such a goal
Office of the Director of National Intelligence	The ODNI has a telework policy that is currently being updated to reflect the new requirements of the Telework Act. However, due to the classified nature of our work which requires unique security arrangements, our ability to participate in the telework program has limitations. The ODNI considers telework requests on a case-by-case basis, and only approves temporary telework arrangements (up to 1 year) for unusual circumstances. For example, an employee who is recovering from an illness may be approved for telework for the duration of his/her recovery if unclassified work can be performed at home. When the policy revision is completed in the near future, a notice will be disseminated to the workforce on the ODNI's continued requirement for telework arrangement to be requested on an individual basis.
Peace Corps	We have identified several barriers to telework and have implemented strategies to eliminate the barriers. We don't believe setting goals would be beneficial until the major barriers to telework have been eliminated. We will continue to see improvements in the number of employees who telework. We are also trying to develop better tracking tools to determine the number of days/hours employees' telework.
Railroad Retirement Board	We are a smaller agency that has experienced a larger than usual number of retirements. That in addition to our decreased budget has made it difficult to establish telework goals for 2013.
Smithsonian Institution	The Smithsonian Institution is exempt from the Act but encourages each unit director to implement telework as it suits their business needs.
Social Security Administration	SSA has remaining concerns that must be resolved before we proceed with broader implementation of telework: the security of the PII accessed during telework and the availability of IT resources required to implement the program. The majority of the SSA workforce interfaces with the public, which poses a significant barrier to expanding telework within the agency.
U.S. Commission on Civil Rights	Our goal is to encourage all eligible employees to take advantage of the telework program. Prevention includes lack of key management officials.

Appendix 17: Fiscal Year 2011 Agency Management Efforts to Promote Telework

Agency	Consider Fiscal Year 2011. 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	Not Applicable
Agency for International Development	USAID laid the groundwork for a robust highly flexible telework program, engaging staff from across the Agency and the unions to engage in changing the program and revising the policy. Implementation of mandatory training for staff from every level of the Agency and hiring type was a key component of the new program and encouraged buy in from managers and supervisors and broad understanding of the program's new requirements. Emphasis in rolling out the new policy focused on the program as part of a change management process so that over time USAID would evolve into more of a results-oriented management culture.
Appraisal Subcommittee, Federal Financial Institutions Examination Council	The remote duty workers and full-time teleworkers have to submit monthly reports to their supervisor showing what they have worked on for previous month. Because we are a small agency, we can easily determine if they are not completing their work. Planning is done by determining what type of work can be completed at home versus at work for those who telework once or twice a week.
Central Intelligence Agency	The Agency TMO notified the workforce of the Telework Enhancement Act (TEA) in 2011 and our regulation is being updated to include the TEA requirements. Because telework agreements are maintained at the office/department level, each office is responsible for maintaining and evaluating agreements to ensure compliance with the TEA.
Chemical Safety and Hazard Investigation Board	N/A Already adopted and we have 100% participation
Committee for Purchase from People Who Are Blind or Severely Disabled	Used telework as part of our contingency operations plan as well as space utilization plan. All employees must have a telework agreement in place, if only for contingency operations.
Commodity Futures Trading Commission	Agency leadership has delegated planning, implementation, and evaluation of the telework program to the TMO and staff. We conduct periodic surveys, work with agency leadership to address concerns, and periodically update the program, provide training, and send out announcements to promote the program.
Consumer Financial Protection Bureau	CFPB officially became an agency on July 21, 2011. The CHCO issued an interim situational telework policy to all employees on August 26, 2011, which underscored agency leadership's commitment to make telework available to employees as soon as possible.

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Agency	Consider Fiscal Year 2011. 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.
Consumer Product Safety Commission	Agency leadership promotes telework through a variety of communication vehicles, including the HR Newsletter and agency-wide emails.
Corporation for National and Community Service	In consultation with the Office of Human Capital, management encourages employees to be educated as to their eligibility to telework.
Court Services and Offender Supervision Agency	Analyses of positions led and will continue to lead to discussions with members of the Executive Staff to encourage pilot programs. TMO follows the results of all pilots.
Defense Nuclear Facilities Safety Board	The agency moved to expand its telework program to include core telework in November 2010 in response to employee dissatisfaction with the program as evidenced by the annual Federal Employee Viewpoint Survey. (At the time, the agency only offered situational telework.) The Chairman directed that HR conduct a 6-month agency-wide pilot of core telework. The pilot ran from April 2011 through September 2011. At the close of the pilot, supervisors/managers and employees were surveyed about the success of the pilot and asked to provide suggestions to improve the agency's telework program. In October 2011, HR analyzed the survey results and prepared a report for management that included many of the supervisor/manager and employee recommendations, including making core telework permanent. Management agreed that core telework should be made permanent and adopted most of the recommended improvements. Employees were notified of the results.
Department of Agriculture	<p>Within Fiscal Year 2011, USDA implemented the following actions to promote the adoption of telework across the Department:</p> <ul style="list-style-type: none"> • Published a new Departmental Regulation within 45 days of the passing of the Enactment and widely promoted/marketed policy information to the USDA workforce. • Developed a strategic partnership with the OCIO Innovative and Emerging Technologies team to implement and promote USDA's mobility strategy in support of Telework. • Published an IT and Telework Technical Guide for Teleworkers- designed to clarify the options and processes available to USDA employees in the areas of remote and mobile access, collaboration tools, as well as the procurement strategy from OMB. • Defined new Telework time and attendance guidance for coding and tracking telework participation- to enhance universal method for capturing and reporting employee telework participation based on T&A data and not just approved agreements. • Created a new Telework Monthly Reporting Metric tool that self-calculates the percentage of eligible Teleworkers and the levels of approvals and participation.

Agency	Consider Fiscal Year 2011. 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.
	<ul style="list-style-type: none"> • Developed a standard eligibility notification template to communicate employee eligibility status in alignment with the Telework Enhancement Act requirements. • Collaborated with the Virtual University and the AgLearn team to effectively develop new, interactive Telework training for supervisors, managers and the general workforce- in addition to working with Skillssoft on editing content for application across the Federal government as a whole. • Facilitated a strategic partnership with the Central Excess Property Organization (CEPO) to provide excess office furniture, free of cost, to approved Telework offices and employees. • Integrated Telework planning into the 2011 USDA Emergency and COOP exercises which allowed for quick and easy adoption of policy guidance for dealing with unplanned Earthquakes and Hurricanes in the National Capital Region this summer.
Department of Commerce	The Department of Commerce supports telework by collaborating USPTO, who is a leader in telework through quarterly partnership meeting that include telework coordinators and labor unions. These partnership meetings are a forum where telework coordinators and union representatives can share best practices to bring innovative ideas back to their respective bureaus to collaboratively implement. The Herbert C. Hoover, DOC headquarters building continues their marketing campaign through the display of flyers and a telework website; "work is a verb, it's what you do, not a place you go". Telework policies and practices are discussed at the Department's Labor-Management Forum.
Department of Defense	Position and employee telework eligibility coding established in Defense Civilian Personnel Data System; all new positions must be coded for telework eligibility prior to recruitment; Senior leader memorandums; telework pilots; developed strategic multipronged approach to inform about telework through marketing and promotion efforts to increase management awareness of telework benefits.
Department of Education	In FY2011 ED began to introduce major changes to our telework program. ED's CHCO and Human Capital Office worked with Senior Leadership to introduce the concept of increasing our telework usage. We began work on ED's policy and with our union to comply with policy requirements of the Telework Enhancement Act. We also notified all employees of their eligibility and began working with managers on their cultural resistance to telework.
Department of Energy	Established an interim Departmental policy and issued supplemental guidance that includes sample application packages and agreements; issued telework data quarterly to local Telework Coordinators; tracked quarterly and annual participation rate and usage.
Department of Health and Human Services	Development and review of policy and guidance. Frequently releasing guidance, FAQs and tips. Collecting data on a quarterly basis which allows agency to identify issues with implementation and participation. Evaluation of data to help target low performing offices for training as well as track progress of high performing offices.
Department of Homeland Security	Components have piloted telework, conducted webinars, and published telework guidelines.

