UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Status of Telework in the Federal Government
Report to Congress

Fiscal Year 2019

OPM.GOV

MARCH **2021**

Message from the Acting Director

I am pleased to present the fiscal year 2019 Status of Telework in the Federal Government report – the eighth status report the U.S. Office of Personnel Management (OPM) has published since the signing of the Telework Enhancement Act of 2010. This report provides an overview of Federal telework programs for fiscal year 2019, and it shows that agencies continue to make progress in their use of telework to deliver mission outcomes, provide excellent customer service, and demonstrate efficient stewardship of our taxpayer dollars.

Results from this report show that during 2019, agencies continued to use telework to drive Government performance through emergency preparedness, improved employee morale, and other outcomes. Additionally, most agencies achieved at least one of the participation goals they set for fiscal year 2019.

OPM is issuing this report as the nation still grapples with the COVID-19 pandemic. The pandemic led the Federal government to expand telework to the maximum extent possible to protect the health and safety of the Federal workforce and the American people. This report documents the last Governmentwide telework data collection effort prior to the 2020 COVID-19 pandemic. Accordingly, it does not address the impact of the transition to expanded telework necessitated by the pandemic. As OPM continues to analyze the critical role telework played in maintaining Federal Government operations during the pandemic event, this report provides insight to the status of telework operations in the months that preceded an unprecedented Governmentwide maximum telework posture and will serve for a useful point of comparison for the fiscal year 2020 report, which we expect to issue later this year.

Kathleen M. McGettigan
Acting Director

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Executive Summary

The Telework Enhancement Act of 2010 mandated that OPM provide an annual report to Congress addressing the telework programs of each Executive agency (5 U.S.C. § 6506). The current report fulfills OPM's reporting requirements for fiscal year 2019 and provides information on telework trends over a multi-year period, including 2012-2019. Reported results illustrate agencies' continued commitment to utilizing telework programs to help achieve mission objectives.

This report includes several key findings: (1) employee eligibility to participate in telework decreased; (2) telework participation has increased; (3) agencies sustain progress in setting and achieving telework goals; and (4) challenges persist as agencies look to assess cost savings achieved through telework.

Telework Eligibility has Decreased

Agencies reported through OPM's annual telework data call that 39 percent of all Federal employees were eligible to telework in fiscal year 2019—three percentage points lower than reported in fiscal year 2018. This percentage does not include the cabinet level agencies that chose to report September pay period data due to data availability. When the eligibility numbers from September reports are factored in, eligibility remains at 42 percent – the same as fiscal year 2018.

Total Participation Remains Stable, and Participation Among Eligible Employees has Increased

Agencies reported 22 percent of all Federal employees (the same as fiscal year 2018) and 56 percent of eligible employees (five percentage points higher than in fiscal year 2018) teleworked in fiscal year 2019. Qualitative agency responses suggest policy changes in a few large agencies may be driving these percentages.

Agencies Sustain High Telework Goal Achievement Rates

Overall, 72 percent of agencies met at least one of their participation goals previously set for fiscal year 2019. This rate is in line with year-over-year trends in goal setting. The most common type of participation goal agencies successfully achieved was for total participation (57 percent of agencies). For telework outcome goals, agencies most commonly set and made progress on goals focusing on emergency preparedness (65 percent of agencies).

Capacity to Assess Cost-Savings Remains Challenging

Nearly half of agencies (48 percent) reported they are unable to track cost savings – a two percentage point increase from fiscal year 2018. The most commonly cited barriers to cost-savings assessment include unavailability of cost savings tracking systems, difficulty isolating costs associated specifically with telework, and lack of access to data. For agencies that were able to assess some form of cost savings, the most commonly reported savings related to transit/commuting costs (22 percent) and rent/office space (14 percent).

Introduction

The Telework Enhancement Act (the Act) directs OPM to annually report to Congress on the status of Federal telework programs (5 U.S.C. § 6506). The purpose of this report is to satisfy OPM's reporting requirements under the law for fiscal year 2019. Specifically, this report addresses:

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

As an additional note, this report does not include data on telework used during the 2020 COVID-19 pandemic. Data specific to the use of telework to maintain agency operations during the pandemic will be released in the *Fiscal Year 2020 Status of Telework Report in 2021*.

Research Design and Method

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

Data Sources

The primary data source for this report is OPM's 2019 Telework Data Call (Data Call), an online survey administered by OPM from November 1 to December 12, 2019, to an individual point of contact in each Executive branch agency (see Appendix 3 for the Data Call instrument). The survey collected quantitative and qualitative data on telework eligibility, participation, frequency, goal setting and achievement, cost savings, agency management efforts to promote telework, and best practices for fiscal year 2019. OPM distributed the survey to 89 agencies and 86 agencies responded to the survey (see Appendices 5-6 for lists of responding agencies and subagencies).

As in previous years, this report also includes information from the 2019 OPM Federal Employee Viewpoint Survey (FEVS). The FEVS is an annual survey of Federal employees, and it provides employee-level data on telework participation, satisfaction, and teleworker characteristics. The FEVS also allows comparisons of teleworkers' and non-teleworkers' experiences and perceptions to assess the correlation between telework and employee outcomes. While these correlations do not necessarily reflect causal relationships, they provide some evidence for theoretical linkages between programs and outcomes.

Analysis

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

The 2019 FEVS analysis focused on questions pertaining to telework participation and satisfaction among program participants. In addition, OPM used demographic variables to examine the characteristics of employees who telework. Finally, to assess the correlation between telework and employee outcomes, OPM compared the percentage of positive responses to several survey items among teleworkers and non-teleworkers who indicated they do not telework due to a barrier. All FEVS analyses used weighted data to produce estimates representative of the Federal workforce.

Results

Eligibility, Participation, and Frequency

The Act requires OPM to report information on telework eligibility, participation, and frequency of participation. Agencies may provide data for either the fiscal year or for a typical two-week period in September (each agency can pick any two-week period for the month of September). OPM encourages agencies to submit fiscal year data where possible, as fiscal year data ideally incorporate monthly or seasonal variation in participation and are more likely to include situational telework than a September snapshot. Nevertheless, agencies vary in their ability to collect and aggregate telework data across the fiscal year. Specifically, issues with reliably calculating cumulative time and attendance data may lead an agency to provide September pay period data. For the 2019 Data Call, approximately 93 percent of agencies (n=80) reported fiscal year data.

Table 1 shows the total reported numbers of employees, employees deemed eligible to telework, and employees who teleworked for each time period addressed in the survey. For the overall fiscal year, 80 agencies reported a total of 445,776 teleworkers in 2019. For September estimates, 6 agencies reported a total of 57,475 teleworkers. Combined, this is a total of 503,251 teleworkers reported for the 2019 reporting cycle.

Table 1: Telework Eligibility, Participation, and Frequency, FY 2019

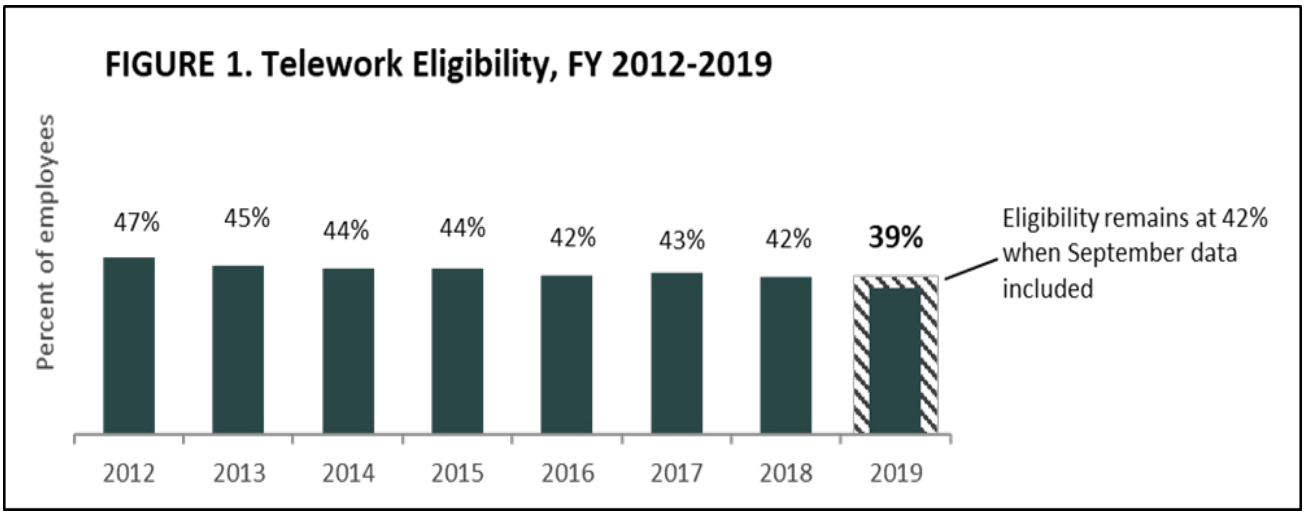
	Number of Employees	Number of Responding Agencies
Total number of employees	2,184,740	84
Employees deemed eligible to telework	907,813	81
Employees teleworking		
Fiscal year data	445,776	80
September data	57,475	6
Total (FY and September)	503,251	86

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

Not all agencies were able to provide data for every question asked by OPM, as is evident from the varying number of agencies providing data for different questions shown in Table 1. To mitigate the issue of uneven data availability, the figures discussed below represent results using percentages for agencies able to provide data for all the variables required to compute percentages for valid comparisons. Data for individual agencies and subagencies are reported in Appendices 7-10. OPM conducted extensive data quality reviews, and information on the process is included in Appendix 4.

Eligibility

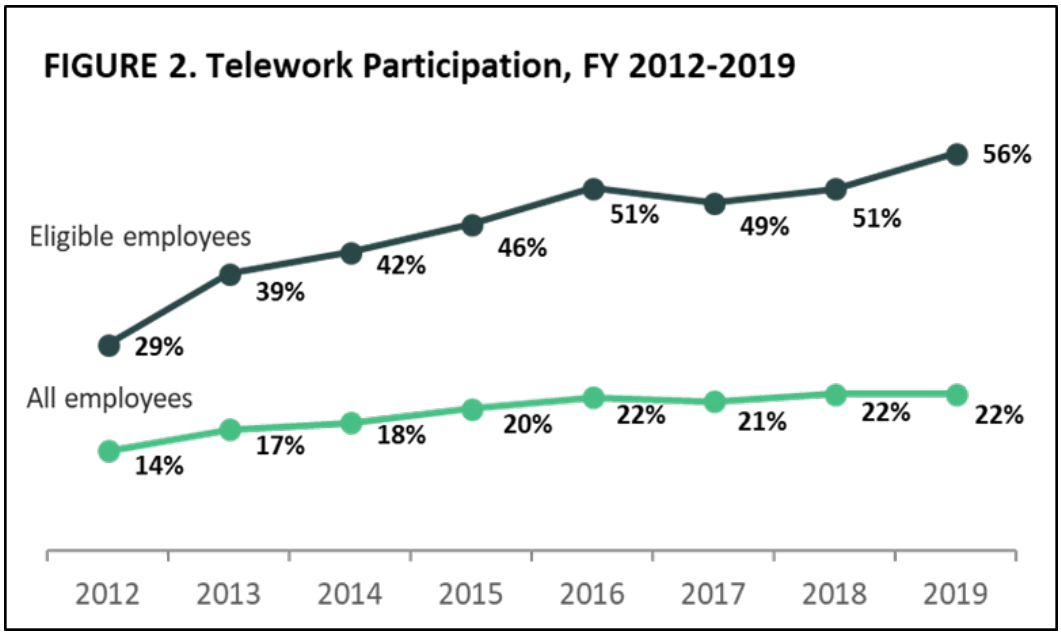
As shown in Figure 1, agencies reported that 39 percent of all Federal employees were eligible to telework in fiscal year 2019—three percentage points lower than reported in fiscal year 2018. This percentage does not include the cabinet level agencies that chose to report September pay period data, as September data does not provide a comparable analysis to previous trend analyses that focus on fiscal year data. When the eligibility numbers from September reports are factored in, the eligibility remains at 42 percent – the same as fiscal year 2018.



Note: Because OPM encourages agencies to report fiscal year data and non-fiscal year counts are typically low, September counts were not historically included in eligibility percentages. September percentages shown here to account for a few large agencies where fiscal year data were not available.

Participation

Agencies reported 22 percent of all Federal employees participated in fiscal year 2019— the same as fiscal year 2018. Agencies reported 56 percent of telework eligible employees participated in fiscal year 2019—five percentage points higher than in fiscal year 2018. These changes over time are highlighted in Figure 2, and potential reasons for participation change are outlined in the section below.



In the 2019 FEVS, 41 percent of all Federal employees reported teleworking—the same percentage as those who reported teleworking in 2018. The different telework participation estimates from the FEVS and Data Call reflect the differences in the level of data collection, question wording, and survey administration time frame. The FEVS asked

individual employees about their telework participation at the time of survey administration, while the Data Call asked agency-level respondents to report participation using administrative records for the fiscal year.

Reasons for Changes in Participation

Agencies that reported changes in participation (increase or decrease) of more than 10 percent between fiscal years 2018 and 2019 were asked to provide reasons for the change, as required by the Act. Detailed agency responses are included in Appendix 11. Of the 33 agencies that provided an explanation for a change in fiscal year data, 21 reported a telework increase and 12 reported a decrease.

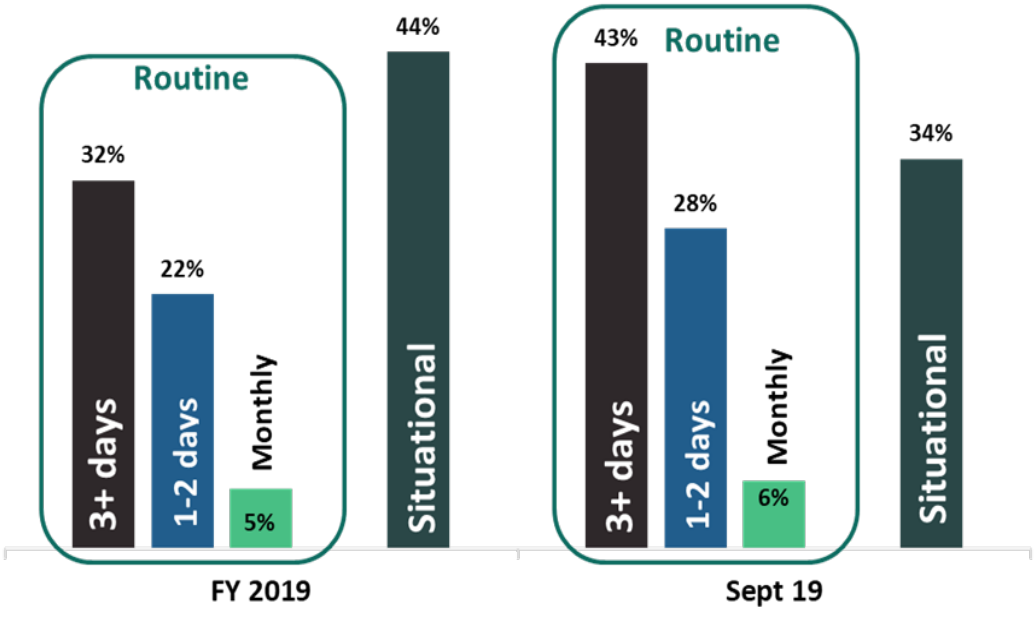
The most common explanations for those agencies that increased participation included workforce growth, improved tracking, and policy changes to increase eligibility for situational telework. Notably, the Department of Defense reported a roughly 20 percent increase in program participation due to updated eligibility measures in the agency Continuity of Operations Plan (COOP). This number (nearly 24,000 employees) accounts for a significant portion of the fiscal year 2019 participation increase.

Among the 13 agencies reporting a decrease, attrition was the most common explanation. Other reasons for the declines in participation included changes in eligibility requirements, changes in organizational structure or need, and employee-driven telework agreement cancellations.

Frequency of Participation

Figure 3 shows the percentage of teleworkers participating at different frequency levels for both fiscal year and September responses.[1] For fiscal year 2019, agencies reported that 44 percent of teleworkers teleworked on a situational basis. In terms of routine telework, 32 percent teleworked three or more days per two-week period, 22 percent teleworked one to two days per two-week period, and five percent teleworked no more than once per month. For September 2019, agencies reported that 34 percent of teleworkers teleworked on a situational basis, 43 percent teleworked three or more days per two-week pay period, 28 percent teleworked one to two days per two-week period, and six percent teleworked no more than once per month.

FIGURE 3. Telework Frequency, FY 2019 and September 2019



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

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

Telework frequency results should be interpreted cautiously because of wide variation in agency methods for computing frequency of participation. For instance, some agencies compute frequency through employee self-reporting on their time and attendance systems, while others analyze raw payroll data or rely on reports provided by their payroll providers. Additionally, September pay period data may not provide a complete picture of routine telework behavior.

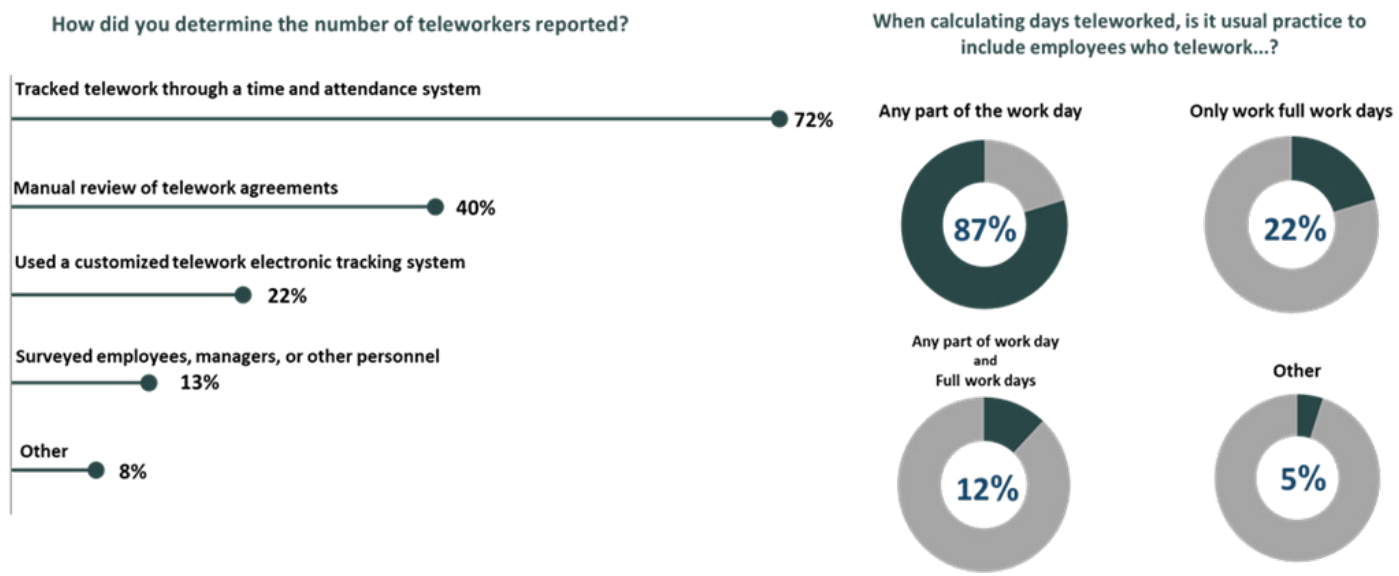
As in the 2018 Data Call, OPM asked agencies to separate remote workers from their overall telework counts in the 2019 Data Call. Among the 54 agencies reporting remote work data, remote workers represented two percent of all employees. In some cases, agencies noted they were unable to separate remote work from their routine telework counts. Remote work, often unofficially referred to as full-time telework by some agencies, is an alternative work arrangement in which a Federal employee works from a remote location that is the employee's official duty location on a full-time basis. Such an arrangement is operationally distinct from telework, which assumes the employee will report to his or her official worksite during at least a portion of each pay period. Agencies may use remote work to achieve goals such as retaining employees who must move for personal reasons and would otherwise leave the agency, recruiting employees with specialized skills who may not want or be able to relocate for personal reasons, or achieving real estate cost reductions. Detailed agency remote work totals are shown in Appendix 8.