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Agency	Consider Fiscal Year 2011. 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 Housing and Urban Development	Promote telework awareness and its multiple benefits through presentations, briefings, seminars, and various forms of marketing materials.
Department of Interior	DOI formed a series of teams to move telework forward. The teams studied various aspects of telework and surveyed all employees. Results were used to update policy in 2012.
Department of Justice	Promoted during annual supv. training; required training of all employees; conducted telework presentations; meetings review of telework report; brief management on telework and COOP; managers held accountable in performance work plan.
Department of Labor	Agency leadership encouraged senior managers to support and promote the use of telework as a workplace flexibility tool, provided a series of telework education sessions for senior leadership, established a team of stakeholders to provide input on program policy and procedures, developed and implemented an agency policy on telework, reviewed all positions for telework suitability and provided notification to employees, developed a telework website to provide a clearinghouse of telework guidance and information for DOL employees, analyzed and reviewed program participation at the end of the fiscal year to determine next steps for program enhancement.
Department of State	Establish online tracking process and served as a key resource for information. Meeting with bureau coordinators to understand challenges and opportunities.
Department of Transportation	We produce and analyze internal quarterly reports of telework participation to monitor progress.
Department of Treasury	<p>In Fiscal Year 2011, Treasury was engaged in updating its policies and procedures for the Telework Enhancement Act of 2010. Having a Telework policy since 2000, Treasury has been a leader in promoting telework for over a decade.</p> <p>In FY2011, Treasury ensured that all bureaus notified their employees of their eligibility status, wrote an interim policy that was compliant with the Act, and held many cross-functional meetings to engage non-HR leaders with Telework policies and needs.</p> <p>Bureau leadership also actively engaged in developing telework goals, and recognized the importance of telework to the agency. In addition to developing goals, complying with the Act, and showing active support of telework through emails and communications, bureau leadership also emphasized telework at all-hands meetings, developed briefings for managers, and policy discussions with senior staff.</p>

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Agency	Consider Fiscal Year 2011. 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 Veterans Affairs	The implementation of the Act provides a unique opportunity to leverage telework as a human capital management tool. Managers are encouraged to educate and promote telework to their employees. The VA Senior Review Group, Executive Leadership Board and communication support from the Secretary are specific ways VA promotes telework. VA is currently promoting telework through a VACO telework pilot designed to measure and evaluate the performance of the program.
Election Assistance Commission	A telework presentation was conducted during an all-hands meeting led by the agency head. All staff received information packets including telework agreements and were told to complete and have their supervisors approve before submitting to OHR.
Environmental Protection Agency	Developing an expanded Telework Policy to increase the use of telework is one of the ways to make EPA One Great Place to Work. Also, increasing the use of telework to improve how we conduct business at the agency, and contribute to a greener, cleaner environment. It is one of the agency's Key Performance Indicators under Cross Cutting Fundamental Strategy 5, Strengthening EPA's Workforce and Capabilities. EPA program and regional offices are kept regularly abreast of the agency's telework initiatives to increase the use of telework through quarterly Telework Usage Reports, meeting with senior managers and biweekly HR Community Conference Calls. The agency rolled out a mandatory training for supervisors and managers on managing in a telework environment.
Equal Employment Opportunity Commission	Reports, management meetings, surveys, feedback, discussion with Union leadership.
Office of Science and Technology Policy (EOP)	OSTP management supports teleworking for all eligible employees. Teleworking provides a flexible workplace and improves the moral of the agency leading to happy and productive employees.
Export-Import Bank of the United States	They review the telework metrics on an annual basis to evaluate employee participation and organizational group participation. The evaluation allows HR to see what groups to focus on in the coming FY.
Farm Credit Administration	Telework is viewed by management as a workplace flexibility and benefit that helps in retention of high value employees and also as an essential element of FCA's Continuity of Operations plan. Telework is promoted at the highest levels of FCA management.
Farm Credit System Insurance Corporation	Due to the small size of FCSIC (11 full-time employees), our Agency has not taken action to specifically promote telework in the past year.
Federal Communications Commission	We just completed negotiating our Basic Negotiated Agreement. We plan to revise our current policy.

Agency	Consider Fiscal Year 2011. 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 Deposit Insurance Corporation	The FDIC senior leadership approach to building and sustaining our Telework Program has always been top down management. Our Acting Chairman continuously supports the success of the Telework Program throughout our agency. Our managers value and understand the importance of the role that telework plays in supporting the mission of the FDIC and enhancing the ability to respond to emergency or contingency situations while sustaining continuity operations. Our managers also see the benefits that it provides to employees by providing flexibility to balance their work and personal lives. In open forum discussions with the employees, our Acting Chairman has expressed that he favorably views and encourages the use of our Telework Program. In 2011, we worked with our Union to make revisions and updates to our Telework Program that reflected the enhancements from the TEA, as well as other programmatic changes that we identified as being necessary and essential to bringing our Telework Program current. The Telework Managing Officer receives reports on a quarterly basis regarding program participation that enables the FDIC to ensure that we are meeting our telework goals and objections.
Federal Election Commission	The FEC and the Union was in negotiation to update the telework policy for bargaining unit employees. We also implemented a separate Telework policy for non-bargaining unit employees.
Federal Energy Regulatory Commission	Our Human Resources Staff prepared management for the change in the telework policy that would be negotiated with the Union. Also, the HR staff identified IT system needs to assist in tracking telework hours.
Federal Housing Finance Agency	The agency has written a policy directly from the Act for telework. Each manager is briefed on telework from a manager's standpoint. Each employee was asked to submit an approved telework agreement to the telework representative.
Federal Labor Relations Authority	The Executive Director serves as the Telework Coordinator for the agency and regularly emails all FLRA employees with updates about the Telework program and eligibility.
Federal Maritime Commission	Management has consistently defined the policies and goals of the telework program; has determined what positions are suitable for telework; addresses technology and security issues as they arise; and has created a telework agreement that defines mutual expectations on everything, including communication and feedback. Management has ensured that all managers and employees complete telework training. Management periodically evaluates the program by obtaining information on performance of teleworkers, tele-managers and non-teleworking colleagues, productivity costs, morale, recruitment, and retention.
Federal Mediation and Conciliation Service	Management has reviewed all of the Agency's positions and determined which would be suitable for telework.

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Agency	Consider Fiscal Year 2011. 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 Mine Safety and Health Review Commission	The telework program
Federal Retirement Thrift Investment Board	FY 2011 HR and work-life were part of a larger office structure and mission, which, with limited staff running the Agency, did not allow for more emphasis on strategic goals or initiatives surrounding telework.
Federal Trade Commission	Agency COOP plan and Employee Viewpoint Survey.
General Services Administration	During FY2011 GSA launched a Program Management Office (PMO) at the agency level, focused on implementation of the Telework Enhancement Act of 2010 within GSA. The PMO involved input from across the agency, and resulted in the development of agency policy and training on mobility and telework, as well as enhanced metrics, communication, and "marketing" across the agency.
Institute of Museum and Library Services	Our agency 5-year strategic plan incorporates the increase of telework along with other innovative work designs.
International Boundary and Water Commission	In Fy-2011, the Human Resources Office took the lead in working to implement the new Telework Enhancement Act.
International Broadcasting Bureau	Web-based telework training posted on OPM's telework website.
Marine Mammal Commission	The Marine Mammal Commission is a micro agency of 14. Because of the Commission's size, staff is aware of the opportunity to telework. Staff coordinates telework dates to ensure that adequate staff is in the office.
Merit Systems Protection Board	Our agency has promoted and allowed for teleworking for many years prior to the Telework Enhancement Act and we have always had broad usage of the program. The Act has served to make the program even better and more broadly used by more employees in additional job series.
Millennium Challenge Corporation	Implemented the agency's first flexible workplace policy, to include telework and alternate work schedule options to promote a healthy work-life balance for employees.
National Aeronautics and Space Administration	NASA has supported telework as an alternative work arrangement that allows employees to more effectively achieve work/life balance. NASA's Administrator sent an e-mail to all employees and supervisors in 2011, encouraging employees and supervisors to discuss further expanding the use of telework within the NASA organization. NASA uses results of the EVS, data, the OPM Telework Data Call, and anecdotal evidence to measure the success of efforts to

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Agency	Consider Fiscal Year 2011. 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.
	encourage the use of telework.
National Archives and Records Administration	NARA's Management aligns telework with agency strategic goals and mission, uses telework goal-setting and measurement to hold managers accountable and emphasizes telework as part of COOP (Continuity of Operations Plan) events.
National Capital Planning Commission	<p>In planning our agency Telework Program, we updated our established agency Telework policy in accordance with Sec. 359 of P.L. 106-346 and the Telework Enhancement Act of 2010 (P.L. 111-292) which provided our agency employees and managers guidance on our telework options, participation criteria such as eligibility requirements and mandatory training, basic parameters, access, performance, and impacts including benefits of telework participation.</p> <p>In implementing the program, participating employees/managers were required to complete OPM Telework Training with certification; the Telework Agreement including work schedule (whether routine or ad-hoc), duties/tasks to be performed, and terms & conditions (inclusive of agency Policy); and the Safety Certification Checklist of the alternate worksite. The Agreement and Safety Certification require certification by the employee, 1st-level and 2nd-level supervisors, Telework Coordinator, Telework Managing Officer (TMO), and agency Safety Officer, accordingly. If any modifications to their participation are necessary, then the employee & supervisor would submit an updated agreement to the Telework Coordinator. Also, new employees were informed of the option to participate in our Telework Program and access our Policy at orientation.</p> <p>In evaluating our program participation, we monitored telework daily using our Who's In data method and annually during the performance evaluations. The program participation was also evaluated in alignment with our agency's strategic plan & goals.</p>
National Council on Disability	Data Call information for FY 2011 is unavailable.
National Credit Union Administration	See below responses.
National Endowment for the Arts	Created a telework policy, determined positions eligible, communicated eligibility, promoted benefits.
National Endowment for the Humanities	On an annual basis, management reviews agency's telework responses on the Federal Employees Viewpoint Survey.

Agency	Consider Fiscal Year 2011. 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	Through use of the agency's Telework Administrative Policies and Procedures Manual (PER-29). It is evaluated by the Telework Coordinator who tracks and maintains received telework agreements.
National Mediation Board	In bi-weekly discussions, communication are held on all policies
National Science Foundation	In FY 2011, the agency committed to the hiring of a dedicated staff person to serve as the agency's Telework Managing Officer and Career Life Program Coordinator. A primary responsibility for the incumbent of this position is serving as the TMO. In FY 2011 the recruitment to fill this position took place. This was a first step in formalizing the agency's commitment to continuing and enhancing a robust telework program. In addition, a pilot was initiated that provided information on the successes and challenges of telework at NSF.
National Transportation Safety Board	Established an agency procedure to identify positions that are eligible for telework.
Nuclear Regulatory Commission	<p>All employees who were on board before then were aware of their eligibility, and employees who came on board after that time and during FY 2011, were advised by their supervisors about the program.</p> <p>Throughout the year, the Agency Telework coordinator briefed various offices in the agency as well as outside the Agency about our program.</p> <p>Telework was utilized as one of the Agency's keys to work life balance. Recruiters discussed it with applicants at career fairs and other events. When feasible, Telework was used as a tool to retain those employees who would have resigned in order to relocate or for other viable reasons. Being able to retain employees with critical skills became very important as we experienced budget reductions.</p> <p>In addition, Telework is included as part of the Agency's COOP (Continuity of Operations Plan) and Pandemic Plans. These plans are reviewed annually to make sure the information is current. Incorporating Telework into these plans enabled the Agency to continue to carry out its mission in the event of an emergency.</p> <p>Our Telework website contains information about our Telework program and has links to external resources, and it was updated throughout the year. Information about the Telework program was provided to employees at the annual health fair. The Agency's Telework coordinator sent updates to the Office and Regional telework coordinators about the program, and this information as well was posted on the intranet.</p> <p>Telework Week , which is sponsored by the Telework Exchange, is a nationwide effort to encourage agencies,</p>

Agency	Consider Fiscal Year 2011. 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.
	<p>organizations, and individuals to pledge to telework. In FY 2011, Telework Week was observed February 14-18, 2011, and NRC held telework day on February 16, 2011. NRC notified employees about Telework day through several agency wide announcements and posted information on the Agency's intranet site. A special brochure was prepared for Telework day and made available on the Agency's website. In addition, a banner promoting the event was placed on the Agency's intranet. Representatives from the Offices of Human Resources (now Office of the Chief Human Capital Officer), Chief Information Officer, Information Services, and Office of Administration set up an area in the lobby and answered questions for employees prior to Telework day. Posters were displayed prominently around both headquarters and regional offices. Senior management was advised of our proposed actions prior to the event and they gave their full support.</p> <p>During the annual evaluation, in addition to discussing the employee's performance, supervisors and managers also talk about the telework agreement. They talk about the benefits, both to the agency and the employee, and resolve any issues.</p> <p>The NRC continued to support and build its program by making improvement and changes.</p>
Nuclear Waste Technical Review Board	Agency Director of Administration conducted agency wide orientation and training for all employees (qty 12).
Occupational Safety and Health Review Commission	Discussion in senior managers meetings, distribution of agency policies.
Office of Government Ethics	FY2011, the Agency began the process of revising its Telework Policy to comply with the new requirements of the 2010 Telework Enhancement Act. In conjunction with the revision, the TMO convened a small working group representing each Agency program office to discuss telework eligible positions within the Agency and the criteria to be used by supervisors in determining telework compatibility with positions and personnel. All employees were notified by the TMO, via staff meetings, that all positions in the Agency are eligible for telework. All managers and supervisors are required to complete OPM's online supervisor telework training. Employees who were already teleworking were encouraged to complete OPM's employee online telework training and employees who had not previously teleworked and wanted to begin were required to complete the online course.

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Agency	Consider Fiscal Year 2011. 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 Management and Budget (EOP)	OMB's Director Office and CHCO were engaged in the agency's telework program from the announcement of the Telework Enhancement Act. The CHCO assembled a working group to develop the policy and a draft was prepared for the DO. Working group members, the Telework Coordinator and the CHCO met with the OMB Director and other senior policy officials to discuss the draft and communication plan. The final policy was distributed to all employees through an email from the Director encouraging all divisions to pilot telework.
Office of National Drug Control Policy	The telework program is offered and available all staff as well as new staff immediately upon reporting for duty.
Office of Navajo and Hopi Indian Relocation	In FY 2011 the agency's Telework Policy was under development and therefore no plans were implemented to promote the adoption of telework in the agency.
Office of Personnel Management	Reviewing the number of telework eligible employees and the number of those with telework agreements in place to determine any trends.
Office of the Director of National Intelligence	Not applicable/No record.
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	Through information and updates provided by email and during staff meetings.
Office of the United States Trade Representative (EOP)	Our Office of Human Resources plans, implements, and evaluates our telework program.
Overseas Private Investment Corporation	Our agency promotes Telework benefits through emphasis on operational continuity during disasters or extreme weather.

Agency	Consider Fiscal Year 2011. 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.
<p>Patent and Trademark Office</p>	<p>Agency leadership aligns telework with agency strategic goals/mission.</p> <p>The USPTO has fully embraced the concept of telework as a business concept that provides significant benefits to both the agency and its employees. Telework provides cost savings to the agency through space savings, increased recruitment and retention, and fosters greater efficiency in production and management. It also provides opportunities for expanded work flexibility, better work life balance for participating employees and encourages the use of results-oriented performance management and measurement.</p> <p>Telework data is collected on a quarterly basis and reported to the telework coordinators working group-comprised of telework points of contact from each business unit in the agency. Additionally, this data is posted and available to all employees, including agency executives, on a Telework Resource web site, internal to the USPTO.</p> <p>An annual telework report is developed and published each year. This report highlights telework accomplishments that occurred throughout the fiscal year. This report is posted to the Telework Resource site and is available in hard copy for agency management.</p>
<p>Peace Corps</p>	<p>Program/Initiative Name: Initiative at Peace Corps to Enhance Process Improvement, Productivity and Continuity of Operations: Telework Program. Results-oriented performance culture includes actions/strategies for identification of continuous process improvements to promote better processes and services; usage of nontraditional work arrangements such as telework; and employee involvement in agency culture change initiatives.</p> <p>Planning: During the winter of 2010, OPM began announcing to federal agencies in the Washington, DC, Area new Dismissal and Closure Procedures. This included an unscheduled telework option as a way for agencies and employees to maintain productivity and continuity of operations during weather events and other emergencies without compromising the safety of our employees or the general public. Peace Corps followed the OPM guidelines and increased use of Telework as a result. This flexibility was increased at Peace Corps in recognition of our evolving use of technology and increased use of telework and other workplace flexibilities. The unscheduled telework option has successfully allowed Federal employees to telework during various weather events and other emergencies over the past year. Also, the Telework Enhancement Act of 2010 encouraged the use of telework, and required the agency to notify employees of their eligibility to telework, which was done during FY2011 by notice from Director Williams. Telework was also to be incorporated into continuity of operations plans, so the contingency planning/COOP exercises by the agency in 2011 included teleworking employees. Peace Corps’ Associate Director of Management, a senior management official at the agency, was designated Peace Corps’ Telework Managing Officer and he, along with HRM</p>