Methods for Gathering Telework Data

Figure 4 summarizes agency methods for gathering telework data. Agencies were able to report any applicable data collection methods they use, and most agencies primarily rely on data from their time and attendance system (72 percent of agencies). A smaller proportion of agencies manually review telework agreements (40 percent), use a customized tracking system (22 percent), survey agency personnel (13 percent), or other methods (eight percent).

Agencies vary in how they calculate telework days to determine frequency of participation. Some agencies count only employees who work full days from an alternative location as teleworking (22 percent), while a larger percentage of agencies count employees who work any part of the day from an alternative location (87 percent). Some agencies (12 percent) use a combination of both methods.

FIGURE 4. Methods for Telework Calculations



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

As OPM has previously reported, agencies experience significant challenges in tracking telework behavior as a result of several factors, including employees incorrectly recording telework and managers not correcting these errors; time sheets misaligned with reporting requirements; and tracking technology limitations. Additionally, some agencies experience data transmission errors, where the agency's time and attendance system does not accurately communicate the telework data collected to Enterprise Human Resources Integration (EHRI). As agencies improve their capabilities for automated data collection, OPM anticipates the accuracy and consistency of their telework data collection and reporting also to improve.

Agencies vary somewhat in how they calculate telework days to determine frequency of participation. Also shown in Figure 4, some agencies count only employees who work full days from an alternative location as teleworking, while others also count employees who work any part of the day from an alternative location. Responses for each agency are shown in Appendix 21.

Under OPM data standards released in 2012, agencies are required to submit information on telework eligibility and participation through the monthly HR-status data feed and the bi-weekly payroll data feed.[2] OPM continues to support agencies' efforts to align with the reporting requirements by providing guidance on automation standards as appropriate.

Participation and Outcome Goals

The Act directs OPM to report agency progress in setting and achieving telework participation and outcome goals. OPM collected data on agency achievement of participation goals that were set for fiscal year 2019, and progress in setting and achieving telework outcome goals specified in the Act since the last Data Call.

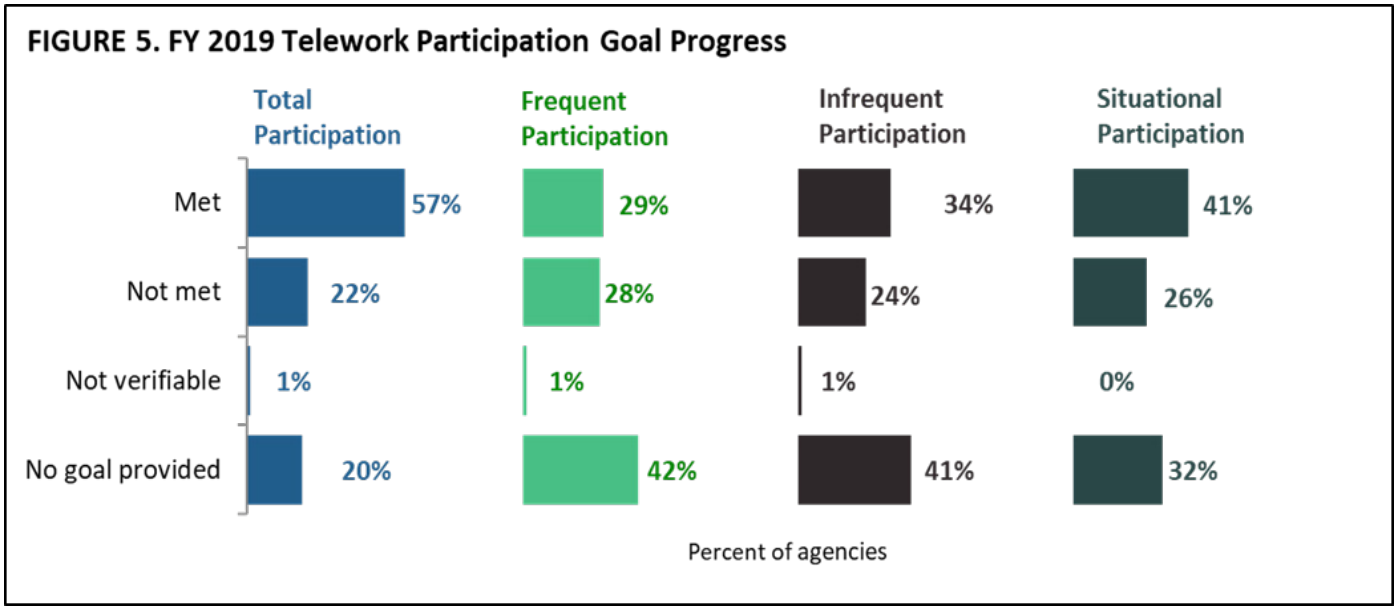
Agency Goal Setting: Telework Participation

Participation Goals: Fiscal Year 2019 Progress Assessments

The 2018 Data Call asked agencies to set telework participation goals for fiscal year 2019. Agencies were provided with opportunities to set goals for total telework participation as well as frequent routine (three or more days per two-week period), infrequent routine (one to two days per two-week period), and situational telework. Agencies had the option of setting goals in one or more of these areas.[3]

To gauge agency progress in meeting participation goals, OPM analyzed the degree to which the fiscal year 2019 participation data submitted by agencies supported their self-assessments of progress, by comparing the 2019 goal specified in the 2018 Data Call to the 2019 participation data reported in the 2019 Data Call. In a small number of cases, progress could not be assessed due to data limitations (e.g., an agency set a goal for 2019 but did not report the relevant data). The results of OPM's progress assessment are shown in Appendix 14 and summarized in Figure 5.

FIGURE 5. FY 2019 Telework Participation Goal Progress



Note: Goal progress was evaluated for each participation category (total, frequent, infrequent, situational). Percentages may not equal 100 percent due to rounding.

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

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

The most common type of participation goal that agencies successfully achieved was for total participation, followed in order by situational, infrequent routine, and frequent routine telework. Overall, 72 percent of agencies met at least one of their participation goals based on data reported for fiscal year 2019 (not shown). The rate at which no goal was provided varied by type of goal, but most agencies set at least one goal.

Understanding Missed Goals and Efforts to Achieve Future Goals

As directed by the Act, agencies are required to explain why they did not meet their participation goal, and describe any actions being taken to identify and eliminate barriers to meet participation goals for the next reporting period. Detailed responses for the agencies that provided this information are shown in Appendix 15 and summarized below. As a note, some agencies provided detailed narrative descriptions that fell into multiple categories.

Reasons cited for unmet participation goals included the following (n=19):

- Data collection limitations
- Agency achieved a portion of goal
- Participation has reached a plateau
- Separating remote work from telework counts
- Employee attrition

Actions being taken to identify and eliminate barriers included the following (n=18):

- Updating policy/guidance
- Improving data reporting and tracking
- Improving program communication efforts
- Improving agency work culture
- Emphasizing telework availability during recruitment/onboarding
- Providing training for managers and/or employees
- Encouraging telework when applicable or appropriate

Participation Goals: Fiscal Year 2020

Agencies responding to the 2019 Data Call were asked to provide telework participation goals for the fiscal year 2020. As in the previous Data Call, agencies were able to set total participation goals and frequency of participation goals.

FIGURE 6. Percentage of Agencies Setting Participation Goals

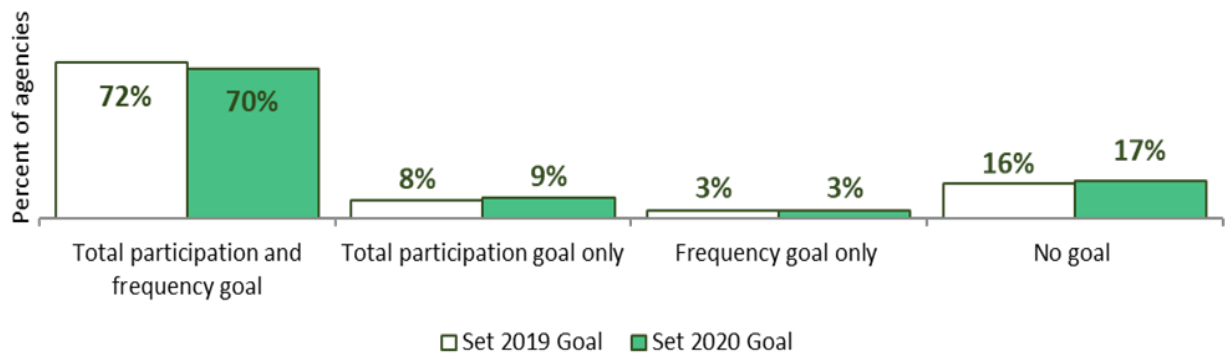


Figure 6 summarizes agency goal setting for fiscal year 2020 in comparison to previous goal setting for fiscal year 2019. Most agencies continue to set both total participation and frequency of participation goals (70 percent for fiscal year

2020 compared to 72 percent for fiscal year 2019).

Agencies that Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish overall participation goals or frequency goals for 2020 (17 percent of agencies) were provided an opportunity to explain what prevented them from establishing a numeric goal and the timeline for establishing such a goal. Detailed agency responses are shown in Appendix 18 and summarized in Table 2.

Table 2: Summary of Reasons Agencies Did Not Set Numeric Participation Goals

Reason for Not Setting Goals	Agencies
Data collection limitations (e.g., systems production underway, does not track telework by frequency)	6
Nature of the work limits frequent telework/goal-setting	3
Goals for frequent telework not possible because of policy limits on number of telework days.	3
Other (unclear meaning such as n.a.; redundant response including restated goal)	3
At maximum level possible (100%) or allowed to meet agency needs	2
Prefer to set non-numeric goal	2
Goal-setting unnecessary to achieve agency telework vision	2
No goal to report	2
Set goals for frequency categories that are appropriate for agency	2
Small agency size prohibits	1
Set goal for overall telework participation rather than frequency goal	1
Difficult to establish situational telework goals due to unpredictable need	1
Within agency variations in telework participation limit frequency goal-setting at agency level	1
In progress	1

Among agencies that provided an explanation for not setting a participation goal, the most common reasons included data collection limitations (e.g., systems unable to track by frequency), the nature of the agency's work, policy restrictions on the number of telework days permitted, participation was already at maximum level possible (100%) or allowed to meet agency needs, or a preference for setting non-numeric goals. Agencies were also given the opportunity to describe any non-numeric goals. Of these agencies, common goals included increasing telework participation generally, reviewing and revising the agency telework policy, and conducting a program evaluation.

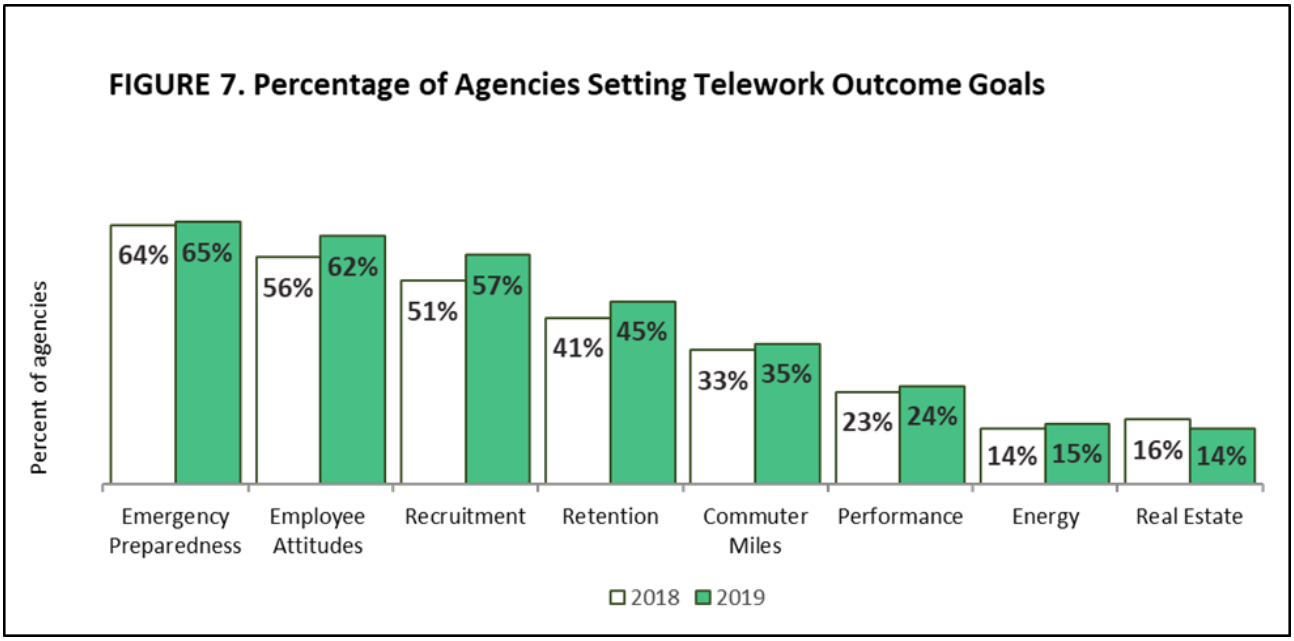
Agency Outcomes: Assessing Agency Non-Participation Goals

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

OPM provides support on an ongoing basis to assist agencies with goal setting, measurement, and evaluation. OPM provided agencies with clear standards for goal setting and assessments to use as a guide. These standards were included as an appendix to the survey and were reviewed with agencies on a consultative basis during the survey administration period. In addition, OPM resources included information posted on telework.gov and general consultation as needed with individual agencies.

The 2019 Data Call required agencies to report on any goal setting and achievement efforts related to telework outcomes since the previous Data Call. For each outcome listed in the Act, agencies were instructed to describe their progress and were encouraged to include the specific goal(s), strategies, data, and methodology used to evaluate success. The Data Call also allowed agencies to describe any other outcome goals not listed in the Act.

Aligning with trend data, the most common goals were in the areas of emergency preparedness (65 percent) and employee attitudes (62 percent). Detailed agency responses are shown in Appendix 19 and summarized in Figure 7.



Note: Agencies were allowed to set multiple goals.

Agency efforts for each type of goal are described in the sections below, including a summary of the strategies and metrics. In some cases, agencies identified strategies without providing corresponding evaluation metrics. Additionally, some agencies that reported goal implementation did not provide any follow-up narrative on strategies and metrics. Examples of agency best practices are highlighted in "Agency Spotlight" boxes in the sections below.

Emergency Preparedness

The Act requires Executive agencies to incorporate telework into their continuity of operations (COOP) planning, and telework is central to OPM's *Governmentwide Dismissal and Closure Procedures.*[4] Goal setting concerning emergency planning remains a top priority for many agencies. Agency efforts for emergency preparedness (n=56) are summarized in Table 3.

Table 3: Emergency Preparedness Goal Setting

Goal: Emergency Preparedness	Agencies
Reported goal-setting	56
Strategies	
Encourage or require telework during closures (e.g., weather, special events)	23
Emphasize telework in COOP plan or guidance	19
Build/maintain a telework-ready workforce (e.g., include situational telework in agreement)	16
Updated telework policy/guidance	11
Communication initiative	9
Telework exercises/drills	7
Improve information technology (e.g., laptops, VPN)	5
Ensure telework agreements for essential employees	5

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

Goal: Emergency Preparedness	Agencies
Ensure employees have the tools they need to telework	5
Unclear	4
Expand telework program or eligibility	4
Telework training for employees and/or managers	4
Review telework agreements annually for situational telework	3
Improved tracking of emergency telework (e.g., revised timesheets)	3
Encourage preparation for telework when closures expected	3
Encourage routine telework to acclimate employees to telework	3
Include emergency expectations in telework agreements	2
Telework centers outside of DC area	1
Metrics	
No metric	30
Results of emergency test drills (e.g., system capacity, employee survey)	5
Telework participation records (often during building closures or special events)	9
Continued essential operations during recent closures or special events	4
Telework agreements among all or subsets (e.g., essential) employees	2
Employee survey	2
Number of telework-ready or telework-eligible employees	2
Administrative leave, situational telework, and emergency telework hours	2
Use of remote servers during emergency closures	4
Employee production rate	1
Emergency Time and Attendance Code	4

AGENCY SPOTLIGHT: Emergency Preparedness Goal

Court Services and Offender Supervision Agency

The CSOSA Telework Managing Officer and Continuity Manager met in 2019 to ensure that telework is properly documented in its 2019 Continuity of Operations (COOP) Plan. For example, the COOP Plan specifically identifies telework as a way to augment continuity in the event of a catastrophic emergency. Additionally, the COOP Plan includes a section entitled Pandemic Telework plan, which aims to achieve social distancing and infection control during an emergency pandemic. During FY 2019, CSOSA and PSA also took steps to ensure the Administrative Leave Act was properly enforced in its telework programs. PSA revised its policy to ensure that employees understood that in the event of a shutdown caused by weather, all employees participating in the Agency's telework program are expected to either telework or request leave. Similarly, CSOSA issued guidance to all of its employees stating that, in the event of a weather emergency, employees participating in the telework program must telework, report to the worksite (e.g., court), or request leave.

Many agencies reported incorporating the use of telework into COOP plans or guidance and encouraging or requiring telework for program participants during agency closures.[5] Other common strategies included encouraging telework readiness (e.g., situational telework agreements), updating agency telework policies, facilitating agencywide telework drills, and improving information technology. The most widely cited metrics included telework participation numbers during building closures or special events, continued operations during specific disruptions, emergency test drill results, the number of telework-ready or telework-eligible employees.