Agency	Consider Fiscal Year 2011. 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.
	<p>staff, and members of the Labor-Management Partnership Forum (including the Peace Corps Union) worked together to administer an employee poll for identifying improvements to satisfaction with PC's Work/Life Programs.</p> <p>Implementation: In June 2010, a Telework policy, Manual Section 632, was issued. Several informational sessions were provided to explain to supervisors their role, responsibilities in approving assignments, supervising employees, and procedures involved in managing performance for results while administering telework assignments. Informational sessions were provided to employees on the telework program, and to answer questions. In conjunction with measuring satisfaction with the telework program, and as part of the review of 2010's AEV Survey results on Work-Life Programs, a Poll was sponsored by the Labor-Management Partnership Forum in FY2011. Peace Corps' Telework Managing Officer, along with HRM staff, and members of the Labor-Management Partnership Forum (including the Peace Corps Union) worked together to administer an employee poll for identifying improvements to satisfaction with PC's Work/Life Programs.</p> <p>Evaluation and Outcomes: Results from the Work/Life Programs Poll given to employees included: Forty percent (40%) of the Peace Corps' employees voted Telework as the Peace Corps work-life program that is the most useful to them - as dedicated staff members and family members. Telework was so overwhelmingly popular that the next highest-rated program was Alternate Work Schedule, with twenty-four percent (24%). Further, eighteen percent (18%) of employees voted Telework as the second most useful work-life program. No other work-life program was close to Telework. (Source: Peace Corps Work-Life Programs Poll by Labor-Management Partnership Forum, December 2010) Peace Corps was highlighted by NextGov in an article entitled, Peace Corps Embraces Telework, By Brittany Ballenstedt, dated 9/14/2011: http://wiredworkplace.nextgov.com/2011/09/peace_corps_embraces_telework.php?oref=latest_posts</p> <p>In the article, Peace Corps was highlighted for focusing on performance management as a result of telework. It was noted that every time the agency had a telework town hall or new policy updates were given, HRM tied in performance management to the telework program, noting that the 2011 employee viewpoint survey showed an increase of between 5 percent and 10 percent on all questions related to performance management.</p> <p>The AEV Survey question related to employees' satisfaction with the Telework program indicated much higher satisfaction in FY2011 with the program over last year's survey. "How satisfied are you with the following programs: Telework" had a 10.1% increase in favorable responses in 2011, which was 20.3% higher than the rest-of-the-government's rating for this question.</p> <p>Next Steps: A questionnaire is being developed to administer to supervisors to gauge the effectiveness of their</p>

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Agency	Consider Fiscal Year 2011. 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.
	<p>employees while teleworking. Further improvements to the tracking and maintenance of telework agreements by HRM will be enhanced, to increase the ability to more effectively track the number of employees who telework, since PC's current timekeeping system is not able to track telework hours.</p> <p>Outcome Alignment with Agency Mission: Outcome Goal 5.2: Peace Corps continually improves its critical work processes and manages resources in an effective and efficient manner; and Goal 5.2.3: Ensure optimal performance of critical Peace Corps processes.</p>
Pension Benefit Guaranty Corporation	We established a Telework Enhancement Task Force that planned and evaluated how Telework should be implemented. The recommendations of the Task Force was carefully reviewed by the Executive Management Committee and approved by same.
Postal Regulatory Commission	The Commission currently offers eligible employees the opportunity to participate in the Flexible Work Programs – Telework and Alternative Work Schedule. These programs are intended to reduce federal employees' contribution to traffic congestion and air pollution, as well as contribute to energy and resource savings in the Commission facility.
Railroad Retirement Board	Management aligns telework with the agency's strategic goals and the mission of the agency.
Securities and Exchange Commission	In FY11 the SEC planned and implemented requirements of the Telework Enhancement Act of 2010. The evaluation was based on the increase in the number of employees' teleworking and their increased level of satisfaction with the telework program as indicated in the 2011 Employee Viewpoint Survey.
Selective Service System	The answer to this question is unknown due to the turnover in the Human Resources Office. However, we plan on doing more advertising and training of telework within our Agency, specifically having our senior leadership actively endorse telework as a quality of life program.
Small Business Administration	The agency continues to make efforts to increase telework awareness and adoption, by encouraging all eligible employees to have, at a minimum, ad-hoc agreement in place.
Smithsonian Institution	The Smithsonian Director, OHR, encouraged telework through policy review, education, and training.
Social Security Administration	The majority of our employees are in direct service positions that involve public contact and therefore are not eligible to telework. Until such time as labor obligations, technology issues, and protection of all U.S. citizens' PII issues are resolved, we cannot expand our telework program. Our current program is governed by negotiated Memoranda of Understanding and agreements with the appropriate unions.
Tennessee Valley Authority	Planning is underway to evaluate the Telework Program.

Agency	Consider Fiscal Year 2011. 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.
Trade and Development Agency	USTDA encourages the use of telework during COOP, medical, and weather situations. The success of the program is evaluated through employee satisfaction surveys, informal discussion, and the number of telework requests received. Management has not denied an appropriate request for telework.
U.S. Commission on Civil Rights	No applicable record
U.S. International Trade Commission	We reviewed our program according to OPM standards and revised our electronic interface to increase user friendliness and accuracy of data. We introduced a weekly telework program. Previously we allowed only episodic telework.
United States Holocaust Memorial Museum	Analyze data & establish goals; monitor program participation & gather statistics once a year; train management and staff periodically; work with IT to identify/overcome technological barriers; work with training group to ensure leverage in developing our online training system.

Appendix 18: Fiscal Year 2012 Agency Management Efforts to Promote Telework

Agency	Now, consider Fiscal Year 2012. 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	Not applicable
Agency for International Development	<p>USAID has robustly implemented a highly flexible telework policy and requires staff from every level of the Agency and hiring type to participate in a live, customized training. Telework is part of a change management process that over time will shift the culture of USAID to being more of a results-oriented management organization. The goal is to have managers shift from managing proximity and physical presence to measuring and managing true performance.</p> <p>To pursue this objective, we continually evaluate the telework program and policy, perform continuing education, and find new and innovative ways to encourage its use. We believe that telework affords an opportunity for managers and teams to clarify expectations, results, and redefine success and change the way the Agency does business. The expectation is that telework will result in increased staff retention, greater productivity and return on investment, better overall staff morale, and general cost savings.</p>
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Our telework program was set up in 2007 before it was a requirement. Our policy was revised in 2011 to implement the Telework Act requirements. Supervisors evaluate teleworkers completed work to ensure that it is done on time. If there were to be issues on work being completed late, the supervisor would work with the teleworker to determine the problem.
Central Intelligence Agency	Telework agreements are maintained at the office/department level, therefore each office is responsible for maintaining and evaluating agreements to ensure compliance with the TEA.
Chemical Safety and Hazard Investigation Board	N/A; already adopted and we have 100% participation
Committee for Purchase from People Who Are Blind or Severely Disabled	Agency conducts employee wide telework drill at least annually. All agreements are updated at the end of the fiscal year.