5 In accordance with OPM's 2018 issuance of weather and safety leave regulations, telework program participants are generally ineligible for weather and safety leave; https://chcoc.gov/content/issuance-weather-and-safety-leave-regulations

Improved Employee Attitudes

Telework can positively affect employee job attitudes. Longitudinal research has shown employees that work for an organization that offers telework are more engaged than employees that work for organizations where telework is not available.[6] Specifically, researchers found that teleworkers reported greater levels of dedication, work absorption, and vigor because they perceived greater levels of support from their supervisors. Similarly, research also suggests teleworkers may experience a greater sense of organizational commitment.[7] Agency efforts for improved employee attitudes (n=53) are summarized in Table 4.

Table 4: Employee Attitudes Goal Setting

Goal: Employee Attitudes	Agencies
Reported goal-setting	53
Strategies	
Unclear	22
Promote telework as a driver of engagement/satisfaction	17
Communication initiative	7
Expand access to telework (e.g., encourage use, review eligibility)	5
Training/guidance for employees or managers	4
Updated policy	3
Increase access to more frequent telework	2
Use telework to retain valued employees	2
Improved equipment/technology (e.g., lighter laptops, document sharing)	1
Metrics	
FEVS	29
No metric	13
Employee/Managers comments	9
Employee survey	6
Telework participation records/telework agreements in place	2
OPM Work-Life Survey	2
Telework evaluation program	2
Employee focus groups	1
Time and attendance records	1
Retention records	1

AGENCY SPOTLIGHT: Employee Attitudes Goal

Postal Regulatory Commission

The Commission's commitment to providing our employees with the option to telework affords them the opportunity to reduce their commute time and achieve an optimal work/life balance, resulting in improved employee job satisfaction. This goal is measured annually using the responses provided by Commission staff in the annual Federal Employee Viewpoint Survey, specifically question #79, which rated our progress in employee satisfaction with the telework program at the Commission. During FY 2019, the Commission's rating of 74%, was above the [Governmentwide] average of 60%.

6 Masuda, A. D., Holtschlag, C., & Nicklin, J. M. (2017). Why the availability of telecommuting matters: The effects of telecommuting on engagement via goal pursuit. *Career Development International, 22*(2), 200-219.

7 Martin, B., & MacDonnell, R. (2012). Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes. *Management Research Review, 35*(7), 602-616.

Agencies cited the improvement of employee attitudes as one of the most commonly identified goal-setting areas. Agency strategies mostly focused on promoting telework as a driver of engagement and implementing communication initiatives. Agencies most commonly cited FEVS data as a metric, but also used employee comments to measure employee attitudes.

Recruitment

Telework can be a valuable non-monetary incentive for attracting prospective employees to Federal service. Research shows that telework opportunities may factor into applicants' decisions to pick one organization for employment over another or recommend the organization to others.[8] Agency efforts for recruitment (n=49) are summarized in Table 5.

Table 5: Recruitment Goal Setting

Goal: Recruitment	Agencies
Reported goal-setting	49
Strategies	
Include telework in job postings and/or interviews	30
Emphasize telework in recruitment materials and events	10
Unclear	6
Advertise telework on public website	4
Promote among employees	4
Improve telework eligibility and participation for new hires	3
Advertise telework on social media	2
Offer remote work (Full-time telework)	1
Metrics	
No metrics	35
Employee/candidate survey or feedback	5
Vacancy announcements	3
Managers/Supervisors Anecdotal Feedback	3
Records of telework participation among eligible new hires	2
Other	2
FEVS	1
Time and attendance/payroll records	1
Number of applications	1

AGENCY SPOTLIGHT: Recruitment Goal

Defense Nuclear Facilities Safety Board

Goal: Use the DNFSB's telework program as a recruitment tool. Strategy: Include telework benefits in recruiting material, job announcements, public website.

Analysis: The Board continues to have modest success using telework to aid in its recruiting efforts. In FY 2019, anecdotal evidence from interviewers and hiring officials showed that allowing new hires to immediately participate in the DNFSB's telework program was a significant part of their decision to accept employment with the DNFSB.

8 Owl Labs. (2019). State of Remote Work 2019. Retrieved from https://www.owllabs.com/state-of-remote-work/2019

Agencies implemented this goal by advertising telework as a flexibility available in various employment opportunities (e.g., through job postings, recruitment materials and fairs, interviews, social media, or agency websites). Though fewer agencies reported measurements of outcome impact, among agencies that evaluated their recruitment efforts, the most frequently used method to assess the effectiveness of this strategy involved tracking the number of references to telework in vacancy announcements. A few agencies evaluated recruitment efforts through more direct measures of recruitment strategies, such as new employee surveys or quantifying the content of recruitment events or materials.

Retention

Telework may also be a useful tool for retaining high-performing employees. Cumulative research on telework outcomes suggests a negative relationship between teleworking and turnover intentions, such that those who telework more report being less likely to leave their jobs.[9] Agency efforts for employee retention (n=38) are summarized in Table 6.

Table 6: Retention Goal Setting

Goal: Retention	Agencies
Reported goal-setting	38
Strategies	
Unclear	11
Incentive for employees requiring geographic flexibility/expanded remote/full-time telework	9
Expanded telework frequency	9
Telework promotion campaign/efforts	7
Situational or medical telework to accommodate personal needs	5
Telework training/resources for managers and employees	3
Updated telework policy	3
Improved IT	1
Incentive for employees seeking retirement or other employment	1
Discuss during performance reviews	1
New employee eligibility	1
OPM Coordinator's Course	1
Offer Overseas Telework	1
Telework trials/tests	1
Metrics	
No metric	18
Retention of specific employees	7
FEVS	6
Internal employee survey	5
Feedback from agency offices	4
Telework participation records/agreements	3
Exit interviews/surveys	1
Time and attendance records	1
Intra-agency employee records	1

9 Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology, 92*(6), 1524-1541.

AGENCY SPOTLIGHT: Retention Goal

Office of Personnel Management

OPM's long-term goal is to sustain staffing levels to preserve capacity to support strategic goals and administration priorities while continuing to deliver ongoing services and operations at high performing levels. OPM HR collaborates with managers to make determinations about telework and remote work requests of employees who have indicated flexible work arrangements as a factor they would consider in staying with the agency. These determinations are made on a case by case basis. Managers have indicated use of these flexibilities improved employee retention. Additionally, the rate of positive responses on OPM's Federal Employee Viewpoint Survey Employee Engagement Indices significantly surpassed Governmentwide rates in 2018 and 2019. These results are impressive as OPM was in the midst of plans to restructure several parts of the agency during that time.

The most common strategies for implementing this goal included providing incentives to remain in the workforce for valued employees who require geographic flexibility, face challenges with family care or specific medical situations, or who may be inclined to retire or find work in other sectors. Additional evaluative efforts may be needed to assess the impact of these efforts, as almost half of agencies did not report a measurement mechanism for this outcome. When identified, the associated metric for this strategy was typically a count of specific employees retained using telework opportunities. Other measures included FEVS data, exit interviews, and intra-agency records.

Commute Miles

Telework has long been recognized as a strategy for mitigating the negative impact of commuting on employees and the environment. Similar to the strategy of reducing energy use, agencies may help employees reduce the amount of their commute miles as an effective strategy to help agencies pursue sustainability goals. Agency efforts for commute miles (n=29) are summarized in Table 7.

Table 7: Commute Miles Goal Setting

Goal: Commute Miles	Agencies
Reported goal-setting	29
Strategies	
Increase telework participation	13
Unclear	4
Encourage situational telework during major commute disruptions	4
Increase access to more frequent telework	4
Telework promotion campaign (e.g., Telework Week)	3
More remote workers/100% telework	3
Carbon footprint reduction strategy	2
Metrics	
No metric	16
Commute distance/miles	5
Transit subsidy expenditures	4
Telework participation records	3
Commuter survey	1
Employee Feedback	1
Number of commute days/hours avoided	1

Goal: Commute Miles	Agencies
Commuting time	1
Commuting costs	1
Time and Attendance Records	1

AGENCY SPOTLIGHT: Commuter Miles Goal

Appraisal Subcommittee of the Federal Financial Institutions Examination Council

Our monthly transportation subsidy is no longer needed since we do not have an office. Staff still use public transportation to pick up mail but that is less than $50/ month. Our monthly transportation subsidy used to be about $300 a month for five employees as well as parking for one employee that cost about $200 a month.

Agencies cited the benefits of reduced commute miles for a range of other outcomes, including reduced costs associated with commuting (e.g., transit subsidy benefits) and carbon footprint reduction. Implementation strategies in this area included encouraging situational telework during major commute disruptions, increasing telework participation, particularly more frequent routine telework. The most common metrics reported were commute distance/miles, commuting time, and commuting costs.

Performance

Research has identified a significant and positive relationship between telework and job performance, both with supervisory performance ratings and objective performance criteria.[10] Although evaluating the causal relationship between telework and performance may be challenging, several agencies identified this as a goal area. Agency efforts for employee performance (n=21) are summarized in Table 8.

Table 8: Perfomance Goal Setting

Goal: Performance	Agencies
Reported goal-setting	21
Strategies	
Unclear	7
Tying ability to telework to performance	6
Encouraging telework to reduce distractions	5
Training on telework and performance management	3
Encouraging situational telework	3
Allow more employees to telework	2
No strategy	1
Using Telework as a Reasonable Accommodation	1
Metrics	
No metric	10
Employee comments	5
Performance ratings	3
Time and attendance records	1

10 U.S. Office of Personnel Management (2018). Federal Work-Life Survey Governmentwide Report.

Goal: Performance	Agencies
FEVS	1
Telework trials to test performance	1
establishing accountability goals for employees	1
surveys	1
telework evaluation program	1

AGENCY SPOTLIGHT: Performance Goal

U.S. Agency for International Development

USAID realizes telework enables employees to be productive no matter where their work is performed. Telework opportunities at USAID are a way for employees to avoid common workplace distractions and to focus on their work, particularly duties that are highly complex, require concentration or significant problem-solving. Employees have been encouraged, through one-on-one mentoring, staff meetings and advisory services, to request situational telework for purposes of meeting performance goals and expectations when distractions in the office may interfere with focusing or concentrating on specific metrics/deliverables. Managers have been encouraged to offer and approve employee telework requests, when practicable, for working on and completing assignments that may require more concentration than being in the office. A Telework charting tool for employees and supervisors to use for managing and tracking tasks/deliverables during telework days has been developed. The charting tool is required for all remote telework requests and is optional for all other types of telework request. USAID's TMO has encouraged managers, who may be used to observing employees day-to-day work on site, to establish [a] test/trial telework arrangement as one way to evaluate the employee's performance off-site.

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

Real Estate Costs

Routine telework may also reduce costs associated with managing Federal buildings by reducing the amount of required physical real estate when employees work from alternative locations. Agency efforts for reducing real estate costs (n=11) are summarized in Table 9.

Table 9: Real Estate Costs

Goal: Real Estate Costs	Agencies
Reported goal-setting	11
Strategies	
Encourage use of telework	4
Hoteling	4
Shared offices	4
Building closure/consolidation	2
Unclear	2
Increase access to more frequent telework	1
No office space for full-time teleworkers	1

Goal: Real Estate Costs	Agencies
100 % remote workforce/more remote workers	1
Metrics	
Amount of office space (e.g., floors, buildings, square footage)	8
Cost of office space (e.g., rent for leased space)	6
Frequent telework participation	2
No metric	4

AGENCY SPOTLIGHT: Real Estate Goal

Federal Deposit Insurance Corporation

In 2013, we set a goal to reduce leased space in our current regional buildings and field offices. In Fiscal Year 2019, we met this goal and continued our efforts to reduce real estate costs. The FDIC plans to continue to reduce/avoid real estate costs by Fiscal Year 2021 by reducing the amount of leased spaces in current buildings, some of which was secured during the banking crisis. In 2019, the FDIC continued to reduce space in both Regional and Field offices. We are also working on a field office re-alignment which may result in additional real estate cost savings. FDIC tracks cost savings based on the square footage required per Field Office lease and the required number of floors for Regional offices.

The strategies reported by agencies for reducing real estate costs included shared offices, increasing access to more frequent telework, and hoteling. The most common metrics reported by agencies involved the amount of office space (e.g., floors, buildings, square footage) and cost of office space (e.g., rent for leased space).

Energy Use

Reduced energy use through routine telework can produce environmental benefits while reducing the costs associated with managing Federal buildings. Agency efforts for energy use reduction (n=11) are summarized in Table 10.

Table 10: Energy Use Goal Setting

Goal: Energy Use	Agencies
Reported goal-setting	11
Strategies	
No specific strategy	5
Encourage routine telework	5
Increase telework participation	2
Increase access to more frequent telework	1
Moved to 100% telework	1
Metrics	
No metric	8
Sustainability measures (e.g., emissions estimates, energy use intensity)	3
Unclear	1

AGENCY SPOTLIGHT: Energy Use Goal

Department of Health and Human Services

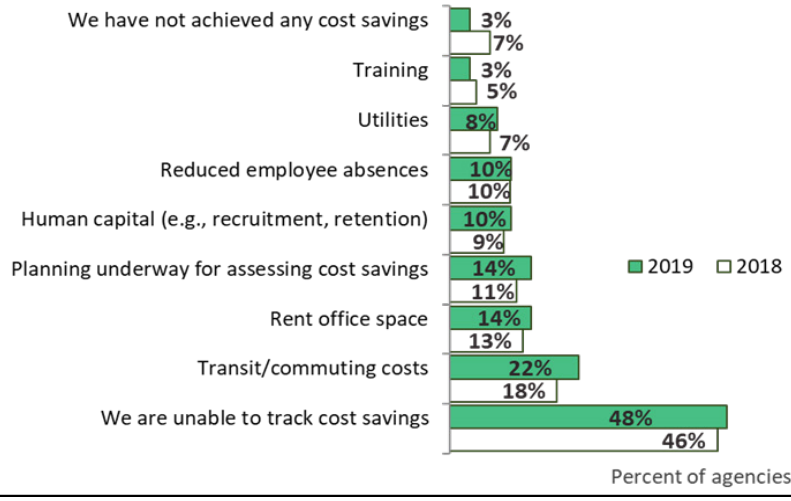
HHS produces energy usage reports that estimate the average cost of powering an office. We use the reports to monitor energy consumption by taking the number of telework days performed and multiplying that figure by the estimated daily cost of operating an office/cubicle. We calculated cost savings by using the average cost of .29 cents per day to power a workspace at HHS. During the last fiscal year, HHS has saved an estimated $152,000 on energy costs due to telework. The amount represents a cost that the Agency would have incurred if the employees were not teleworking.

The two specific strategies reported for this goal area were encouraging routine telework and increasing telework participation. Sustainability measures (e.g., emissions estimates, energy use intensity) were the primary metric reported.

Other Cost Savings

As in previous years, the 2019 Data Call asked agencies to identify any areas in which they achieved cost savings from implementing or maintaining telework since the previous Data Call. Agencies that reported savings in specific areas were then asked to describe the savings in detail, including dollar amounts and the method for determining and assessing cost savings. Agencies that reported they had not achieved cost savings, were unable to track cost savings, or were planning for assessing cost savings were also asked to provide explanations for their responses. Responses by agency are shown in Appendix 22.

FIGURE 8. Cost Savings Achieved through Telework



Note: Agencies were allowed to select multiple responses.

Shown in Figure 8, the most commonly reported savings related to transit/commuting costs (22 percent); rent/office space (14 percent); reduced absences (10 percent); human capital (10 percent); utilities (8 percent); and training (3 percent). Agency descriptions of these cost savings are shown in Appendix 23 and summarized in Table 11. It is important to note that the time frame and recurring nature of the cost savings reported varied among agencies. For example, some cost savings are one-time savings, while others are recurring annually. Similarly, some agencies reported savings for individual subagencies, while other estimates were agency-wide.

Table 11: Agency Descriptions of Cost Savings Achieved through Telework

Agency	Cost Savings Area(s)	Provided $ Amount(s)
Access Board	Commuting costs	$3,000
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Rental space Transit subsidies	$225,000 $5,800
Consumer Financial Protection Bureau	Transit subsidies	$264,984
Court Services and Offender Supervision Agency	Transit subsidies	$627,930
Department of Homeland Security	Real estate	$7,390,500.00
Department of Justice	Real estate	-
Department of the Treasury	Real estate	$4,354,294
Federal Deposit Insurance Corporation	Rental space	-
Federal Mediation and Conciliation Service	Employee absences	-
Federal Retirement Thrift Investment Board	Employee absences	-
General Services Administration	Rental space Transit subsidies	- -
Institute of Museum and Library Services	Rental space	$75,000
Marine Mammal Commission	Recruitment cost avoidance	$3,000 - $6,000
National Aeronautics and Space Administration	Utilities	$635,000
National Archives and Records Administration	Transit subsidies Other travel/TDY	$5,624 $17,506.30
National Council on Disability	Transit subsidies Office supplies Hiring/onboarding costs	$8,857.55 - -
National Transportation Safety Board	Rental space	-
Nuclear Waste Technical Review Board	Employee absences	-
Occupational Safety and Health Review Commission	Transit subsidies	-
Securities and Exchange Commission	Transit subsidies	$550,000
U.S. Commission on Civil Rights	Rental space and utilities	$78,000

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

Quantifying cost savings remains challenging for many agencies. Nearly half of agencies (48 percent) reported they are unable to track cost savings. These agencies were asked to explain their inability to report cost savings, and the most common explanations included: not having a system in place to track telework cost savings; difficulty isolating costs associated specifically with telework; lack of access to data (e.g., utility costs are managed by the landlord or reported cumulatively), or telework program limitations due to nature of mission or size of workforce.

Among agencies that indicated planning is underway for achieving cost savings (n=12), roughly half set a goal of reporting on cost savings for calendar or fiscal year 2020. Additionally, a few agencies indicated goals to establish cost-savings tracking in the next two to four years, while others were unable to specify a completion time frame for their planning efforts.

Agencies that have not achieved cost savings (n=3) were asked to describe any action being taken to identify opportunities for achieving future cost savings through telework. One agency indicated plans to evaluate the agency telework program in 2020, and the remaining agencies noted limited opportunities to take specific action due to agency size.

Agencies are encouraged to prioritize identifying measurable ways to show how programs can reduce current and future labor costs, while improving mission and service delivery. To support agency efforts to evaluate telework programs, OPM released the Work-Life Program Evaluation Guide in 2019.[11] The primary purpose of this guide is to assist Federal agencies with developing strategies to capture the benefits and costs associated with the use of work-life programs, including telework. The information presented in this guide includes: strategies for evidence-based decision-making; critical steps to determine the full scope of benefits, costs, and associated organizational outcomes of work-life programs; data collection methods and available sources agencies can use as evidence; and best practices and examples from three Federal agencies, one of which is specifically focused on telework.