Agency	Now, consider Fiscal Year 2012. 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.
Commodity Futures Trading Commission	Agency leadership has delegated planning, implementation, and evaluation of the telework program to the TMO and staff. We conduct periodic surveys, work with agency leadership to address concerns, and periodically update the program, provide interactive training, and send out announcements to promote the program.
Consumer Financial Protection Bureau	Agency leadership, the TMO and the CHCO supported the expansion of the interim situational telework policy into a full, permanent telework program, effective July 3, 2012, which offers routine, situational and extended situational telework options to all employees. Agency leadership routinely urges management to ensure that employees are aware of telework as an option via regular reviews of data regarding telework agreement in place.
Consumer Product Safety Commission	Agency leadership promotes telework through a variety of communication vehicles, including the HR Newsletter and agency-wide emails.
Corporation for National and Community Service	In consultation with the Office of Human Capital, management encourages employees be educated as to their eligibility and ability to telework.
Court Services and Offender Supervision Agency	TMO compares ineligible positions to other agencies. In the event of an inequality, TMO discusses concerned positions with appropriate member(s) of the Executive Staff to encourage a pilot program.
Defense Nuclear Facilities Safety Board	In FY 2012, the agency's telework program was updated to include the changes approved by management the prior fiscal year (as a result of the pilot program). In addition to core telework becoming permanent, the following actions were taken: developed telework website, incorporated telework into new employee orientation, developed/improved program documentation, and instituted processes to track telework for management review/analysis. In FY 2012, the agency evaluated the program based on the results of the annual Federal Employee Viewpoint Survey.
Department of Agriculture	<p>In Fiscal Year 2012, USDA planned and implemented the following initiatives to promote the adoption of Telework at USDA:</p> <ul style="list-style-type: none"> • Launched comprehensive, strategic Department-wide marketing campaign, entitled "Turbo-Charge Telework" geared at three new specific components of enhancing the USDA Telework Program: • Enhanced Interactive Telework Training and Overcoming Common Barriers and Misperceptions through the monthly webinar series, entitled "Let's Talk Telework!" Within 7 monthly sessions, all one-hour in length, more than 2,100 USDA employees have registered to attend the free web-based Webinars in AgLearn, with even more on the monthly waitlists, and over 1,800 have actually completed learning satisfaction surveys. The topics of these "Let's Talk Telework!" webinars have focused on delivering best practices from USDA Supervisors; Tips and Tools for USDA Teleworkers; Telework as Reasonable Accommodation and Medical Telework; and open-forum virtual Telework Town Halls. The survey results and feedback from employees and Agency leadership across the nation has been extremely favorable. USDA has been recognized for its innovation and pro-active success with developing this original training

Agency	Now, consider Fiscal Year 2012. 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.
	<p>series.</p> <ul style="list-style-type: none"> · Participation in National Telework Week 2012- By strategically leveraging Telework Week 2012, USDA was able to increase its numbers of employees participating in that one week alone (March 5-9, 2012) from a total of 529 employees in 2011, to 7,516 employees across the Department. The impact these teleworkers had for USDA, collectively saved the following: <ul style="list-style-type: none"> ○ \$963,879.20 while teleworking during Telework Week ○ 799,696.3 lbs. of pollutants during Telework Week ○ If all those pledged to telework during Telework Week teleworked for a year, they would collectively save \$53,263,390.00 · New 2012 draft Telework Program Departmental Regulation, completed in May 2012, now in coordination for clearance, to include a newly redesigned Telework Agreement Form, policy guidance on Full-Time Telework, Telework as a Reasonable Accommodation and an accompanying comprehensive Frequently Asked Questions and Supervisory “Telework Myth-Busters” supervisory desk guide. These documents have been socialized and coordinated with Agency-level Telework Coordinators across USDA, as well as pro-actively worked in partnership with the USDA Labor Management Forum. Results of these efforts will deliver clearer, more streamlined policy implementation guidance for the USDA Telework Program and will assist supervisors, managers and leadership ensure they are strategically linking the Telework Program with the Office of the Chief Information Officer’s OCIO’s ongoing Mobility Strategy, Continuity of Operations Planning (COOP) and will ensure higher return on investment for USDA overall. <p>The impact of the 2012 “Turbo-Charge Telework” campaign resulted in the following:</p> <ul style="list-style-type: none"> · USDA has increased its total numbers of approved Telework Agreements by more than 10,000 (10,666 to be exact) since the Telework Data Call submitted to the Office of Personnel Management (OPM) at the end of October 2011. This significant upswing in eligible employees who now have approved Telework agreements is aggressively succeeding in making progress towards meeting the USDA telework participation goal for Core Telework; · A Congressional Letter was sent to OPM Director John Berry, lauding USDA’s specific advancement in its Telework Program in March of 2012; · USDA was invited to participate in a Congressional Panel on Telework in April 2012 at Congressman Connolly and Congressman Wittman’s House Smart Contracting Caucus; · An invitation was accepted for USDA to join the elite OPM Telework Advisory Board which shapes Federal Telework Policy and Program initiatives for the entire United States Government; · USDA now sits on the Telework Visionary Committee, sponsored by the Telework Exchange, a public/private partnership whose mission is to further advancement of Telework in the United States;

Agency	Now, consider Fiscal Year 2012. 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.
	<ul style="list-style-type: none"> • USDA won the “Excellence in Telework Leadership Award” presented by the Telework Exchange to USDA in May 2012; • USDA won 2 Mid-Atlantic Telework Advisory Committee Individual Telework “Driver” Awards presented to both Mr. William P. Milton, Jr. (USDA’s Telework Management Official) and to Mika J. Cross (USDA’s Telework Program Manager); • USDA was identified by OPM as the first “pilot” Federal organization to launch its 2012 “Telework Satisfaction Survey” which was deployed in October 2012 and designed to dig deeper into the areas of Telework participation, adoption, perceptions, satisfaction and engagement/morale.
Department of Commerce	Creation of the telework implementation working group to include subject matter experts in OCIO, Office of Administrative Services, Sustainability, Real Property, Office of the Secretary telework coordinator and the DOC telework program manager that meets monthly or on a case by case basis to address issues to support telework. DOC displays flyers throughout the HCHB, "Lead by results, not presence" and we have seen positive results in the increase of requests for training by organizational units.
Department of Defense	Continued emphasis on completing telework eligibility coding for all employees and positions in Defense Civilian Personnel Data System; continue to leverage technology; provide IT equipment; ongoing strategic multipronged approach to inform managers and employees about telework; focus on relationship of telework to organization strategic goals; telework pilots; climate and culture surveys.
Department of Education	ED’s CHCO and Human Capital Office are working with all levels of management and the union to adopt and promote greater use of telework. The CHCO has met with ED’s senior leadership to emphasize the Department’s dedication to expanding our telework program. Human Capital has also hosted management training sessions as well as conference calls to help first and second level supervisors understand the importance of telework. We have also worked with offices to provide them with assistance in effectively managing telework, ensuring that arrangements are successful. We also work with our union officials to identify employee concerns about telework, and address those concerns collaboratively. Additionally, ED heavily promoted telework week. Another major change for FY2012 was the introduction of a new web-based time and attendance system, which allowed employees to more clearly indicate their telework status. This new system more accurately reflects employees’ telework status.
Department of Energy	Finalized a Departmental policy; issued telework data quarterly to local Telework Coordinators; tracked quarterly and annual participation rate and usage
Department of Health and Human Services	Development and review of policy and guidance. Frequently releasing guidance, FAQs and tips. Collecting data on a quarterly basis which allows agency to identify issues with implementation. Evaluation of data to help target low performing offices as well as track progress of high performing offices.
Department of Homeland Security	Components have piloted telework, conducted webinars, and published telework guidelines.

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Agency	Now, consider Fiscal Year 2012. 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 Housing and Urban Development	HUD encourages a robust telework program under which all eligible employees may be authorized to telework as outlined in the telework policy. HUD has created a Telework Handbook (this is used as a guide to compliment the telework program). The Telework Handbook sets forth procedures and guidance for all HUD employees and follows Public Laws and Regulations issued by OMB, GSA, and OPM. HUD employs various strategies to champion the Telework Program.
Department of Interior	Created an SES steering committee chaired by the Deputy Assist Secretary for Human Capital and Diversity; chartered a working group to investigate ways to measure telework; established a participation rate report by bureau each pay period; established an email box that employees can use to ask telework questions; chartered a working group to see how to improve telework participation by secretarial and administrative personnel;
Department of Justice	One component expanded telework 1 day per week; plain language guidelines for telework during emergencies and inclement weather; held managers accountable in performance plans.
Department of Labor	Continued promotion of telework with senior leaders, conducted a series of classroom style telework education sessions with manager/supervisor groups, successfully negotiated with labor unions to incorporate Telework Enhancement Act requirements and other telework best practices in all three of our collective bargaining agreements, conducted telework focus group sessions with managers and employees, analyzed and reviewed program participation at the end of the fiscal year to determine next steps for program enhancement.
Department of State	The CHCO teams have rendered support by participating in through the various special program and we have engaging the Secretary of State to assist in highlighting the importance of flexible work arrangement.
Department of Transportation	We produce and analyze internal quarterly reports of telework participation to monitor progress. In addition, in FY 2012 internal marketing of telework increased throughout the agency. Marketing generally made employees aware of telework options and the various means for connecting remotely to DOT's systems and networks.
Department of Treasury	In Fiscal Year 2012, Treasury focused on increasing telework participation and becoming data-centric in finding areas for improvement. With a goal to increase participation by 1% (stretch target 5)%, Treasury held quarterly meetings with all bureau Telework staff to work through common issues, share best-practices, and discuss ways of increasing participation. Treasury also held a multi-functional leadership team, designed to tackle the issues of mobility and flexibility from a variety of sources. This group is currently focusing on the ability to further integrate telework into its emergency planning initiatives.
Department of Veterans Affairs	As a human capital management tool, telework is used to attract, recruit and retain the best employees. Telework at VA is promoted through the reasonable accommodation process for individuals with disabilities that affect mobility or pose related challenges. VA telework plan is to develop educational tools and resources to support staff office implementations, define and communicate organizational expectations and processes to reduce confusion about telework and institute criteria for telework performance management, e.g., telework dashboard. Through these processes VA will be able to successfully evaluate the program.