Best Practices and Success Stories

The Data Call also offers agencies an opportunity to share any compelling success stories of met goals or other telework achievements during the fiscal year. A total of 27 agencies provided a description of a best practice they wanted to share. Common themes included:

- use of telework to support continuity of operations during emergencies, local commuting disruptions, and closures;
- optimizing telework program through policy review or revision;
- use of telework as a strategy for retention;
- improved data collection and telework tracking methods;
- building or maintaining agency telework culture;
- agency-specific and/or in-person telework trainings;
- successful program promotion efforts;
- improving communications strategies (e.g., strategic communications plan, quarterly calls with telework coordinators, updated intranet content); and
- use of telework to support employees' medical needs.

AGENCY SPOTLIGHT: Best Practices

Small Business Administration

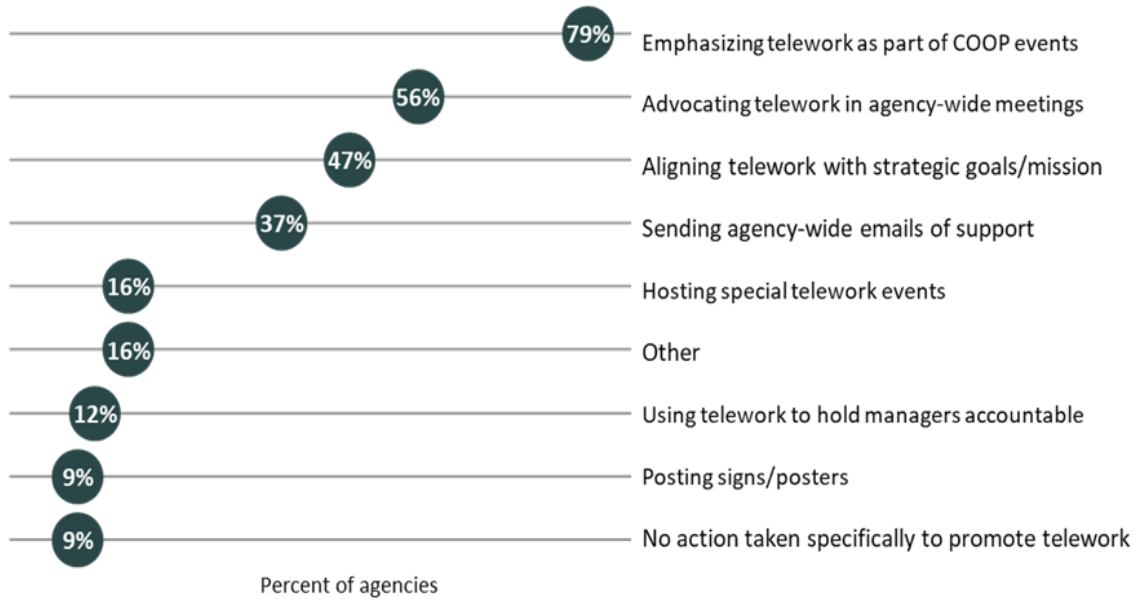
During FY 2019, SBA formed a telework working group to transition the Agency from paper-based Telework Agreement (SBA Form 2190) and Privacy Act Authorization (SBA Form 2192) to an electronic version in the time and attendance (WebTA) system. The goal of transitioning to an electronic telework agreement aligned to the Office of Human Resources Solutions strategic objectives to modernize SBA's human resources information technology systems (HRIS), simplify operational processes and improve customer service. Transitioning from the paper-based telework agreement and WebTA approval process will also ensure SBA complies with the President's Management Agenda of effective and efficient [G]overnment as mandated by the Office of Management and Budget (OMB) Memorandum, M-19-21, Transition to Electronic Records, requiring all federal agencies to convert permanent records to digital format. By the end of Quarter 1, FY 2020, the working group estimates that more than 1,400 employees will successfully replicate their current telework agreements in the WebTA system.

11 Memo announcing the Work-Life Program Evaluation Guide- Evidence-Based Strategies to Capture the Benefits and Costs; https://www.chcoc.gov/ content/work-life-program-evaluation-guide-evidence-based-strategies-capture-benefits-and-costs

Agency Management Efforts to Promote Telework

The Act tasks OPM, in consultation with the CHCO Council, with collecting and reporting information regarding agency management efforts to promote telework. To assist with this requirement, the 2019 Data Call asked agencies to select from a list of efforts as well as to describe the specific nature of those efforts. Detailed agency responses are shown in Appendices 12-13 and summarized in Figure 9.

FIGURE 9. Agency Management Efforts to Promote Telework



Note: Agencies were allowed to select multiple responses.

Agency leaders most commonly promote telework through their COOP events and planning (79 percent of agencies). Other common strategies reported by agencies in 2019 included promoting telework in agency-wide meetings (56 percent), aligning telework with agency strategic goals and mission (47 percent), and sending agency-wide emails of support for telework (37 percent). In open-ended responses, agencies described a wide variety of management efforts to meet the needs of their workforce and support their missions, as they promote their telework programs.

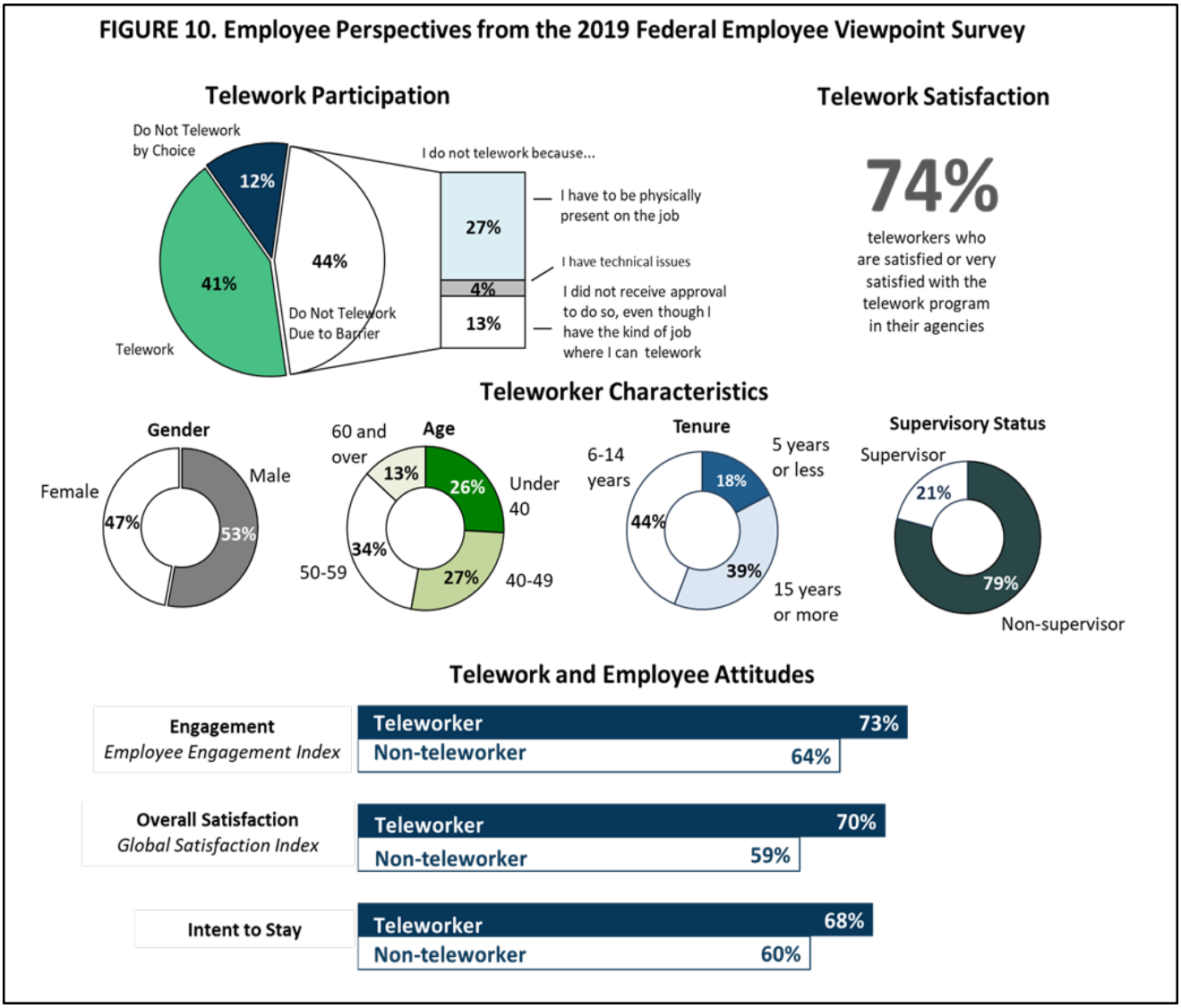
AGENCY SPOTLIGHT: Management Efforts

Office of Government Ethics

The Agency Director is a strong supporter of the telework program. He continues to periodically encourage managers to review the telework program to ensure it is implemented efficiently and effectively. The Agency purchased laptops and remote connectivity licenses to ensure 100% telework participation, if the need arises. The Agency continues to allow telework arrangements for employees when such arrangements are beneficial to the Agency in terms of productivity or enhances quality of work, timeliness of performance, and/or customer service. While certain benefits accrue to the telecommuting employee (e.g. savings in time and financial costs associated with commuting to and from the office), the Agency will continue to encourage telecommuting arrangements and approve them when consistent with the agency mission.

Employee Perspectives from the Federal Employee Viewpoint Survey

FEVS telework participation data provide an independent source of evidence for assessing participation and changes in participation over time. Item response options also provide an opportunity to explore barriers to participation. Figure 10 shows results from the 2019 FEVS to assess employee-reported telework participation, telework satisfaction among participants, characteristics of teleworkers, and comparisons of those who telework versus those who do not.



Note: The sum of percentages may not add to 100 due to rounding.

In 2019, 41 percent of Federal employees reported teleworking to some degree, the same percentage as 2018. Of the remaining employees, 12 percent reported they did not choose to telework, and 44 percent reported they did not telework due to a barrier. The most common barrier to teleworking reported was having to be physically present on the job (27 percent), followed by not receiving approval to telework despite having a job that is purportedly suitable for telework (13 percent) and technical issues (4 percent).

Teleworkers are largely satisfied with their telework programs–74 percent of teleworkers reported they were "satisfied" or "very satisfied." Additionally, demographic data show that the typical teleworker is slightly more likely to be male than female (53 percent versus 47 percent), 40 or older (74 percent of teleworkers), and have 6 or more years of Federal tenure (83 percent of teleworkers).

Figure 10 also shows comparisons of key attitudes for teleworkers and non-teleworkers who reported they did not telework due to a barrier. The comparisons focus on employees who do not telework due to a barrier because non-tele-

workers by choice tend to exhibit similar attitudes to teleworkers, as discussed in previous OPM reports. The 2019 results show that teleworkers exhibit higher self-reported engagement scores (73 percent versus 64 percent), overall job satisfaction (70 percent versus 59 percent), and retention intent (68 percent versus 60 percent). These percentages have been relatively stable year over year, and although these correlations do not necessarily reflect causal relationships, they support widely accepted theoretical linkages between programs and outcomes.

Conclusion

As the Federal Government approaches the 10-year anniversary of the passing of the Telework Enhancement Act, agencies continue to demonstrate capabilities to set, assess, and advance outcome goals for telework. OPM encourages agencies to take steps where appropriate to further evaluate telework eligibility, refine data reporting practices, and collect the information needed to assess the benefits and costs associated with telework programs. While many agencies reported progress in setting and assessing outcome goals, providing information on cost savings associated with their telework programs remains challenging for a large portion of agencies.

When implemented as a strategic management tool, robust and well-practiced telework programs can improve staff performance and engagement, and maximize organizational mission productivity, efficiency, and Government stewardship.

Appendices

APPENDIX 1. Figure Descriptions and Data

Figure 1: Telework Eligibility, FY 2012-2019

Year	Percent of eligible employees
2012	47%
2013	45%
2014	44%
2015	44%
2016	42%
2017	43%
2018	42%
2019	39%

(FY2019 eligibility remains at 42% when September data included)

Note: Because OPM encourages agencies to report fiscal year data and non-fiscal year counts are typically low, September counts were not historically included in eligibility percentages. September percentages shown here to account for a few large agencies where fiscal year data were not available.

Figure 2: Telework Participation, FY 2012-2019

Year	Percent of all employees	Percent of eligible employees
2012	14%	29%
2013	17%	39%
2014	18%	42%
2015	20%	46%
2016	22%	51%
2017	21%	49%
2018	22%	51%
2019	22%	56%

Figure 3: Telework Frequency, FY 2019 and September 2019

FY 2019

Frequency category	Percent of teleworkers
3+ days	32%
1-2 days	22%
Monthly	5%
Situational	44%

September 2019

Frequency category	Percent of teleworkers
3+ days	43%
1-2 days	28%
Monthly	6%
Situational	34%

Figure 4: Methods for Telework Calculations

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

Method for calculating number of teleworkers	Percent of agencies
Tracked through a time & attendance (T&A) system	72%
Manual review of telework agreements	40%
Customized tracking system	22%
Surveyed employees, managers, other personnel	13%
Other	8%

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

Calculating days teleworked	Percent of agencies
Any part of the work day	87%
Only work full work days	22%
Any part of work day and full work days	12%
Other	5%

Figure 5: FY 2019 Telework Participation Goal Progress

Type of goal	Met	Not met	Not verifiable	No goal provided
Total participation	57%	22%	1%	20%
Frequent participation	29%	28%	1%	42%
Infrequent participation	34%	24%	1%	41%
Situational	41%	26%	0%	32%

Figure 6: Percentage of Agencies Setting Participation Goals

Type of Goal	Set 2019 Goal	Set 2020 Goal
Total participation and frequency goal	72%	70%
Total participation goal only	8%	9%
Frequency goal only	3%	3%
No goal	16%	17%

Figure 7: Percentage of Agencies Setting Outcome Goals

Outcome goal	2018 Data Call	2019 Data Call
Emergency Preparedness	64%	65%
Employee attitudes	56%	62%
Recruitment	51%	57%
Retention	41%	45%
Commuter miles	33%	35%

Outcome goal	2018 Data Call	2019 Data Call
Performance	23%	24%
Energy	14%	15%
Real Estate	16%	14%

Figure 8: Cost Savings Achieved through Telework

Cost savings achieved	2018 Data Call	2019 Data Call
We are unable to track cost savings	46%	48%
Transit/commuting costs	18%	22%
Rent office space	13%	14%
Planning is underway for assessing savings	11%	14%
Human capital (e.g., recruitment, retention)	9%	10%
Reduced employee absences	10%	10%
Utilities	7%	8%
Training	5%	3%
We have not achieved any cost savings	7%	3%

Figure 9: Agency Management Efforts to Promote Telework

Efforts to promote telework	Percent of agencies
Emphasizes telework as part of COOP (continuity of operations plan) events	79%
Advocates telework in agency-wide meetings (e.g., all-hands meetings)	56%
Aligns telework with agency strategic goals and mission	47%
Sending agency-wide emails of support	37%
Hosting special telework events (e.g., telework awareness weeks, telework drills)	16%
Other	16%
Uses telework goal setting and measurement to hold managers accountable	12%
Posting signs/posters	9%
Our agency has taken no action to specifically promote telework since the last data call	9%

Figure 10: Results from the 2019 Federal Employee Viewpoint Survey

Telework Participation	Percentage
Teleworker	41%
Non-teleworker - choice	12%
Do not telework - must be physically present on the job	27%
Do not telework - technical issues	4%
Do not telework - did not receive approval to do so	13%

Telework Satisfaction

- 74%: Percentage of teleworkers who are satisfied or very satisfied with the telework program in their agencies

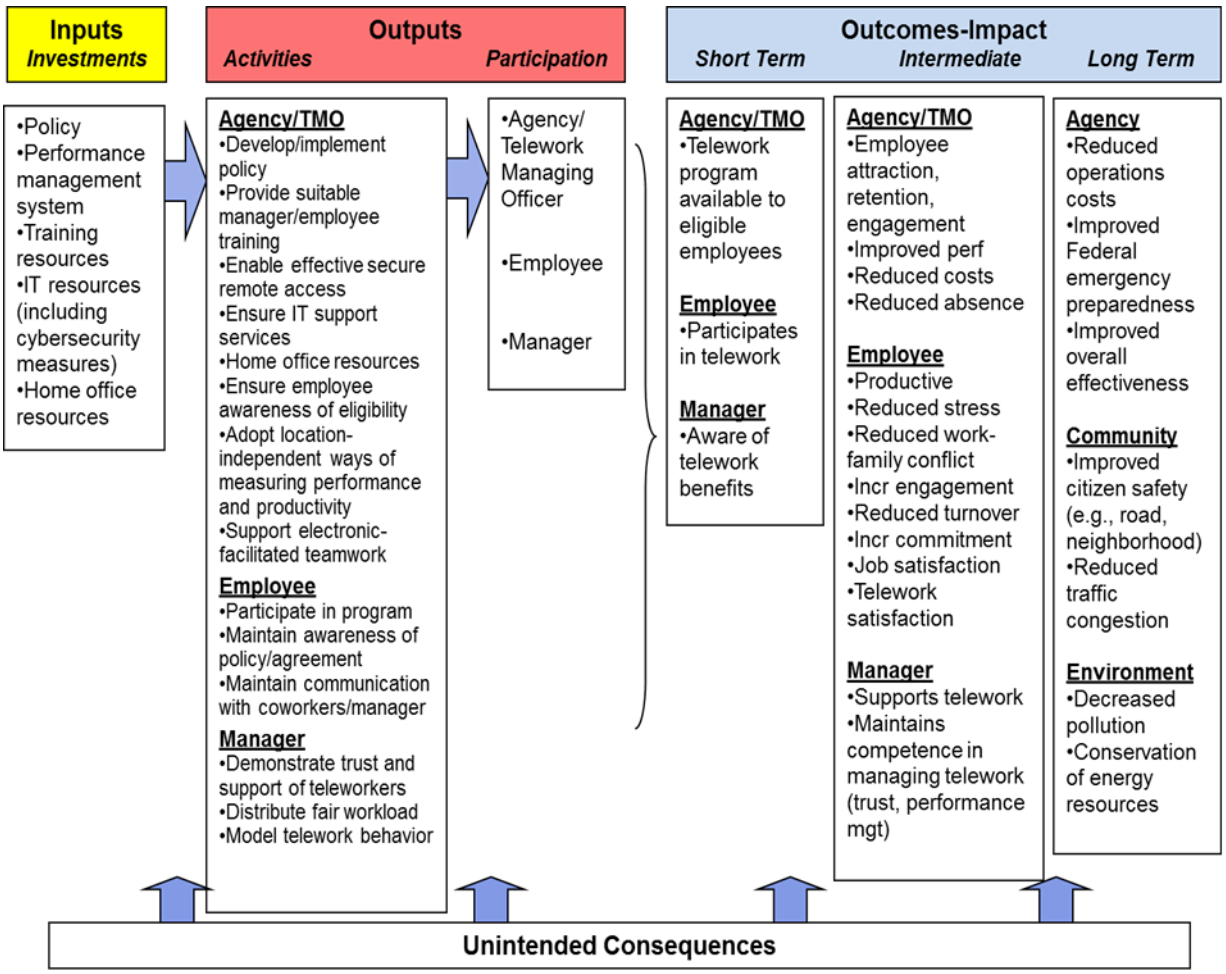
Teleworker Characteristics

Gender	Percentage
Male	53%
Female	47%
Age	**Percentage**
Under 40	26%
40-49	27%
50-59	34%
60 and over	13%
Tenure	**Percentage**
5 years or less	18%
6 to 14 years	44%
15 years or more	39%
Supervisory Status	**Percentage**
Supervisor	21%
Non-supervisor	79%

Telework and Employee Attitudes

Employee attitudes	Teleworkers	Non-teleworkers
Engagement (Employee Engagement Index)	73%	64%
Overall satisfaction (Global Satisfaction Index)	70%	59%
Retention (Intent to Stay)	68%	60%

APPENDIX 2. Federal Telework Logic Model



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

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

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

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

Agency/TMO

- Develop/implement policy
- Provide suitable manager/employee training
- Enable effective secure remote access
- Ensure IT support services
- Provide home office resources
- Ensure employee awareness of eligibility
- Adopt location-independent ways of measuring performance and productivity
- Support electronic-facilitated teamwork

Employee

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

Manager

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

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

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

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

APPENDIX 3. Data Call Instrument

2019 Telework Data Call

Please enter your password to begin the 2019 Telework Data Call.