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Agency	Now, consider Fiscal Year 2012. 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.
Election Assistance Commission	Our agency lost 14 employees during FY2012 and elected not to fill these positions. Current staff has taken on additional responsibilities and as a result, the program for scheduled telework is no longer active.
Environmental Protection Agency	In the process of negotiating with the agency's national unions to implement an expanded Telework Policy--to increase the use of telework is one of the ways to make EPA One Great Place to Work. EPA is continually looking at ways to increase the use of telework to improve how we conduct business at the agency and contribute to a greener, cleaner environment. It is one of the agency's Key Performance Indicators under Cross Cutting Fundamental Strategy 5, Strengthening EPA's Workforce and Capabilities. The EPA program and regional offices are kept regularly abreast of the agency's telework initiatives to increase the use of telework through quarterly Telework Usage Reports, meeting with senior managers and biweekly HR Community Conference Calls. The agency rolled out a mandatory training for supervisors and managers on managing in a telework environment.
Equal Employment Opportunity Commission	Reports, management meetings, surveys, feedback, discussion with Union leadership.
Office of Science and Technology Policy (EOP)	OSTP management supports teleworking for all eligible employees. Teleworking provides a flexible workplace and improves the moral of the agency leading to happy and productive employees.
Export-Import Bank of the United States	They review the telework metrics on an annual basis to evaluate employee participation and organizational group participation. The evaluation allows HR to see what groups to focus on in the coming FY. We are also gathering employee feedback via survey to gather more insight into employee attitudes towards telework and to identity potential barriers. We will use the information for implementing changes in the future.
Farm Credit Administration	Telework is viewed by management as a workplace flexibility and benefit that helps in retention of high value employees and also as an essential element of FCA's Continuity of Operations plan. Telework is promoted at the highest levels of FCA management.
Farm Credit System Insurance Corporation	Due to the small size of FCSIC (11 full time employees), our Agency has not taken action to specifically promote telework for FY2012.
Federal Communications Commission	We just completed negotiating our Basic Negotiated Agreement. We plan to revise our current policy.
Federal Deposit Insurance Corporation	In Fiscal Year 2012, the FDIC continued to manage the Telework Program from the top down. Our Acting Chairman continued to stress the importance of utilizing the telework program for business continuity and work/life balance. Our TMO and CHCO briefed the Acting Chairman's office, as well as the Operating Committee on a regular basis to explain the

Agency	Now, consider Fiscal Year 2012. 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.
	revisions/enhancements to the Telework Program and provide updates on the implementation. They worked with senior management to ensure the policy included all of the necessary elements to continue to support telework agreements and participation, especially during a COOP emergency. The TMO, CHCO and Security Director continued to develop and implement a COOP plan which included specific plans on telework during an emergency situation and identifying emergency personnel throughout the Agency. Once the revised telework directive is issued the FDIC is planning to survey managers and employees to evaluate the effectiveness of the changes.
Federal Election Commission	The FEC management and the Union worked together in a labor management forum to address employee satisfaction, and communication with respect to the Telework program.
Federal Energy Regulatory Commission	FERC renegotiated the Telework article to incorporate changes in the Telework Enhancement Act of 2010, implemented a new Telework policy that incorporated those changes, held Telework town hall sessions with management and all employees to explain those changes and brought in an author/speaker to speak to management on the issue of trust.
Federal Housing Finance Agency	Each new hire is briefed on telework upon EOD and prompted to complete mandatory web-based telework training within two weeks of their EOD date.
Federal Labor Relations Authority	The Executive Director serves as the Telework Coordinator for the agency and regularly emails all FLRA employees with updates about the Telework program and eligibility.
Federal Maritime Commission	Management has consistently defined the policies and goals of the telework program; has determined what positions are suitable for telework; addresses technology and security issues as they arise; and has created a telework agreement that defines mutual expectations on everything, including communication and feedback. Management has ensured that all managers and employees complete telework training. Management periodically evaluates the program by obtaining information on performance of teleworkers, tele-managers and non-teleworking colleagues, productivity costs, morale, recruitment, and retention.
Federal Mediation and Conciliation Service	We are in the process of getting all employees/managers trained on telework. We are also obtaining signed telework agreements with all eligible employees and notifying those who occupy positions which are not conducive to telework.
Federal Mine Safety and Health Review Commission	The telework program
Federal Retirement Thrift Investment Board	FY 2012 Our agency just received approval to reorganize and add more staff, including staff to assist us in establishing strategic goals and development of a HCP. We expect to incorporate expanded telework by days and staff in our FY 13 initiatives, with expanded emphasis on more telework in FY14 as we reach our approved staffing and capabilities.

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Agency	Now, consider Fiscal Year 2012. 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 Trade Commission	Town Hall on Employee Viewpoint Survey. Satisfaction with the FTC's telework program was our top area of increase from 2008. The FTC percent positive ratings for Telework have increased from 76% in 2011 to 82% in 2012. This is 9% above the Government wide standard in 2012.
General Services Administration	The work of the PMO carried over into FY12, during which mobility and telework policy was approved, negotiated, and implemented. During FY12 mandatory training was implemented, successful completion of which is required to initiate an online telework agreement. Organization telework coordinators have been provided regular data on training and telework agreement completion statistics and are using that to follow-up to ensure policy compliance. GSA leadership actively supported participation in telework, including during Telework Week. Communication with employees stresses the use of telework in unscheduled telework situations, and "readiness" overall. To date evaluation efforts have focused on implementation of training, online telework agreements, and participation rates. Late in FY2012 GSA implemented a policy update on Virtual and Satellite Work Arrangements (full time telework and full time work at an agency worksite other than the "regular" organization worksite) with the aim of ensuring consistency in the analysis and decision-making involved in establishment of those work arrangements.
Institute of Museum and Library Services	Our agency 5-year strategic plan incorporates the increase of telework along with other innovative work designs. In FY12' we highlighted the increase of telework and verified its value in correlating data points from the EVS results.
International Boundary and Water Commission	In FY-2012, several managers have actually participated in telework themselves due to unexpected medical issues. This has helped promote the program. The HR Office utilized their HR Newsletter to inform all employees about the Telework program. It is offered as an option to employees who have medical or other situations that might keep them from being able to report to their regular duty location but could still work from home or another location.
International Broadcasting Bureau	Web-based telework training posted on OPM's telework website
Marine Mammal Commission	The Marine Mammal Commission is a micro agency of 14. Because of the Commission's size staff is aware of the opportunity to telework.
Merit Systems Protection Board	Our agency has promoted and allowed for teleworking for many years prior to the Telework Enhancement Act and we have always had broad usage of the program. The Act has served to make the program even better and more broadly used by more employees in additional job series.
Millennium Challenge Corporation	Surveyed supervisors and employees to measure the impact of telework and alternate work schedules on employee productivity and to identify barriers and challenges to address.