Password: _____

(End of Page 1)

You are completing this survey on behalf of:

Agency: _____ ***[Prepopulated]***

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

(End of Page 2)

Welcome to the U.S. Office of Personnel Management's (OPM's) 2019 Call for Telework Data (Data Call). Agency participation in this annual survey is a requirement under the Telework Enhancement Act of 2010, Public Law 111-292 (the Act). This form allows systematic data collection. Results will be collated and reported to Congress.

The site to enter data will be open as of **November 4, 2019.** All responses must be received by COB **December 13, 2019.**

(End of Page 3)

REPORTING INSTRUCTIONS

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

Report data according to the specified time frame
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 time frame for data availability may be unique to your

own agency. Just remain consistent about reporting and, when asked, please describe the time frame you employed as clearly and completely as possible.

Respond consistently and according to majority practice

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

Reporting at the subagency level

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

Avoid skipping questions

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

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

Report numbers accurately

When a required question calls for numbers, you must enter a number or select "Not applicable/no record." Only enter "0" when you mean "zero." **Zero does not equate to "not applicable."** Select "Not applicable/no record" only for questions for which the data required to answer are not available to you OR the question is not applicable due to restrictions in your telework policy.

Please complete and submit the requested information by the deadline

All responses must be received by **December 13, 2019**. Failure to submit your data by this date will mean that your agency will not be included in the annual telework report to Congress. Keep in mind that the Telework Enhancement Act requires that each Executive agency submit telework data to OPM for inclusion in the annual report to Congress. Currently, responding to this Data Call is your only opportunity to ensure that your agency has met the reporting requirements in the Act.

If you have concerns or questions, please contact us at TeleworkPolicy@opm.gov.

(End of Page 4)

DEFINITIONS AND DATA TERMS

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

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

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

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

Day

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

Employee

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

Eligibility to Participate in Telework

The Telework Enhancement Act refers to telework "eligibility" and "participation." For the purposes of this survey, we have combined eligibility and participation into a single factor: *eligibility to participate* in telework. For the purposes of this survey, an employee is **eligible to participate** in telework if all of the following parameters are true:

- The employee has not been officially disciplined for being absent without permission for more than 5 days in any calendar year.

- The employee has not been officially disciplined for violations of subpart G of the Standards of Ethical Conduct for Employees of the Executive Branch for viewing, downloading, or exchanging pornography, including child pornography, on a Federal Government computer or while performing official Federal Government duties.

- Teleworking does not diminish the employee's performance or agency operations.

- For an employee participating in the telework program, participation and performance complies with the requirements and expectations of his/her telework agreement.

- The employee's official duties do not require on a FULL day basis (ALL DAY, every work day):
  - direct handling of secure materials determined to be in appropriate for telework by the agency head; or

- on-site activity that cannot be handled remotely or at an alternative worksite.

- The employee and/or the employee's position are not disqualified based on additional criteria established by the organization.

Types of Telework

For purposes of this survey, there are two types of telework:

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

Situational: Telework that is approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing, and regular telework schedule. This includes emergency telework. *Examples of situational telework include telework as a result of inclement weather, doctor appointment, or special work assignments. Situational telework is sometimes also referred to as episodic, intermittent, unscheduled, or ad-hoc telework.*

(End of Page 5)

General Questions

1. Are you replying on behalf of an:

❍ Agency

❍ Subagency

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

Last name _____

First name _____

Phone _____

Email address _____

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

Last name _____

First name _____

Phone _____

Email address _____

(End of Page 6)

Telework Eligibility, Participation, and Frequency

2019 Telework Eligibility and Participation

4. What was the total number of employees in your agency/subagency as of **September 30, 2019** (or the closest date for which you have data)?

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

5. What was the total number of employees determined eligible to participate in telework under the Act's requirements and any additional agency/subagency policy as of **September 30, 2019** (or the closest date for which you have data)?

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

6. Consider the entire **Fiscal Year 2019.** How many employees teleworked during this time period?

- ❍ Please provide a number: _____
- ❍ Our data collection system does not permit us to collect annual data for 2019 ***[Skip to question 10]***

(End of Page 7)

Changes in Telework Participation, FY 2018 to FY 2019

Please note your **percent change** in participation from FY 2018 to FY 2019. A positive value indicates an *increase* in telework participation, while a negative value indicates a *decrease* in telework participation. For example, a percent change of 12 means that your telework participation increased by 12 percent from FY 2018 to FY 2019, while a percent change of -12 means that your telework participation decreased by 12 percent from FY 2018 to FY 2019. ***[Display only for agencies, not subagencies]***

Your reported telework participation for FY 2019 (from question 6): _____ ***[Prepopulated]***

Your reported telework participation for FY 2018 (from 2018 Data Call: _____ ***[Prepopulated]***

Your percent change in participation from FY 2018 to FY 2019: _____ ***[Prepopulated]***

7. **If the percent change in participation displayed above is larger than 10 (positive or negative**, please describe the reason for this increase or decrease in telework participation between FY 2018 and FY 2019. ***[Ask only of agencies, not subagencies]***

_____

_____

_____

(End of Page 8)

Fiscal Year 2019 Telework Frequency

8a. Consider the **entire Fiscal Year 2019**. How many employees teleworked in each of the **ROUTINE telework** frequency categories listed in the table below? **Please remember to only provide ONE response per row (either a number *or* not applicable/no record).** You may only select "**Not applicable/no record"** if you do not have data available to answer the question (thus, "No record") or the frequency category is disallowed by your policy (thus, "Not applicable").

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

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

8b. Consider the **entire Fiscal Year 2019**. How many employees teleworked on a **SITUATIONAL** basis? Note that employees who were counted in a routine frequency category above **may also** be counted towards situational telework if they participate in both forms of telework.

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

(End of Page 9)

9. How many employees conducted remote work during **Fiscal Year 2019**?

❍ Please provide a number: _____

❍ Our agency does not maintain records of remote work

❍ Our records do not permit us to report on remote work separately from other forms of telework

❍ Other. Please describe: _____

(End of Page 10)

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

9.1. Are these remote workers included in your reported telework totals for **Fiscal Year 2019**?

❍ Yes

❍ No

❍ Other. Please describe: _____

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

❍ Yes

❍ No

❍ Other. Please describe: _____

(End of Page 11)

2019 Non-Fiscal Year Telework Participation and Frequency

[Ask questions 10 through 13 only if respondent answers "Our data collection system does not permit us to collect annual data for 2019" for question 6]

Since you reported that your data collection system does not permit you to collect annual data for 2019, the following participation and frequency questions ask you to report data based on the month of September.

September 2019 Telework Participation

Please consider the month of **September 2019.** Prior data calls have specified pay period, but because this may be four weeks for some agencies, please consider a *typical* two-week period in September. If possible, please use the same timeframe you used for the last Data Call.

10. Please describe which time period in **2019** your data represent.

_____

_____

_____

10.1. How many employees teleworked during the time period you selected for **2019**?

❍ Please provide a number: _____

(End of Page 12)

Changes in Telework Participation, September 2018 to September 2019

Please note your **percent change** in participation from September 2018 to September 2019. A positive value indicates an *increase* in telework participation, while a negative value indicates a *decrease* in telework participation. For example, a percent change of 12 means that your telework participation increased by 12 percent from 2018 to 2019, while a percent change of -12 means that your telework participation decreased by 12 percent from 2018 to 2019. ***[Display only for agencies, not subagencies]***

Your telework participation for September 2019 (from question 10.1): _____ ***[Prepopulated]***

Your telework participation for September 2018 (from 2018 Data Call: _____ ***[Prepopulated]***

Your percent change in participation from 2018 to 2019:

_____ ***[Prepopulated]***

11. **If the percent change in participation displayed above is larger than 10 (positive or negative**, please describe the reason for this increase or decrease in telework participation between September 2018 and September 2019. ***[Ask only of agencies, not subagencies]***

_____

_____

_____

(End of Page 13)

2019 Telework Frequency

12a. Consider the same two-week time period you used to answer question 10 for **September 2019**. How

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

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

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

12b. Consider the same two-week time period you used to answer question 10 for **September 2019**. How many employees teleworked on a **SITUATIONAL** basis? Note that employees who were counted in a routine frequency category above **may also** be counted towards situational telework if they participate in both forms of telework.

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

(End of Page 14)

13. How many employees conducted remote work during the same two-week **September 2019** period specified in question 10?

❍ Please provide a number: _____

❍ Our agency does not maintain records of remote work

❍ Our records do not permit us to report on remote work separately from other forms of telework

❍ Other. Please describe: _____

(End of Page 15)

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

13.1. Are these remote workers included in your reported telework totals for **September 2019**?

- ❍ Yes
- ❍ No
- ❍ Other. Please describe: _____

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

- ❍ Yes
- ❍ No
- ❍ Other. Please describe: _____

(End of Page 16)

SURVEY ENDS HERE FOR SUBAGENCY RESPONDENTS

Data Collection Methods

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

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

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

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

(End of Page 17)

Telework Goals

Fiscal Year 2020 Goals

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

16. Enter your agency goals for the following categories for **Fiscal Year 2020**. Note that the goal number or percentage in each of the frequency categories (situational, infrequent routine, and frequent routine) **SHOULD NOT** exceed the total participation goal number or percentage.

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

Please remember to only provide ONE response per row. You may enter a number *OR* percentage *OR* not applicable/

no record.

Goals for Fiscal Year 2020	Goal for number of employees teleworking	Goal for percentage of *eligible* employees teleworking (e.g., 14%)	Not applicable/no record
Total participation goal	_____	_____	❑
Situational telework	_____	_____	❑
Infrequent routine telework, that is, 2 or fewer days per two-week period	_____	_____	❑
Frequent routine telework, that is, 3 or more days per two-week period	_____	_____	❑

(End of Page 18)

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

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

_____

_____

_____

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

_____

_____

_____

(End of Page 19)

Meeting Fiscal Year 2019's Participation Goals

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

The following is your agency's reported 2019 participation goal from the last (2018 Data Call.

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

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

Total telework participation:
Frequent routine telework:
Infrequent routine telework:
Situational telework:

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

Total telework participation:
Frequent routine telework:
Infrequent routine telework:
Situational telework:

17. Did you meet your goal(s) for 2019?

- ❍ Yes
- ❍ No
- ❍ Not applicable (no numeric goal provided in 2018 Data Call)

(End of Page 20)

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

17.1. Please explain why you were not able to meet your Fiscal Year 2019 participation goal.

_____

_____

_____

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

_____

_____

_____

(End of Page 21)

Setting and Assessing Telework Outcome Goals

18. Since the last Data Call (2018), has your agency made progress in using telework to further any of the following outcomes? (Mark all that apply)

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

- ❑ Employee recruitment
- ❑ Employee retention
- ❑ Improved employee performance
- ❑ Improved employee attitudes (e.g., job satisfaction)
- ❑ Emergency preparedness
- ❑ Reduced energy use
- ❑ Reduced/avoided real estate costs
- ❑ Reduced commuter miles
- ❑ Other goals
- ❑ Our agency does not use telework to further any specific outcome goals

(End of Page 22)

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

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

(End of Page 23)

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

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

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

(End of Page 24)

Achieving Cost Savings through Telework

20. Since the last (2018) data call, has your agency achieved *cost savings* from implementing or maintaining telework in any of the following areas? (Mark all that apply)

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

(End of Page 25)

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

20.1. Please describe (1) the cost savings in dollar amounts, and (2) where exactly you saved money for each of the responses you checked (e.g., $50,000 saved on office space).

_____

_____

_____

20.2. Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).

_____

_____

_____

(End of Page 26)

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

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

_____

_____

_____

(End of Page 27)

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

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

_____

_____

_____

(End of Page 28)

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

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

_____

_____

_____

(End of Page 29)

Best Practices and Success Stories

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

_____

_____

_____

(End of Page 30)

Agency Management Efforts to Promote Telework

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

22. Consider **Fiscal Year 2019**. Please describe how your agency's management (e.g., agency leadership, TMO, CHCO) **plans, implements, and evaluates** your program to promote the adoption of telework in your agency.

_____

_____

_____

23. In what ways has your agency's management (e.g., agency leadership, TMO, CHCO) promoted your telework program in **Fiscal Year 2019?** (Mark all that apply)

- ❑ Aligns telework with agency strategic goals and mission
- ❑ Advocates telework in agency-wide meetings (e.g., all-hands meetings)

- ❑ Uses telework goal setting and measurement to hold managers accountable
- ❑ Emphasizes telework as part of COOP (continuity of operations plan) events
- ❑ Special telework events (e.g., telework awareness weeks, telework drills)
- ❑ Agency-wide emails of support
- ❑ Signs/posters
- ❑ Other. Please describe: _____
- ❑ Our agency has taken no action to specifically promote telework since the last data call

(End of Page 29)

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

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

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

(End of Page 30)

Submit Survey

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

(End of Page 31)

END OF SURVEY – THANK YOU!

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

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

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

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

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

5312. Positions at level I

Secretary of State.
Secretary of the Treasury.
Secretary of Defense.
Attorney General.
Secretary of the Interior.
Secretary of Agriculture.
Secretary of Commerce.
Secretary of Labor.
Secretary of Health and Human Services.
Secretary of Housing and Urban Development.
Secretary of Transportation.
United States Trade Representative.
Secretary of Energy.
Secretary of Education.
Secretary of Veterans Affairs.
Secretary of Homeland Security.
Director of the Office of Management and Budget.
Commissioner of Social Security, Social Security Administration.
Director of National Drug Control Policy.
Chairman, Board of Governors of the Federal Reserve System.
Director of National Intelligence

Appendix B: Standards for Setting and Evaluating Telework Program Goals

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

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

Tips for Establishing a Goal

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

Characteristics of an Appropriate Goal: Goals should be SMART

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

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

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

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

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

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

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

Example of a Goal and Goal Explanation:

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

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

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

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

Choosing a Time frame

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

Example

We plan to reduce our office space needs by 10% by Fiscal Year 2018. [Clearly articulates goal, is specific, gives a timeframe] This aligns with our mission of efficiently serving the American public by effectively using resources and strategies to limit business costs. [Aligned with mission]

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

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

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

If the pilot is successful, we will move towards an agency-wide effort in Year 3, with roll-out of an agency-wide hoteling program in by the end of Fiscal Year 2017, and we will evaluate again in Year 4 to demonstrate our goal satisfaction of a 10% reduction in office space. [Sets another milestone goal, clearly states how you will achieve it, and explains evaluation, with source of data (amount of office space)]

Choosing a Method for Assessing Your Goal

We assess telework goals to be able to demonstrate that telework caused something good to happen. The key question: How can we prove that telework was the driving force behind the benefits we see? Depending on your

constraints, you may or may not be able to show that telework *caused* the benefits you found, but you can find evidence that supports a connection between telework and your goal. If your costs for the transit benefit went down at the same time telework participation up, for instance, that's a connection.

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

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

Example

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

Appendix C: Calculating Telework Frequency

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

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

The first three categories are subtypes of ROUTINE telework, a type of telework that occurs on a regularly scheduled basis. Because routine telework schedules are often established in an employees' telework agreement, these categories of routine telework are considered to be mutually exclusive. Situational telework, on the other

hand, occurs on an unscheduled or ad hoc basis. It is important to remember, as noted in the question text, that employees may be counted towards both situational and routine telework if they participate in both forms of telework.

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

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

Instances of *ROUTINE* telework by pay period:

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

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

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

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

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

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

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

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

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

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

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

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

Instances of *SITUATIONAL* telework by pay period:

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

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

In summary:

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

Selecting a Metric/Measure

As appropriate, you must describe the measure or metric that you plan to use in your evaluation. *Metrics or measures* capture some characteristic of your telework program (such as size, capacity, quality, quantity, duration, or frequency and associated outcomes (such as employee attitudes, absences, performance, retention, or costs in a standard way so you can make comparisons or statements about your goals.

Examples

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

Finding Sources of Data

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

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

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

For More Information on Evaluation

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

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

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

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

Action Planning

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

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

Example

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

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

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

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

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

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

Action steps:

Actions to be taken	**Key Deliverables**	**Start Date/ End Date**	**Respon-sible Party(ies)**	**Budget, Resources, and Approvals**
Host manager information session on telework and COOP	1. Invitation – 3/21 2. Presentation – 4/7 3. Evaluation tool – 4/14 4. Holding event – 4/21 5. Analysis of feedback – 4/30	March-April 2014 (Target date is April 21)	Telework coordinator	• $0 • Staff time, Facility • TMO approval

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

APPENDIX 4. Detailed Methodology Description

Data for the 2020 Status of Telework in the Federal Government Report to Congress come from the 2019 OPM Telework Data Call and the 2019 Federal Employee Viewpoint Survey. Results from previous Data Calls were also utilized for comparative purposes to illustrate trends for some questions.

Federal Employee Viewpoint Survey

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

The 2019 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 83 agencies participated in the survey effort, from Departments to Large and Small/Independent agencies, across the Federal Government. A total of 615,395 employees responded to the survey, resulting in a response rate of 42.6 percent.

Telework findings reported here result from analysis of existing data. Unlike the Data Call, the FEVS is not administered by the OPM Work-Life office. The methodology employed for the FEVS data collection is made available by its administra-tors in detail elsewhere.[1]

Telework Data Call

Agency data collected through the Telework Data Call (Data Call) is administered directly by OPM Work-Life. Various versions of the Data Call have been issued to Federal agencies since 2001. The Data Call has been revised frequently in response to changes in context and Federal telework policy. The current version of the Data Call instrument was developed to assess changes that agencies made to their telework programs in response to the Telework Enhancement Act of 2010 (the Act), and it is updated as appropriate.

The Data Call Instrument. The Data Call provides the agency perspective through questions that address agency telework eligibility, participation, frequency, methods for gathering telework data, progress in setting and meeting participation and outcome goals, agency management efforts to promote telework, and agency best practices. In addition to these areas that the Act requires to be reported to Congress, Data Calls from 2011 to 2013 contained questions about program implementation to facilitate a comprehensive evaluation of agency progress in meeting the requirements and vision of the Act. Given findings that agencies have largely met the basic implementation requirements of the Act, the 2016 Data Call was considerably streamlined to address the specific reporting requirements of the Act. The 2018 Data Call built on this instrument but was limited to data collection for a single year and added survey items assessing cost savings achieved through telework.

The Data Call represents the agency perspective by collecting both quantitative and qualitative data. Through quantitative data we can estimate, for example, how many employees are teleworking or how many agencies have updated their policies. Quantitative data, however, is limited in its explanatory value and how much contextual perspective it can provide. By also examining qualitative data – such as the open-ended items included in the Data Call – we can gather explanatory data and gain a better understanding of the setting constraints and/or supports in which telework programs are evolving. Changes to the Data Call over time are described in greater detail below.

The instrument used for the 2010 Data Call was based on the 2009 instrument, but it was revised by the Interagency Measurement Advisory group in 2011 to ensure alignment with the 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. This team, comprised of method and subject matter experts, reviewed the question wordings, question structures, response alternatives, and instructions to ensure that the Data Call instrument captured the information needed.

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

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

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

The 2013 Data Call instrument was based on the 2012 version but included the following modifications 1) modified dates and instructions; 2) revised question numbering conventions; 3) updated definitions to enhance clarity and incorporate policy developments; 4) expanded questions on telework goals in response to GAO recommendations in response to the 2012 telework status report; and 5) addition of frequency and participation questions for February 2014 in order to assess the potential impact of disruptive events such as weather-related closures.

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

The 2016 Data Call was based on the 2014-15 instrument, but the survey was limited to single year of data collection. In addition, OPM added questions assessing cost savings achieved through telework programs.

Subsequent Data Call instruments (2017-2019) were identical to the 2016 Data Call, with the exception of an updated requirement to separate remote workers from telework participation counts, where possible.

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

The Act requires OPM to "submit a report addressing telework programs of each Executive agency" to Congress. Executive branch agencies notified to participate in the Data Call were identified in the past using OPM records (lists from OPM Human Capital Officers, OPM statisticians, and previous Data Call administrations) and correspondence with agency points of contact (POCs) for telework.

For the current report, every effort was made to insure that all Executive branch agencies were made aware of the Data Call and provided with the opportunity to submit telework data to OPM. The list used to contact agencies for previous reports was compared to the list of Executive agencies maintained by OPM's statisticians in the Planning and Analysis division, a list regularly updated by OPM. The final frame used to identify participants in the Data Call fairly reflected Executive branch agencies at the time of data collection.

The Act also requires a specified subset of agencies to report participation data at the agency and subagency/component level. Agencies required to report for subagencies provided data for telework participation and frequency questions, as well as a small number of policy questions. Researchers relied upon the list cited in the Act to determine which agencies are required to report at the subagency level. Each agency was contacted several times and asked to provide researchers with an appropriate list of subagencies (subagencies/components may change from year to year as agencies reorganize). Several agencies declined to provide data at the subagency level. Typically, agencies cited not having subagencies as the reason for non-participation at the subagency level.

From a total of 89 agencies that responded to OPM's request for a survey POC, OPM received responses from 86 agencies and 154 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.

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

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

Access to the electronic Call was gained through a unique password assigned to each agency data entry POC. To protect data integrity, only one agency POC was supplied with access to the data entry system. Links to the electronic data entry platform for the Data Call were forwarded to agencies in an email invitation to POCs on November 1, 2019, with an initial deadline December 12, 2019. To maximize participation, the deadline was extended in a few cases. To encourage partici-pation, reminder emails were sent throughout the data collection period.

Data Quality Control. Prior to issuance of the Data Call, OPM provided data POCs access to a short tutorial module for on-demand review. Through this training, agency POCs and others involved in telework data collection were familiarized with the Data Call content. The interactive module focused on telework definitions, instructions for data collection, navigating the online tool, and the importance of data quality to support reporting of valid and reliable telework data.

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

Following the Data Call administration, respondents were given opportunities to check the accuracy of their responses. First, agencies were provided with a review function built into the online platform that allowed them to view and print their responses after submission. Second, the online platform permitted agencies to log in and make revisions to their responses even after they had been submitted prior to the closing date. Third, OPM produced and distributed individual reports for each agency data entry point of contact. Agencies were advised to review and make any necessary correc-tions to these reports. Responses were updated in the database as needed.

OPM also conducted several additional quality checks. Researchers followed standard analysis protocol and checked the resulting database for any outstanding anomalies or possible problems in the dataset using descriptive statistics and frequencies. When any discrepancies, outliers, or other anomalous responses were identified, researchers individually contacted the reporting agency POC to verify and update the data.

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

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

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

Frequency of participation. Computing frequency of participation can be challenging. For example, an employee may report different numbers of telework instances across pay periods due to reporting errors, schedule changes, or other factors. Particularly for routine telework, agencies often find it difficult to assign each employee a single frequency category. OPM discussed several strategies for doing so in the 2019 Data Call training. In addition, as a quality check, researchers computed the sum total of teleworkers in all routine frequency categories and identified cases in which this sum exceeded the total number of teleworkers. Most commonly, these issues were due to confusion about the mutual exclusivity of categories, limitations in the reports provided to agencies by payroll providers, methodological challenges in assigning each employee to a single routine telework category, or limitations in the data structure exported by agency data collection systems.

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

Nevertheless, there are some limitations with respect to the participation and frequency findings that should be considered. Agencies continue to rely upon differing methodologies and data sources when gathering participation and frequency data, including time and attendance systems, counting telework agreements, and surveys of employees. Without a standardized Governmentwide data collection system or trained data collection staffs, the final combined telework participation estimates are unlikely to be completely valid or reliable. In particular, many agencies do not have the capability with their current systems to collect all requested data (e.g., situational telework). As a result, the final participation and frequency numbers may underreport telework with consequences for the reliability of the reported results.

OPM also urges and exercises caution in understanding any practice as a "best practice." While the Act directs OPM to identify and share best practices, lacking the means to adequately analyze and compare practices between agencies, it is best to understand such examples as promising practices. That said, the examples described in this report do represent a snapshot of the strongest examples of agency efforts to promote programs, set goals, and assess outcomes.

Methodological Distinctions between the FEVS and the Data Call

Our understanding of Federal telework is enriched by the unique and important perspectives offered by the FEVS (employee) and Data Call (agency) perspectives. Each resulting dataset addresses important and complementary questions. However, there are differences between the two instruments that drive dissimilarities in findings and make one-to-one comparisons of results inappropriate. These should be considered when interpreting reported findings. In particular, the perspectives represented by the two instruments are very different.

While the Data Call and FEVS overlap somewhat in content, the unique perspective offered by each should be kept in mind. The Data Call represents agency perspectives and represents official records for telework participation. The FEVS provides an important employee perspective, but it is based on individual self-reports and results may differ from official agency records. This difference means that results for the Data Call and FEVS are not directly comparable. In addition, administration timelines differ for the two surveys; the Data Call was administered in November/December 2019, while the FEVS was administered during the previous spring. Finally question wording varies by survey.

APPENDIX 5. List of 2019 Data Call Responding Agencies and Agencies Required under the Act to Participate

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Access Board	Yes	Yes	No	No
Agency for International Development	Yes	Yes	No	No
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	Yes	No	No	No
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Yes	No	No
U.S. Agency for Global Media	Yes	Yes	No	No
Central Intelligence Agency	Yes	Yes	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	No
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	No	No	No
Commodity Futures Trading Commission	Yes	Yes	No	No
Consumer Financial Protection Bureau	Yes	Yes	No	No
Consumer Product Safety Commission	Yes	Yes	No	No
Corporation for National and Community Service	Yes	Yes	No	No
Court Services and Offender Supervision Agency	Yes	Yes	No	No
Defense Nuclear Facilities Safety Board	Yes	Yes	No	No
Denali Commission	Yes	Yes	No	No
Department of Agriculture	Yes	Yes	Yes	Yes
Department of Commerce	Yes	Yes	Yes	Yes
Department of Defense	Yes	Yes	Yes	Yes
Department of Education	Yes	Yes	Yes	Yes
Department of Energy	Yes	Yes	Yes	Yes
Department of Health and Human Services	Yes	Yes	Yes	Yes
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes	Yes
Department of Justice	Yes	Yes	Yes	Yes
Department of Labor	Yes	Yes	Yes	Yes
Department of State	Yes	Yes	Yes	Yes
Department of Transportation	Yes	Yes	Yes	Yes

APPENDIX 5. List of 2019 Data Call Responding Agencies and Agencies Required under the Act to Participate

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Department of Treasury	Yes	Yes	Yes	Yes
Department of Veterans Affairs	Yes	Yes	Yes	No****
Election Assistance Commission	Yes	Yes	No	No
Environmental Protection Agency	Yes	Yes	No	No
Equal Employment Opportunity Commission	Yes	Yes	No	No
Export-Import Bank of the United States	Yes	Yes	No	No
Farm Credit Administration	Yes	Yes	No	No
Farm Credit System Insurance Corporation	Yes	Yes	No	No
Federal Communications Commission	Yes	No	No	No
Federal Deposit Insurance Corporation	Yes	Yes	No	No
Federal Election Commission	Yes	Yes	No	No
Federal Energy Regulatory Commission	Yes***	Yes	No	No
Federal Housing Finance Agency	Yes	Yes	No	No
Federal Labor Relations Authority	Yes	Yes	No	No
Federal Maritime Commission	Yes	Yes	No	No
Federal Mediation and Conciliation Service	Yes	Yes	No	No
Federal Mine Safety and Health Review Commission	Yes	Yes	No	No
Federal Retirement Thrift Investment Board	Yes	Yes	No	No
Federal Trade Commission	Yes	Yes	No	No
General Services Administration	Yes	Yes	No	No
Institute of Museum and Library Services	Yes	Yes	No	No
Inter-American Foundation	Yes	No	No	No
International Boundary and Water Commission	Yes	No	No	No
International Broadcasting Bureau	Yes	No	No	No
Japan-United States Friendship Commission	Yes	Yes	No	No
Marine Mammal Commission	Yes	Yes	No	No
Merit Systems Protection Board	Yes	Yes	No	No
Millennium Challenge Corporation	Yes	Yes	No	No
National Aeronautics and Space Administration	Yes	Yes	No	No
National Archives and Records Administration	Yes	Yes	No	No

APPENDIX 5. List of 2019 Data Call Responding Agencies and Agencies Required under the Act to Participate

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
National Capital Planning Commission	Yes	Yes	No	No
National Council on Disability	Yes	Yes	No	No
National Credit Union Administration	Yes	Yes	No	No
National Endowment for the Arts	Yes	Yes	No	No
National Endowment for the Humanities	Yes	Yes	No	No
National Indian Gaming Commission	Yes	No	No	No
National Labor Relations Board	Yes	Yes	No	No
National Mediation Board	Yes	Yes	No	No
National Science Foundation	Yes	Yes	No	No
National Transportation Safety Board	Yes	Yes	No	No
Nuclear Regulatory Commission	Yes	Yes	No	No
Nuclear Waste Technical Review Board	Yes	Yes	No	No
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	Yes*
Office of National Drug Control Policy (EOP)	No	Yes	No	No
Office of Navajo and Hopi Indian Relocation	Yes	Yes	No	No
Office of Personnel Management	Yes	Yes	No	No
Office of Science and Technology Policy (EOP)	No	Yes	No	No
Office of Special Counsel	Yes	Yes	No	No
Office of the Director of National Intelligence	No	No	Yes	No
Office of the United States Trade Representative (EOP)	No	Yes	No	No
Overseas Private Investment Corporation	Yes	Yes	No	No
Patent and Trademark Office	No**	Yes	No	No
Peace Corps	Yes	Yes	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	No	No
Postal Regulatory Commission	No	Yes	No	No
Privacy and Civil Liberties Oversight Board	Yes	Yes	No	No
Railroad Retirement Board	Yes	Yes	No	No

APPENDIX 5. List of 2019 Data Call Responding Agencies and Agencies Required under the Act to Participate

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Securities and Exchange Commission	Yes	Yes	No	No
Selective Service System	Yes	No	No	No
Small Business Administration	Yes	Yes	No	No
Smithsonian Institution	No	No	No	No
Social Security Administration	Yes	Yes	Yes	No****
Tennessee Valley Authority	Yes	Yes	No	No
Trade and Development Agency	Yes	Yes	No	No
U.S. Commission on Civil Rights	Yes	Yes	No	No
U.S. Interagency Council on Homelessness	No	No	No	No
U.S. International Trade Commission	Yes	Yes	No	No
U.S. Holocaust Memorial Museum	Yes	No	No	No
Commission on Fine Arts	Yes	No	No	No
Office of Federal Housing Enterprise Oversight	Yes	No	No	No
Woodrow Wilson Center	Yes	No	No	No
Board of Governors of the Federal Reserve System	No	No	No	No

*Office of Management and Budget reported voluntarily as a subagency of the Executive Office of the President.

**PTO is a subagency of the Department of Commerce. It traditionally reports separately due to its tradition of being a Federal leader in telework.

***FERC is an independent government agency organized as part of the Department of Energy. Because it is not subject to DoE's policies and oversight, FERC reports separately.

****VA and SSA are listed among agencies required to report at the subagency level. However, they did not do so because they lack subagencies.

APPENDIX 6. List of Responding Subagencies

Agency	Subagency
Department of Agriculture	Departmental Administration (DA/DM)
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)
Department of Agriculture	Food Safety (FS)
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)
Department of Agriculture	Marketing and Regulatory Programs (MRP)
Department of Agriculture	Natural Resources and Environment (NRE)
Department of Agriculture	Office of the Chief Information Officer (OCFO)
Department of Agriculture	Office of the General Counsel (OGC)
Department of Agriculture	Office of Inspector General (OIG)
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)
Department of Agriculture	Research, Education and Economics (REE)
Department of Agriculture	Rural Development (RD)
Department of Commerce	Bureau of Economic Analysis
Department of Commerce	Bureau of Industry and Security
Department of Commerce	Economic Development Administration (EDA)
Department of Commerce	International Trade Administration (ITA)
Department of Commerce	Minority Business Development Agency (MBDA)
Department of Commerce	National Institute of Standards and Technology (NIST)
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)
Department of Commerce	National Technical Information Service (NTIS)
Department of Commerce	National Telecommunications and Information Administration (NTIA)
Department of Commerce	Office of the Inspector General
Department of Commerce	Office of the Secretary
Department of Commerce	U.S. Census Bureau
Department of Defense	Department of Air Force
Department of Defense	Department of Army
Department of Defense	Department of Navy
Department of Defense	Other Department of Defense
Department of Education	Edet-Office of English Language Acquisition (ET)
Department of Education	Federal Student Aid (EN)
Department of Education	Imm Office of Sec of Education (EA)
Department of Education	Institute of Education Sciences (ER)
Department of Education	National Assessment Governing Board (EZ)
Department of Education	Office For Civil Rights (EC)
Department of Education	Office of Career, Technical, and Adult Education (EV)
Department of Education	Office of Communications and Outreach (EO)
Department of Education	Office of Elem and Sec Ed (ES)
Department of Education	Office of Inspector General (EF)
Department of Education	Office of Legislative and Congressional Affairs (EJ)
Department of Education	Office of Finance and Operations (EK)
Department of Education	Office of Planning, Eval and Policy Develop (ED)

Agency	Subagency
Department of Education	Office of Postsecondary Education (EP)
Department of Education	Office of Special Education and Rehab Services (EH)
Department of Education	Office of The Chief Information Officer (EI)
Department of Education	Office of The General Counsel (EG)
Department of Education	Office of The Under Secretary (EE)
Department of Energy	National Nuclear Security Administration
Department of Health and Human Services	Administration for Children and Families
Department of Health and Human Services	Administration on Community Living
Department of Health and Human Services	Agency for Health Care Research and Quality
Department of Health and Human Services	Centers for Disease Control and Prevention
Department of Health and Human Services	Centers for Medicare and Medicaid Services
Department of Health and Human Services	Food and Drug Administration
Department of Health and Human Services	Health Resources and Services Administration
Department of Health and Human Services	Indian Health Service
Department of Health and Human Services	National Institutes of Health
Department of Health and Human Services	Office of the Inspector General
Department of Health and Human Services	Office of the Secretary
Department of Health and Human Services	Office of Medicare Hearings and Appeals
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration
Department of Homeland Security	DHS Headquarters
Department of Homeland Security	Federal Emergency Management Agency
Department of Homeland Security	Federal Law Enforcement Training Center
Department of Homeland Security	National Protection and Programs Directorate
Department of Homeland Security	Transportation Security Administration
Department of Homeland Security	US Citizenship and Immigration Services
Department of Homeland Security	US Coast Guard
Department of Homeland Security	US Customs and Border Protection
Department of Homeland Security	US Immigration and Customs Enforcement
Department of Homeland Security	US Secret Service
Department of Justice	Antitrust Division
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives
Department of Justice	Civil Division
Department of Justice	Civil Rights Division
Department of Justice	Criminal Division
Department of Justice	Drug Enforcement Administration
Department of Justice	Environment and Natural Resources Division
Department of Justice	Federal Bureau of Investigation
Department of Justice	Federal Bureau of Prisons
Department of Justice	Justice Management Division Offices Boards and Divisions
Department of Justice	Office of Justice Programs
Department of Justice	Office of the Inspector General
Department of Justice	Tax Division

Agency	Subagency
Department of Justice	US Marshals Service
Department of Justice	Executive Office for Immigration Review
Department of Justice	Executive Office for the US Attorneys
Department of Labor	Adjudicatory Boards
Department of Labor	Bureau of International Labor Affairs (ILAB)
Department of Labor	Bureau of Labor Statistics (BLS)
Department of Labor	Employee Benefits Security Administration (EBSA)
Department of Labor	Employment and Training Administration (ETA)
Department of Labor	Mine Safety and Health Administration (MSHA)
Department of Labor	Occupational Safety and Health Administration (OSHA)
Department of Labor	Office of Administrative Law Judges (OALJ)
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)
Department of Labor	Office of Disability Employment Policy (ODEP)
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)
Department of Labor	Office of Labor-Management Standards (OLMS)
Department of Labor	Office of Public Affairs (OPA)
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)
Department of Labor	Office of the Assistant Secretary for Policy (ASP)
Department of Labor	Office of the Chief Financial Officer (OCFO)
Department of Labor	Office of the Inspector General (OIG)
Department of Labor	Office of the Secretary (OSEC)
Department of Labor	Office of the Solicitor (SOL)
Department of Labor	Office of Workers' Compensation Programs (OWCP)
Department of Labor	Veterans Employment and Training Services (VETS)
Department of Labor	Wage and Hour Division (WHD)
Department of Labor	Women's Bureau (WB)
Department of State	International Boundary and Water Commission: United States and Mexico
Department of State	International Boundary Commission: United States and Canada
Department of State	International Joint Commission: United States and Canada
Department of the Interior	Bureau of Indian Affairs
Department of the Interior	Bureau of Land Management
Department of the Interior	Bureau of Ocean Energy Management
Department of the Interior	Bureau of Reclamation
Department of the Interior	Bureau of Safety and Environmental Enforcement
Department of the Interior	Fish and Wildlife Service
Department of the Interior	National Park Service
Department of the Interior	Office Natural Resource Revenue
Department of the Interior	Office of Indian Education Programs
Department of the Interior	Office of Surface Mining, Reclamation & Enforcement