Agency	Now, consider Fiscal Year 2012. 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 Aeronautics and Space Administration	A launched the Work From Anywhere program (WFA) in April 2012, which leverages existing workplace flexibilities to maximize productivity, innovation, and, ultimately, mission success. Our goal is to ensure that employees are trained, equipped, and enabled to Work From Anywhere. This is a unique program that not only benefits employees, but also the Agency and society. NASA evaluates the success of WFA through results of the EVS, anecdotal feedback from employees and managers, and the success of telework drills.
National Archives and Records Administration	NARA's Management aligns telework with agency strategic goals and mission, uses telework goal-setting and measurement to hold managers accountable and emphasizes telework as part of COOP (Continuity of Operations Plan) events. Also, NARA's telework program policy was completely revised, encouraging the use of telework to the maximum extent feasible.
National Capital Planning Commission	<p>In planning our agency Telework Program, we continued to adhere to our established agency Telework policy in accordance with Sec. 359 of P.L. 106-346 and the Telework Enhancement Act of 2010 (P.L. 111-292) which provides our agency employees and managers guidance on our telework options, participation criteria such as eligibility requirements and mandatory training, basic parameters, access, performance, and impacts including benefits of telework participation.</p> <p>In implementing the program, participating employees/managers are required to complete OPM Telework Training with certification; the Telework Agreement including work schedule (whether routine or ad-hoc), duties/tasks to be performed, and terms & conditions (inclusive of agency Policy); and the Safety Certification Checklist of the alternate worksite. The Agreement and Safety Certification require certification by the employee, 1st-level and 2nd-level supervisors, Telework Coordinator, Telework Managing Officer (TMO), and agency Safety Officer, accordingly. If any modifications to their participation are necessary, then the employee & supervisor submit an updated agreement to the Telework Coordinator. Also, new employees are informed of the option to participate in our Telework Program and access our Policy at orientation.</p> <p>In evaluating our program participation, we continue to monitor and evaluate telework daily using our Who's In data method as well as by electronic time & attendance reporting; and annually during the performance evaluations. The program participation is also evaluated in alignment with our agency's strategic plan & goals.</p>
National Council on Disability	N/A
National Credit Union Administration	See below responses.

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Agency	Now, consider Fiscal Year 2012. 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 Endowment for the Arts	Evaluated/updated current telework policy, communicated eligibility, promoted benefits.
National Endowment for the Humanities	The effectiveness of the agency's telework policy is simply measured through the results of the annual federal employee viewpoint survey.
National Labor Relations Board	Through use of the agency's Telework Administrative Policies and Procedures Manual (PER-29). It is evaluated by the Telework Coordinator who tracks and maintains received telework agreements.
National Mediation Board	In bi-weekly discussions, communication are held on all policies
National Science Foundation	The TMO was hired and the Telework Pilot was completed and the report received. An electronic telework application system was developed and implemented for completing, approving, and tracking telework agreements. WebTA was implemented allowing tracking actual telework frequency. Having these three things in place provides resources needed to better report on and evaluate telework at NSF. In addition to the feedback from the telework pilot, information has been collected on challenges and possible enhancements to our telework program. NSF management expects negotiations to begin in mid-January with the Union on new and improved telework policy for the agency. A number of inreach activities have been held throughout the year to further our telework program.
National Transportation Safety Board	Established a telework workgroup to review current policy and use benchmarks to improve the agency's telework program. Conducted an audit to review all current telework agreements.
Nuclear Regulatory Commission	<p>Various steps were taken to promote the adoption of Telework. Prior to the enactment of the Telework Enhancement Act of 2010, the Nuclear Regulatory Commission (NRC) had a Telework program in place. All employees who were on board before then were aware of their eligibility, and employees who came on board after that time and during FY 2011, were advised by their supervisors about the program.</p> <p>Throughout the year, the Agency Telework coordinator briefed various offices in the agency as well as outside the Agency about our program.</p> <p>Telework was utilized as one of the Agency's keys to work life balance. Recruiters discussed it with applicants at career fairs and other events. When feasible, telework was used as a tool to retain those employees who would have resigned in order to relocate or for other viable reasons. Being able to retain employees with critical skills became very important as</p>

Agency	Now, consider Fiscal Year 2012. 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.
	<p>we experienced budget reductions.</p> <p>In addition, Telework is included as part of the Agency’s COOP (Continuity of Operations Plan) and Pandemic Plans. These plans are reviewed annually to make sure the information is current. Incorporating Telework into these plans enabled the Agency to continue to carry out its mission in the event of an emergency.</p> <p>Our Telework website contains information about our Telework program and has links to external resources, and it was updated throughout the year. Information about the Telework program was provided to employees at the annual health fair. The Agency’s Telework coordinator sent updates to the Office and Regional telework coordinators about the program, and this information as well was posted on the intranet.</p> <p>Telework Week, which is sponsored by the Telework Exchange, is a nationwide effort to encourage agencies, organizations, and individuals to pledge to telework. In FY 2012, Telework Week was observed March 5-9, 2012, and NRC held telework day on March 8, 2012. NRC notified employees about Telework day through several agency wide announcements and posted information on the Agency’s intranet site. A special brochure was prepared for Telework day and made available on the Agency’s website. In addition, a banner promoting the event was placed on the Agency’s intranet. Representatives from the Offices of Human Resources (now Office of the Chief Human Capital Officer), Chief Information Officer, Information Services, and Office of Administration set up an area in the lobby and answered questions for employees prior to Telework day. Posters were displayed prominently around both headquarters and regional offices. Senior management was advised of our proposed actions prior to the event and they gave their full support.</p> <p>During the annual evaluation, in addition to discussing the employee’s performance, supervisors and managers also talk about the telework agreement. They talk about the benefits, both to the agency and the employee, and resolve any issues.</p> <p>The NRC will continue to support and build its program by making improvement and changes.</p>
Nuclear Waste Technical Review Board	No new employees. All old employees continued teleworking as per their telework agreement.

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Agency	Now, consider Fiscal Year 2012. 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.
Occupational Safety and Health Review Commission	Emphasizes telework as part of COOP (Continuity of Operations Plan) events. Agency-wide emails of support
Office of Government Ethics	Allow employees to telework on a routine and situational basis to accommodate inclement weather, special accommodation requests, or other work life balance issues. The TMO promotes telework Agency-wide. Through discussions at the executive and senior manager level, the TMO has attempted to allay the fears some managers have of telework and encouraged them to pilot a telework schedule. Additionally, the TMO will conduct an assessment of telework friendly space in the upcoming lease negotiation with GSA.
Office of Management and Budget (EOP)	Senior leadership is actively involved in OMB's telework program. Telework data is provided to the OMB DO on an ongoing basis by the Associate Director for Management and Operations (MOD) and CHCO. Results from an internal telework survey administered at the end of FY 2011 were assessed by focus groups, which included some SES as members. The focus groups' recommendations (i.e., best practices and telework IT solutions) were presented to the DO and distributed agency-wide from the Associate Director of MOD. In addition, as part of the OMB Federal Employee Viewpoint Survey (FEVS) Implementation Plan, managers were highly encouraged to continue to pilot and/or implement telework as part of their division implementation plans.
Office of National Drug Control Policy	Ensures staff is kept abreast of the Telework Program and their eligibility to participate in the program.
Office of Navajo and Hopi Indian Relocation	During FY 2012, the agency developed a Telework Policy and notified staff via e-mail.
Office of Personnel Management	Reviewing the number of telework eligible employees and the number of those with telework agreements in place to determine any trends.
Office of the Director of National Intelligence	Not applicable/No record.
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	Ensure maximum use of the program to the fullest extent possible.

Agency	Now, consider Fiscal Year 2012. 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 the United States Trade Representative (EOP)	Our Office of Human Resources continued to plan, implement, and evaluate our telework program.
Overseas Private Investment Corporation	Our agency promotes Telework benefits through emphasis on operational continuity during disasters or extreme weather.
Patent and Trademark Office	<p>The USPTO has fully embraced the concept of telework as a business concept that provides significant benefits to both the agency and its employees. Telework provides cost savings to the agency through space savings, increased recruitment and retention, and fosters greater efficiency in production and management. It also provides opportunities for expanded work flexibility, better work life balance for participating employees and encourages the use of results-oriented performance management and measurement.</p> <p>The USPTO must address the dual challenges of heavy workloads and an increase in the filing of patent applications in complex technologies. To address these challenges, the USPTO must hire, train, and retain highly skilled employees. Telework is a means to meet these challenges.</p> <p>Telework data is collected on a quarterly basis and reported to the telework coordinators working group-comprised of telework points of contact from each business unit in the agency. Additionally, this data is posted and available to all employees, including agency executives, on a Telework Resource web site, internal to the USPTO.</p> <p>An annual telework report is developed and published each year. This report highlights telework accomplishments that occurred throughout the fiscal year. This report is posted to the Telework Resource site and is available in hard copy for agency management.</p>
Peace Corps	We have not completed the agency's 2012 Human Capital Report. However we intend to continue to emphasize telework as a major part of the agency's work/life programs and initiatives. The agency will continue to work with supervisors to promote and encourage telework. Telework will be a major part of Performance Management and results oriented management training and initiatives. The agency will also continue to measure increases in productivity and performance management through the AEV survey results.
Pension Benefit Guaranty Corporation	Our leadership continued to promote full participation in the program by among other things securing an agreement with the Union and continuing to provide in house training.