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

APPENDIX 7. Agency Telework Participation Data for 2019

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Access Board	24	24	-	-	-	24	100%	100%
Agency for International Development	3,549	2,042	-	-	-	1,840	90%	52%
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	12	-	-	-	12	100%	100%
Central Intelligence Agency	-	-	-	-	-	44	-	-
Chemical Safety and Hazard Investigation Board	30	30	-	-	-	16	53%	-
Commodity Futures Trading Commission	692	692	-	-	-	522	75%	75%
Consumer Financial Protection Bureau	1,424	1,424	-	-	-	1,083	76%	76%
Consumer Product Safety Commission	516	359	-	-	-	264	74%	-
Corporation for National and Community Service	518	498	-	-	-	490	98%	95%
Court Services and Offender Supervision Agency	1,104	1,073	-	-	-	798	74%	72%
Defense Nuclear Facilities Safety Board	89	86	-	-	-	79	92%	89%
Denali Commission	12	12	-	-	-	7	58%	58%
Department of Agriculture	95,166	51,032	-	-	-	30,489	60%	32%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Commerce	39,167	35,000	-	-	-	14,956	43%	38%
Department of Defense	797,534	325,712	-	-	-	143,641	44%	18%
Department of Education	3,706	3,669	2548	69%	69%	-	-	-
Department of Energy	10,550	9,405	-	-	-	5,634	60%	53%
Department of Health and Human Services	79,256	55,823	42886	77%	54%	-	-	-
Department of Homeland Security	211,117	60,846	-	-	-	26,248	43%	12%
Department of Housing and Urban Development	6,958	6,445	-	-	-	5,821	90%	84%
Department of Justice	117,210	39,132	-	-	-	8,349	21%	-
Department of Labor	13,959	13,527	-	-	-	11,117	82%	80%
Department of State	14,560	11,625	-	-	-	5,729	49%	39%
Department of the Interior	66,414	49,168	10691	22%	16%	-	-	-
Department of the Treasury	92,021	48,890	-	-	-	45,914	94%	50%
Department of Transportation	53,776	26,380	-	-	-	19,600	74%	36%
Department of Veterans Affairs	406,020	51,881	-	-	-	37,994	73%	9%
Election Assistance Commission	27	27	-	-	-	27	100%	100%
Environmental Protection Agency	14,470	11,569	-	-	-	11,607	100%	80%
Equal Employment Opportunity Commission	2,021	-	-	-	-	1,688	-	84%
Office of Science and Technology Policy (EOP)	24	24	-	-	-	24	100%	100%
Export-Import Bank of the United States	376	350	-	-	-	305	87%	-

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Farm Credit Administration	308	308	-	-	-	171	56%	56%
Farm Credit System Insurance Corporation	11	11	-	-	-	11	100%	100%
Federal Deposit Insurance Corporation	5,949	5,696	-	-	-	4,878	86%	82%
Federal Election Commission	303	276	-	-	-	216	78%	71%
Federal Energy Regulatory Commission	1,476	1,439	-	-	-	1,265	88%	86%
Federal Housing Finance Agency	617	587	-	-	-	492	84%	80%
Federal Labor Relations Authority	100	98	-	-	-	82	84%	82%
Federal Maritime Commission	115	111	-	-	-	82	74%	-
Federal Mediation and Conciliation Service	223	5	-	-	-	200	4000%	90%
Federal Mine Safety and Health Review Commission	64	64	-	-	-	43	67%	-
Federal Retirement Thrift Investment Board	267	228	187	82%	70%	-	-	-
Federal Trade Commission	1,135	1,091	-	-	-	929	85%	82%
General Services Administration	11,094	10,716	-	-	-	9,646	90%	87%
Institute of Museum and Library Services	58	58	-	-	-	54	93%	93%
Japan-United States Friendship Commission	4	3	-	-	-	3	100%	75%
Marine Mammal Commission	12	12	-	-	-	9	75%	75%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Merit Systems Protection Board	204	165	-	-	-	151	92%	74%
Millennium Challenge Corporation	312	312	-	-	-	284	91%	91%
National Aeronautics and Space Administration	17,629	17,376	-	-	-	6,720	39%	38%
National Archives and Records Administration	2,593	1,091	-	-	-	1,009	92%	39%
National Capital Planning Commission	32	30	-	-	-	30	100%	94%
National Council on Disability	11	9	-	-	-	9	100%	82%
National Credit Union Administration	1,123	513	-	-	-	356	69%	32%
National Endowment for the Arts	-	-	-	-	-	138	-	-
National Endowment for the Humanities	146	125	-	-	-	95	76%	65%
National Labor Relations Board	1,283	1,276	805	63%	63%	-	-	-
National Mediation Board	39	39	-	-	-	28	72%	72%
National Science Foundation	1,503	1,503	-	-	-	1,420	94%	94%
National Transportation Safety Board	394	390	-	-	-	388	99%	98%
Nuclear Regulatory Commission	2,872	2,870	-	-	-	1,850	64%	64%
Nuclear Waste Technical Review Board	18	9	-	-	-	11	122%	61%
Occupational Safety and Health Review Commission	46	46	-	-	-	33	72%	72%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Office of Government Ethics	69	67	-	-	-	58	87%	84%
Office of National Drug Control Policy	65	65	-	-	-	43	66%	66%
Office of Navajo and Hopi Indian Relocation	27	14	-	-	-	1	7%	4%
Office of Personnel Management	2,527	2,088	-	-	-	1,959	94%	-
Office of the United States Trade Representative (EOP)	324	277	-	-	-	253	91%	78%
Overseas Private Investment Corporation	291	279	-	-	-	216	77%	74%
Patent and Trademark Office	12,676	12,183	-	-	-	4,187	34%	33%
Peace Corps	928	927	-	-	-	451	49%	49%
Pension Benefit Guaranty Corporation	916	907	-	-	-	859	95%	94%
Postal Regulatory Commission	69	69	-	-	-	61	88%	88%
Privacy and Civil Liberties Oversight Board	30	26	-	-	-	26	100%	87%
Railroad Retirement Board	812	530	-	-	-	474	89%	58%
Securities and Exchange Commission	4,365	4,319	-	-	-	4,123	95%	94%
Small Business Administration	4,664	-	-	-	-	1,385	-	30%
Social Security Administration	62,661	28,048	-	-	-	25,741	92%	-
Tennessee Valley Authority	10,009	3,567	-	-	-	437	12%	4%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Trade and Development Agency	53	53	-	-	-	52	98%	98%
U.S. AbiliityOne Commission	35	35	-	-	-	35	100%	100%
U.S. Agency for Global Media	1,373	981	358	36%	26%	-	-	-
U.S. Commission on Civil Rights	38	36	-	-	-	29	81%	76%
U.S. International Trade Commission	421	-	-	-	-	333	-	79%
U.S. Office of Special Counsel	144	128	-	-	-	128	100%	89%

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

APPENDIX 8. Agency Telework Frequency Data for 2019

Agency	FY 2019							September 2019						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Access Board	-	-	-	-	-			-	-	-	-	-		
Agency for International Development	745 (21%)	533 (15%)	562 (16%)	1064 (30%)	49 (1%)	*	^	-	-	-	-	-		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12 (100%)	0 (0%)	0 (0%)	-	12 (100%)	*	^	-	-	-	-	-		
Central Intelligence Agency	11 -	-	-	33 -	196 -			-	-	-	-	-		
Chemical Safety and Hazard Investigation Board	3 (10%)	2 (7%)	1 (3%)	10 (33%)	5 (17%)			-	-	-	-	-		
Commodity Futures Trading Commission	221 (32%)	123 (18%)	141 (20%)	141 (20%)	-			-	-	-	-	-		
Consumer Financial Protection Bureau	565 (40%)	300 (21%)	218 (15%)	-	-			-	-	-	-	-		
Consumer Product Safety Commission	0 (0%)	183 (35%)	0 (0%)	234 (45%)	118 (23%)			-	-	-	-	-		
Corporation for National and Community Service	134 (26%)	356 (69%)	-	80 (15%)	120 (23%)	*	^	-	-	-	-	-		
Court Services and Offender Supervision Agency	139 (13%)	456 (41%)	-	664 (60%)	0 (0%)	*		-	-	-	-	-		
Defense Nuclear Facilities Safety Board	10 (11%)	40 (45%)	0 (0%)	64 (72%)	2 (2%)	*	^	-	-	-	-	-		
Denali Commission	-	5 (42%)	-	6 (50%)	0 (0%)			-	-	-	-	-		
Department of Agriculture	1668 (2%)	10074 (11%)	-	18183 (19%)	-			-	-	-	-	-		
Department of Commerce	-	-	-	-	-			-	-	-	-	-		

Agency	FY 2019							September 2019						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Defense	20443 (3%)	27045 (3%)	3994 (1%)	80451 (10%)	-			-	-	-	-	-		
Department of Education	-	-	-	-	-			180 (5%)	1495 (40%)	0 (0%)	873 (24%)	83 (2%)		^
Department of Energy	943 (9%)	1262 (12%)	416 (4%)	4439 (42%)	-			-	-	-	-	-		
Department of Health and Human Services	-	-	-	-	-			20371 (26%)	11718 (15%)	-	13841 (17%)	1610 (2%)	*	^
Department of Homeland Security	9309 (4%)	8896 (4%)	1545 (1%)	6498 (3%)	-			-	-	-	-	-		
Department of Housing and Urban Development	1359 (20%)	1821 (26%)	-	2530 (36%)	-			-	-	-	-	-		
Department of Justice	1646 (1%)	3365 (3%)	186 (<1%)	4013 (3%)	232 (<1%)	*	^	-	-	-	-	-		
Department of Labor	3934 (28%)	3370 (24%)	3813 (27%)	-	-			-	-	-	-	-		
Department of State	-	-	-	-	161 (1%)	*	^	-	-	-	-	-		
Department of the Interior	-	-	-	-	-			3588 (5%)	2271 (3%)	-	4832 (7%)	171 (<1%)		^
Department of the Treasury	28506 (31%)	7407 (8%)	2497 (3%)	11455 (12%)	528 (1%)		^	-	-	-	-	-		
Department of Transportation	8814 (16%)	7101 (13%)	3309 (6%)	2363 (4%)	1221 (2%)		^	-	-	-	-	-		
Department of Veterans Affairs	21619 (5%)	4165 (1%)	239 (<1%)	11971 (3%)	5385 (1%)	*	^	-	-	-	-	-		
Election Assistance Commission	9 (33%)	6 (22%)	0 (0%)	22 (81%)	-			-	-	-	-	-		
Environmental Protection Agency	0 (0%)	0 (0%)	0 (0%)	9691 (67%)	111 (1%)	*	^	-	-	-	-	-		
Equal Employment Opportunity Commission	1160 (57%)	435 (22%)	93 (5%)	200 (10%)	-			-	-	-	-	-		

Agency	FY 2019							September 2019						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Office of Science and Technology Policy (EOP)	-	-	-	24 (100%)	0 (0%)			-	-	-	-	-		
Export-Import Bank of the United States	65 (17%)	210 (56%)	30 (8%)	140 (37%)	5 (1%)	*	^	-	-	-	-	-		
Farm Credit Administration	1 (<1%)	96 (31%)	24 (8%)	75 (24%)	-			-	-	-	-	-		
Farm Credit System Insurance Corporation	0 (0%)	5 (45%)	0 (0%)	10 (91%)	-			-	-	-	-	-		
Federal Deposit Insurance Corporation	569 (10%)	609 (10%)	226 (4%)	4551 (77%)	-			-	-	-	-	-		
Federal Election Commission	126 (42%)	90 (30%)	0 (0%)	216 (71%)	-			-	-	-	-	-		
Federal Energy Regulatory Commission	724 (49%)	316 (21%)	-	1151 (78%)	4 (<1%)			-	-	-	-	-		
Federal Housing Finance Agency	-	-	-	-	-			-	-	-	-	-		
Federal Labor Relations Authority	8 (8%)	60 (60%)	14 (14%)	26 (26%)	1 (1%)	*	^	-	-	-	-	-		
Federal Maritime Commission	11 (10%)	28 (24%)	0 (0%)	82 (71%)	0 (0%)			-	-	-	-	-		
Federal Mediation and Conciliation Service	2 (1%)	23 (10%)	40 (18%)	135 (61%)	1 (<1%)		^	-	-	-	-	-		
Federal Mine Safety and Health Review Commission	6 (9%)	28 (44%)	9 (14%)	29 (45%)	2 (3%)	*		-	-	-	-	-		
Federal Retirement Thrift Investment Board	-	-	-	-	-			123 (46%)	64 (24%)	-	17 (6%)	-		
Federal Trade Commission	133 (12%)	296 (26%)	500 (44%)	929 (82%)	7 (1%)	*	^	-	-	-	-	-		
General Services Administration	6291 (57%)	3041 (27%)	314 (3%)	1360 (12%)	620 (6%)		^	-	-	-	-	-		

Agency	FY 2019							September 2019						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Institute of Museum and Library Services	2 (3%)	37 (64%)	15 (26%)	54 (93%)	-			-	-	-	-	-		
Japan-United States Friendship Commission	0 (0%)	3 (75%)	0 (0%)	3 (75%)	2 (50%)			-	-	-	-	-		
Marine Mammal Commission	1 (8%)	2 (17%)	0 (0%)	6 (50%)	1 (8%)		^	-	-	-	-	-		
Merit Systems Protection Board	62 (30%)	58 (28%)	31 (15%)	31 (15%)	-			-	-	-	-	-		
Millennium Challenge Corporation	48 (15%)	80 (26%)	-	284 (91%)	28 (9%)		^	-	-	-	-	-		
National Aeronautics and Space Administration	915 (5%)	441 (3%)	363 (2%)	5001 (28%)	-			-	-	-	-	-		
National Archives and Records Administration	644 (25%)	184 (7%)	181 (7%)	528 (20%)	39 (2%)	*	^	-	-	-	-	-		
National Capital Planning Commission	2 (6%)	9 (28%)	19 (59%)	30 (94%)	1 (3%)	*		-	-	-	-	-		
National Council on Disability	3 (27%)	4 (36%)	0 (0%)	9 (82%)	0 (0%)			-	-	-	-	-		
National Credit Union Administration	138 (12%)	50 (4%)	0 (0%)	262 (23%)	109 (10%)	*	^	-	-	-	-	-		
National Endowment for the Arts	19 -	50 -	69 -	69 -	-			-	-	-	-	-		
National Endowment for the Humanities	5 (3%)	63 (43%)	27 (18%)	5 (3%)	-			-	-	-	-	-		
National Labor Relations Board	-	-	-	-	-			188 (15%)	509 (40%)	138 (11%)	39 (3%)	3 (<1%)		^
National Mediation Board	12 (31%)	16 (41%)	-	4 (10%)	28 (72%)	*		-	-	-	-	-		
National Science Foundation	383 (25%)	494 (33%)	118 (8%)	1310 (87%)	84 (6%)		^	-	-	-	-	-		

Agency	FY 2019							September 2019						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
National Transportation Safety Board	281 (71%)	68 (17%)	-	116 (29%)	86 (22%)	*	^	-	-	-	-	-		
Nuclear Regulatory Commission	619 (22%)	511 (18%)	0 (0%)	982 (34%)	92 (3%)		^	-	-	-	-	-		
Nuclear Waste Technical Review Board	0 (0%)	1 (6%)	0 (0%)	11 (61%)	11 (61%)			-	-	-	-	-		
Occupational Safety and Health Review Commission	9 (20%)	23 (50%)	0 (0%)	1 (2%)	33 (72%)	*	^	-	-	-	-	-		
Office of Government Ethics	24 (35%)	19 (28%)	0 (0%)	15 (22%)	1 (1%)	*	^	-	-	-	-	-		
Office of National Drug Control Policy	20 (31%)	16 (25%)	7 (11%)	38 (58%)	1 (2%)	*	^	-	-	-	-	-		
Office of Navajo and Hopi Indian Relocation	0 (0%)	0 (0%)	1 (4%)	1 (4%)	1 (4%)			-	-	-	-	-		
Office of Personnel Management	657 (26%)	961 (38%)	314 (12%)	432 (17%)	181 (7%)	*	^	-	-	-	-	-		
Office of the United States Trade Representative (EOP)	2 (1%)	13 (4%)	-	253 (78%)	0 (0%)			-	-	-	-	-		
Overseas Private Investment Corporation	9 (3%)	91 (31%)	-	116 (40%)	-			-	-	-	-	-		
Patent and Trademark Office	3095 (24%)	848 (7%)	0 (0%)	244 (2%)	6897 (54%)		^	-	-	-	-	-		
Peace Corps	88 (9%)	166 (18%)	0 (0%)	279 (30%)	82 (9%)		^	-	-	-	-	-		
Pension Benefit Guaranty Corporation	225 (25%)	284 (31%)	146 (16%)	800 (87%)	13 (1%)	*	^	-	-	-	-	-		
Postal Regulatory Commission	37 (54%)	6 (9%)	0 (0%)	18 (26%)	1 (1%)	*	^	-	-	-	-	-		

Agency	FY 2019							September 2019						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Privacy and Civil Liberties Oversight Board	-	26 (87%)	-	26 (87%)	-			-	-	-	-	-		
Railroad Retirement Board	361 (44%)	61 (8%)	9 (1%)	335 (41%)	2 (<1%)	*	^	-	-	-	-	-		
Securities and Exchange Commission	1777 (41%)	2338 (54%)	0 (0%)	3259 (75%)	227 (5%)	*	^	-	-	-	-	-		
Small Business Administration	-	-	-	1279 (27%)	-			-	-	-	-	-		
Social Security Administration	18270 (29%)	5914 (9%)	438 (1%)	1119 (2%)	182 (<1%)	*	^	-	-	-	-	-		
Tennessee Valley Authority	56 (1%)	16 (<1%)	-	355 (4%)	-			-	-	-	-	-		
Trade and Development Agency	3 (6%)	-	-	52 (98%)	2 (4%)	*	^	-	-	-	-	-		
U.S. AbiliityOne Commission	31 (89%)	0 (0%)	-	3 (9%)	2 (6%)	*	^	-	-	-	-	-		
U.S. Agency for Global Media	-	-	-	-	-			95 (7%)	179 (13%)	84 (6%)	140 (10%)	-		
U.S. Commission on Civil Rights	9 (24%)	6 (16%)	-	14 (37%)	2 (5%)	*	^	-	-	-	-	-		
U.S. International Trade Commission	53 (13%)	85 (20%)	195 (46%)	60 (14%)	4 (1%)		^	-	-	-	-	-		
U.S. Office of Special Counsel	75 (52%)	15 (10%)	10 (7%)	128 (89%)	5 (3%)	*	^	-	-	-	-	-		

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

- Indicates no data provided

** Indicates that remote workers are included in reported telework totals.*

^ Indicates that remote workers include employees whose official duty station has changed to an alternative worksite.