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Agency	Now, consider Fiscal Year 2012. 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.
Postal Regulatory Commission	The Commission commits to continually increase the use of its two flexible work programs (telework and AWS) by promoting the programs to both new and existing employees and by providing training to both employees and managers.
Railroad Retirement Board	Management aligns telework with the agency's strategic goals and the mission of the agency.
Securities and Exchange Commission	In FY12 the SEC planned and implemented several Inspector General recommendations, including mandatory telework training for all staff. The evaluation was based on the increase in the number of employees' teleworking and their increased level of satisfaction with the telework program as indicated in the 2012 Employee Viewpoint Survey.
Selective Service System	The answer to this question is unknown due to the turnover in the Human Resources Office. However, we plan on doing more advertising and training of telework within our Agency, specifically having our senior leadership actively endorse telework as a quality of life program.
Small Business Administration	The agency continues to make efforts to increase telework awareness and adoption, by encouraging all eligible employees to have, at a minimum, ad-hoc agreement in place. In addition, the agency has drafted a revised telework policy and is currently in the process of implementing an online telework verification system to better track and report on the agency's telework participation.
Smithsonian Institution	The Smithsonian Director, OHR, encouraged telework through policy review, education, and training.
Social Security Administration	The majority of our employees are in direct service positions that involve public contact and therefore are not eligible to telework. Until such time as labor obligations, technology issues, and protection of all U.S. citizens' PII issues are resolved, we cannot expand our telework program. Our current program is governed by negotiated Memoranda of Understanding and agreements with the appropriate unions.
Tennessee Valley Authority	Planning is underway to evaluate the Telework Program.
Trade and Development Agency	USTDA encourages the use of telework during COOP, medical, and weather situations. The success of the program is evaluated through employee satisfaction surveys, informal discussion, and the number of telework requests received. Management has not denied an appropriate request for telework.
U.S. Commission on Civil Rights	No applicable record.
U.S. International Trade Commission	We incorporated telework in our COOP planning and event participation.
United States Holocaust Memorial Museum	Analyze data & establish goals, monitor program participation & gather statistics once a year, train management and staff periodically, work with IT to identify/overcome technological barriers; work with training group to ensure leverage in developing our online training system.

Appendix 19: Agency Methods for Collecting Telework Data

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Other. Please describe:
Access Board	-	-	
Agency for International Development	Yes	-	
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	-	
Central Intelligence Agency	-	-	Because telework agreements are maintained and managed at the office/department level, a survey was submitted to senior HR managers requesting the required data
Chemical Safety and Hazard Investigation Board	Yes	-	
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	-	
Commodity Futures Trading Commission	-	-	Log
Consumer Financial Protection Bureau	Yes	-	
Consumer Product Safety Commission	-	-	Excel Spreadsheet
Corporation for National and Community Service	-	-	Telework Reporting Spreadsheet
Court Services and Offender Supervision Agency	Yes	-	
Defense Nuclear Facilities Safety Board	Yes	-	
Department of Agriculture	Yes	-	
Department of Commerce	Yes	-	
Department of Defense	Yes	Yes	Count telework agreements; Track hours approved to telework per pay period; Hand count each pay period via civilian personnel database; record this information by spreadsheet by organization; query managers/employees and compare to T&A database
Department of Education	Yes	-	

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Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Other. Please describe:
Department of Energy	Yes	-	
Department of Health and Human Services	-	-	The telework data is tracked manually through individual sub-agency spreadsheets.
Department of Homeland Security	Yes	-	
Department of Housing and Urban Development	Yes	-	
Department of Interior	Yes	-	
Department of Justice	Yes	Yes	Customized telework electronic tracking system.
Department of Labor	Yes	-	Performed a manual count of telework agreements
Department of State	-	Yes	We utilize online eTelework agreements to capture this data for individual employee agreements
Department of Transportation	Yes	-	
Department of Treasury	Yes	Yes	Although most of the Treasury can track using its time and attendance systems, some bureaus due to current limitations, refer to manual/electronic tracking efforts to supplement their data
Department of Veterans Affairs	-	Yes	
Election Assistance Commission	Yes	-	
Environmental Protection Agency	Yes	-	
Equal Employment Opportunity Commission	Yes	-	Manual query of individual offices
Office of Science and Technology Policy (EOP)	-	-	We do not track employees who telework
Export-Import Bank of the United States	Yes	-	
Farm Credit Administration	Yes	-	
Farm Credit System Insurance Corporation	Yes	-	
Federal Communications Commission	-	-	Excel Spreadsheet

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Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Other. Please describe:
Federal Deposit Insurance Corporation	Yes	-	
Federal Election Commission	Yes	Yes	
Federal Energy Regulatory Commission	Yes	-	
Federal Housing Finance Agency	Yes	Yes	
Federal Labor Relations Authority	Yes	-	
Federal Maritime Commission	Yes	-	Calendars; Emails
Federal Mediation and Conciliation Service	Yes	-	
Federal Mine Safety and Health Review Commission	Yes	-	
Federal Retirement Thrift Investment Board	Yes	Yes	
Federal Trade Commission	Yes	Yes	
General Services Administration	Yes	-	
Institute of Museum and Library Services	Yes	-	
International Boundary and Water Commission	-	-	Telework applications and work schedules
International Broadcasting Bureau	Yes	-	
Marine Mammal Commission	Yes	-	
Merit Systems Protection Board	-	-	We currently use the signed telework agreements
Millennium Challenge Corporation	-	Yes	
National Aeronautics and Space Administration	Yes	-	
National Archives and Records Administration	Yes	-	
National Capital Planning Commission	Yes	-	NCPC 'Who's In' daily tracking data; OPM Archive Operating Status (to support unscheduled telework data)
National Council on Disability	-	-	Employee Telework Agreement
National Credit Union Administration	Yes	-	
National Endowment for the Arts	Yes	-	
National Endowment for the Humanities	-	-	Use information provided from supervisors and timekeepers.
National Labor Relations Board	-	Yes	

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Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Other. Please describe:
National Mediation Board	Yes	-	
National Science Foundation	Yes	-	
National Transportation Safety Board	-	-	Quarterly reports submitted by each office and current telework agreements on file in the HR office
Nuclear Regulatory Commission		-	Obtained information from data entered into various databases
Nuclear Waste Technical Review Board	Yes	-	
Occupational Safety and Health Review Commission	Yes	-	
Office of Government Ethics	Yes	-	
Office of Management and Budget (EOP)	-	-	
Office of National Drug Control Policy	-	-	Review of Telework Agreements on file
Office of Navajo and Hopi Indian Relocation	Yes	-	
Office of Personnel Management	Yes	Yes	
Office of the Director of National Intelligence	-	-	Not applicable/no record
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	-	-	Based on established telework agreements
Office of the United States Trade Representative (EOP)	Yes	Yes	
Overseas Private Investment Corporation	Yes	-	
Patent and Trademark Office	-	Yes	
Peace Corps	Yes	-	
Pension Benefit Guaranty Corporation	Yes	Yes	
Postal Regulatory Commission	Yes	-	
Railroad Retirement Board	-	-	Emails sent to the Bureau/Office heads requesting information
Securities and Exchange Commission	Yes	-	
Selective Service System	Yes	-	
Small Business Administration	Yes	-	
Smithsonian Institution	Yes	-	

Section 7: Appendices

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Other. Please describe:
Social Security Administration	Yes	Yes	Number of signed agreements; managers with approval authority keep records (security logs; emails; etc.)
Tennessee Valley Authority	-	-	By the number of telework agreements
Trade and Development Agency	Yes	-	
U.S. Commission on Civil Rights	-	-	Manual calculations based on agreements & T&A records
U.S. International Trade Commission	-	Yes	
United States Holocaust Memorial Museum	-	-	Supervisory tracking



UNITED STATES
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Work-Life & Performance Culture
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