APPENDIX 9. Subagency Telework Participation Data for 2019

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Executive Office of the President	Office of Management and Budget	568	431	-	-	-	431	100%	76%
Department of Agriculture	Departmental Administration (DA/DM)	1,528	1,256	-	-	-	1,256	100%	82%
Department of Agriculture	Farm Production and Conservation (FPAC)	21,411	21,411	-	-	-	8,766	41%	41%
Department of Agriculture	Food Safety (FS)	9,006	1,633	-	-	-	578	35%	6%
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	1,399	1,396	648	46%	46%	-	-	-
Department of Agriculture	Marketing and Regulatory Programs (MRP)	11,304	6,982	6982	100%	62%	-	-	-
Department of Agriculture	Office of Hearings and Appeals (OHA)	76	76	-	-	-	76	100%	100%
Department of Agriculture	Natural Resources and Environment (NRE)	33,322	14,994	5604	37%	17%	-	-	-
Department of Agriculture	Office of the Chief Information Officer (OCFO)	1,066	912	-	-	-	906	99%	85%
Department of Agriculture	Office of the General Counsel (OGC)	231	228	-	-	-	170	75%	74%
Department of Agriculture	Office of Inspector General (OIG)	443	439	436	99%	98%	-	-	-
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	109	109	-	-	-	104	95%	95%
Department of Agriculture	Research, Education and Economics (REE)	8,427	5,785	3835	66%	46%	-	-	-
Department of Agriculture	Rural Development (RD)	4,701	4,210	-	-	-	3,174	75%	68%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Commerce	Bureau of Economic Analysis	488	482	-	-	-	474	98%	97%
Department of Commerce	Bureau of Industry and Security	352	300	-	-	-	166	55%	47%
Department of Commerce	Economic Development Administration (EDA)	195	180	-	-	-	155	86%	79%
Department of Commerce	International Trade Administration (ITA)	1,374	1,275	-	-	-	948	74%	69%
Department of Commerce	Minority Business Development Agency (MBDA)	36	36	-	-	-	32	89%	89%
Department of Commerce	National Institute of Standards and Technology (NIST)	3,342	3,200	-	-	-	1,573	49%	47%
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,403	9,950	-	-	-	5,811	58%	51%
Department of Commerce	National Technical Information Service (NTIS)	57	57	-	-	-	56	98%	98%
Department of Commerce	National Telecommunications and Information Administration (NTIA)	491	485	-	-	-	380	78%	77%
Department of Commerce	Office of the Inspector General	160	160	-	-	-	155	97%	97%
Department of Commerce	Office of the Secretary	844	700	-	-	-	620	89%	73%
Department of Commerce	U.S. Census Bureau	20,426	7,979	-	-	-	4,586	57%	22%
Department of Defense	Department of Air Force	159,177	58,396	-	-	-	13,233	23%	8%
Department of Defense	Department of Army	237,448	107,301	-	-	-	30,611	29%	13%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Defense	Department of Navy	224,536	93,212	-	-	-	45,761	49%	20%
Department of Defense	Other Department of Defense	176,373	66,803	-	-	-	55,626	83%	32%
Department of Education	Edet-Office of English Language Acquisition (ET)	14	14	14	100%	100%	-	-	-
Department of Education	Federal Student Aid (EN)	1,251	1,246	983	79%	79%	-	-	-
Department of Education	Imm Office of Sec of Education (EA)	77	75	33	44%	43%	-	-	-
Department of Education	Institute of Education Sciences (ER)	155	154	132	86%	85%	-	-	-
Department of Education	National Assessment Governing Board (EZ)	35	35	11	31%	31%	-	-	-
Department of Education	Office for Civil Rights (EC)	542	527	373	71%	69%	-	-	-
Department of Education	Office of Career, Technical, and Adult Education (EV)	67	67	40	60%	60%	-	-	-
Department of Education	Office of Communications and Outreach (EO)	86	83	43	52%	50%	-	-	-
Department of Education	Office of Elem and Sec Ed (ES)	248	243	126	52%	51%	-	-	-
Department of Education	Office of Inspector General (EF)	216	212	150	71%	69%	-	-	-
Department of Education	Office of Legis and Congressional Affairs (EJ)	17	16	9	56%	53%	-	-	-
Department of Education	Office of Finance and Operations (EK)	404	392	230	59%	57%	-	-	-
Department of Education	Office of Planning, Eval and Policy Develop (ED)	48	48	32	67%	67%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Education	Office of Postsecondary Education (EP)	158	158	104	66%	66%	-	-	-
Department of Education	Office of Spec Ed and Rehab Serv (EH)	177	176	140	80%	79%	-	-	-
Department of Education	Office of The Chief Information Officer (EI)	84	84	57	68%	68%	-	-	-
Department of Education	Office of The General Counsel (EG)	108	107	63	59%	58%	-	-	-
Department of Education	Office of The Under Secretary (EE)	19	19	5	26%	26%	-	-	-
Department of Energy	National Nuclear Security Administration	2,493	1,959	-	-	-	806	41%	32%
Department of Health and Human Services	Administration for Children and Families	1,244	1,233	789	64%	63%	-	-	-
Department of Health and Human Services	Administration on Community Living	167	160	134	84%	80%	-	-	-
Department of Health and Human Services	Agency for Health Care Research and Quality	258	255	192	75%	74%	-	-	-
Department of Health and Human Services	Centers for Disease Control and Prevention	12,132	10,472	7892	75%	65%	-	-	-
Department of Health and Human Services	Centers for Medicare and Medicaid Services	6,279	6,279	4031	64%	64%	-	-	-
Department of Health and Human Services	Food and Drug Administration	18,000	15,108	12186	81%	68%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Health and Human Services	Health Resources and Services Administration	2,176	2,090	1,629	78%	75%	-	-	-
Department of Health and Human Services	Indian Health Service	13,072	506	506	100%	4%	-	-	-
Department of Health and Human Services	National Institutes of Health	17,793	13,258	10702	81%	60%	-	-	-
Department of Health and Human Services	Office of the Inspector General	1,672	1,665	1211	73%	72%	-	-	-
Department of Health and Human Services	Office of Medicare Hearings and Appeals	1,158	1,139	882	77%	76%	-	-	-
Department of Health and Human Services	Office of the Secretary	4,860	3,213	2372	74%	49%	-	-	-
Department of Homeland Security	DHS Headquarters	4,786	4,786	-	-	-	3,751	78%	78%
Department of Homeland Security	Federal Emergency Management Agency	20,240	11,234	-	-	-	1,752	16%	9%
Department of Homeland Security	Federal Law Enforcement Training Center	1,248	1,252	-	-	-	232	19%	19%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Homeland Security	National Protection and Programs Directorate	3,325	1,981	-	-	-	1,747	88%	53%
Department of Homeland Security	Transportation Security Administration	64,435	2,651	-	-	-	2,313	87%	4%
Department of Homeland Security	US Citizenship and Immigration Services	19,304	19,185	-	-	-	10,526	55%	55%
Department of Homeland Security	US Coast Guard	8,669	8,173	-	-	-	2,212	27%	26%
Department of Homeland Security	US Customs and Border Protection	61,479	10,498	-	-	-	6,256	60%	10%
Department of Homeland Security	US Immigration and Customs Enforcement	20,240	3,293	-	-	-	3,274	99%	16%
Department of Homeland Security	US Secret Service	7,512	5,966	-	-	-	190	3%	3%
Department of Justice	Antitrust Division	592	561	-	-	-	345	61%	58%
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	5,063	2,023	-	-	-	1,526	75%	30%
Department of Justice	Civil Division	1,280	1,266	-	-	-	847	67%	66%
Department of Justice	Civil Rights Division	551	521	-	-	-	354	68%	64%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Justice	Criminal Division	930	930	-	-	-	403	43%	43%
Department of Justice	Drug Enforcement Administration	9,086	4,020	-	-	-	984	24%	11%
Department of Justice	Environment and Natural Resources Division	571	430	187	-	33%	-	-	-
Department of Justice	Federal Bureau of Investigation	36,914	23,340	-	-	-	130	1%	0%
Department of Justice	Federal Bureau of Prisons	35,961	1,716	-	-	-	566	33%	2%
Department of Justice	Justice Management Division Offices Boards and Divisions	2,683	1,238	536	-	20%	-	-	-
Department of Justice	Office of Justice Programs	599	599	-	-	-	605	101%	101%
Department of Justice	Office of the Inspector General	504	504	-	-	-	478	95%	95%
Department of Justice	Tax Division	454	453	111	-	24%	-	-	-
Department of Justice	US Marshals Service	5,364	1,651	-	-	-	910	55%	17%
Department of Justice	Executive Office for Immigration Review	2,015	805	-	-	-	220	27%	11%
Department of Justice	Executive Office for the US Attorneys	11,819	-	-	-	-	981	-	8%
Department of Labor	Adjudicatory Boards	97	99	-	-	-	91	92%	94%
Department of Labor	Bureau of International Labor Affairs (ILAB)	107	114	-	-	-	114	100%	107%
Department of Labor	Bureau of Labor Statistics (BLS)	2,206	2,159	-	-	-	1,966	91%	89%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Labor	Employee Benefits Security Administration (EBSA)	837	819	-	-	-	655	80%	78%
Department of Labor	Employment and Training Administration (ETA)	1,008	972	-	-	-	972	100%	96%
Department of Labor	Mine Safety and Health Administration (MSHA)	1,836	1,794	-	-	-	473	26%	26%
Department of Labor	Occupational Safety and Health Administration (OSHA)	1,868	1,780	-	-	-	1,576	89%	84%
Department of Labor	Office of Administrative Law Judges (OALJ)	150	131	-	-	-	88	67%	59%
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	17	20	-	-	-	3	15%	18%
Department of Labor	Office of Disability Employment Policy (ODEP)	47	51	-	-	-	51	100%	109%
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	470	467	-	-	-	445	95%	95%
Department of Labor	Office of Labor-Management Standards (OLMS)	192	179	-	-	-	157	88%	82%
Department of Labor	Office of Public Affairs (OPA)	56	55	-	-	-	53	96%	95%
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	770	770	-	-	-	716	93%	93%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	45	43	-	-	-	43	100%	96%
Department of Labor	Office of the Chief Financial Officer (OCFO)	88	86	-	-	-	84	98%	95%
Department of Labor	Office of the Inspector General (OIG)	323	322	-	-	-	284	88%	88%
Department of Labor	Office of the Secretary (OSEC)	47	46	-	-	-	42	91%	89%
Department of Labor	Office of the Solicitor (SOL)	659	604	-	-	-	536	89%	81%
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,394	1,284	-	-	-	1,284	100%	92%
Department of Labor	Veterans Employment and Training Services (VETS)	217	217	-	-	-	210	97%	97%
Department of Labor	Wage and Hour Division (WHD)	1,490	1,468	-	-	-	1,238	84%	83%
Department of Labor	Women's Bureau (WB)	35	38	-	-	-	36	95%	103%
Department of State	International Boundary and Water Commission: United States and Mexico	222	-	-	-	-	51	-	23%
Department of State	International Boundary Commission: United States and Canada	8	7	-	-	-	4	57%	50%
Department of State	International Joint Commission: United States and Canada	15	15	-	-	-	15	100%	100%
Department of the Interior	Bureau of Indian Affairs	3,938	1,854	160	9%	4%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of the Interior	Bureau of Land Management	10,479	9,130	1144	13%	11%	-	-	-
Department of the Interior	Bureau of Ocean Energy Management	566	564	263	47%	46%	-	-	-
Department of the Interior	Bureau of Reclamation	5,436	5,095	876	17%	16%	-	-	-
Department of the Interior	Bureau of Safety and Environmental Enforcement	776	772	247	32%	32%	-	-	-
Department of the Interior	Fish and Wildlife Service	8,322	7,853	1762	22%	21%	-	-	-
Department of the Interior	National Park Service	21,116	11,426	1947	17%	9%	-	-	-
Department of the Interior	Office Natural Resource Revenue	604	604	452	75%	75%	-	-	-
Department of the Interior	Office of Indian Ed Programs	3,325	259	8	3%	0%	-	-	-
Department of the Interior	Office of Surface Mining, Reclamation & Enforcement	375	372	151	41%	40%	-	-	-
Department of the Interior	Office of The Inspector General	269	266	183	69%	68%	-	-	-
Department of the Interior	Office of The Sec, IBC	890	889	589	66%	66%	-	-	-
Department of the Interior	Office of The Secretary of The Interior	1,384	1,377	739	54%	53%	-	-	-
Department of the Interior	Office of The Solicitor	434	432	208	48%	48%	208	48%	48%
Department of the Interior	Office of the Special Trustee	413	375	114	30%	28%	-	-	-
Department of the Interior	OS, Asst Sec Indian Affairs	193	184	74	40%	38%	74	40%	38%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of the Interior	U.S. Geological Survey	7,894	7,716	1774	23%	22%	-	-	-
Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,780	574	-	-	-	467	81%	26%
Department of the Treasury	Bureau of the Fiscal Service (BFS)	3,312	2,961	-	-	-	2,632	89%	79%
Department of the Treasury	Departmental Offices	2,131	1,485	-	-	-	1,159	78%	54%
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	278	271	-	-	-	187	69%	67%
Department of the Treasury	Internal Revenue Service (IRS)	75,970	37,433	-	-	-	35,450	95%	47%
Department of the Treasury	IRS Chief Counsel	2,038	1,731	-	-	-	1,448	84%	71%
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	3,626	3,609	-	-	-	3,524	98%	97%
Department of the Treasury	Office of Inspector General (OIG)	149	147	-	-	-	156	106%	105%
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	75	75	-	-	-	67	89%	89%
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	517	479	-	-	-	476	99%	92%
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	743	714	-	-	-	662	93%	89%
Department of the Treasury	U.S. Mint	1,560	558	-	-	-	290	52%	19%
Department of Transportation	Federal Aviation Administration	44,547	18,137	-	-	-	13,712	76%	31%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2019	Percentage of all eligible employees teleworking in Sept. 2019	Percentage of employees teleworking in Sept. 2019	Number of employees teleworking in FY 2019	Percentage of eligible employees teleworking in FY 2019	Percentage of employees teleworking in FY 2019
Department of Transportation	Federal Highway Administration	2,692	2,511	-	-	-	2,004	80%	74%
Department of Transportation	Federal Motor Carrier Safety Administration	1,149	820	-	-	-	531	65%	46%
Department of Transportation	Federal Railroad Administration	916	916	-	-	-	368	40%	40%
Department of Transportation	Federal Transit Administration	565	499	-	-	-	470	94%	83%
Department of Transportation	Maritime Administration	763	588	-	-	-	307	52%	40%
Department of Transportation	National Highway Traffic Safety Administration	593	512	-	-	-	473	92%	80%
Department of Transportation	Office of Inspector General	411	411	-	-	-	372	91%	91%
Department of Transportation	Office of Secretary of Transportation	1,451	1,404	-	-	-	928	66%	64%
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	556	556	-	-	-	423	76%	76%
Department of Transportation	St. Lawrence Seaway Dev Corp	133	26	-	-	-	12	46%	9%

APPENDIX 10. Subagency Telework Frequency Data for 2019

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Executive Office of the President	Office of Management and Budget	26 (5%)	118 (21%)	97 (17%)	146 (26%)	6 (1%)	*	^	-	-	-	-	-		^
Department of Agriculture	Departmental Administration (DA/ DM)	261 (17%)	529 (35%)	0 (0%)	499 (33%)	110 (7%)			-	-	-	-	-		
Department of Agriculture	Farm Production and Conservation (FPAC)	490 (2%)	1007 (5%)	0 (0%)	7269 (34%)	-			-	-	-	-	-		
Department of Agriculture	Food Safety (FS)	20 (0%)	578 (6%)	-	-	-			-	-	-	-	-		
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	-	-	-	-	-			648 (46%)	239 (17%)	0 (0%)	200 (14%)	-		
Department of Agriculture	Marketing and Regulatory Programs (MRP)	-	-	-	-	-			231 (2%)	2974 (26%)	-	2057 (18%)	1210 (11%)		^
Department of Agriculture	Office of Hearings and Appeals (OHA)	51 (67%)	8 (11%)	0 (0%)	17 (22%)	-			-	-	-	-	-		
Department of Agriculture	Natural Resources and Environment (NRE)	-	-	-	-	-			3062 (9%)	36 (<1%)	8643 (26%)	9030 (27%)	-		
Department of Agriculture	Office of the Chief Information Officer (OCFO)	415 (39%)	433 (41%)	-	168 (16%)	-			-	-	-	-	-		
Department of Agriculture	Office of the General Counsel (OGC)	72 (31%)	58 (25%)	0 (0%)	40 (17%)	2 (1%)	*	^	-	-	-	-	-		
Department of Agriculture	Office of Inspector General (OIG)	-	-	-	-	-			39 (9%)	88 (20%)	-	309 (70%)	-		
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	8 (7%)	96 (88%)	-	5 (5%)	3 (3%)	*	^	-	-	-	-	-		
Department of Agriculture	Research, Education and Economics (REE)	-	-	-	-	-			-	1328 (16%)	-	2507 (30%)	37 (<1%)		^
Department of Agriculture	Rural Development (RD)	357 (8%)	1482 (32%)	1335 (28%)	1335 (28%)	-			-	-	-	-	-		

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Commerce	Bureau of Economic Analysis	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Bureau of Industry and Security	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Economic Development Administration (EDA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	International Trade Administration (ITA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Minority Business Development Agency (MBDA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Institute of Standards and Technology (NIST)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Technical Information Service (NTIS)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Telecommunications and Information Administration (NTIA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Office of the Inspector General	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Office of the Secretary	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	U.S. Census Bureau	-	-	-	-	-			-	-	-	-	-		
Department of Defense	Department of Air Force	610 (<1%)	3850 (2%)	311 (<1%)	5089 (3%)	-			-	-	-	-	-		
Department of Defense	Department of Army	2343 (1%)	7062 (3%)	660 (<1%)	16058 (7%)	-			-	-	-	-	-		

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Defense	Department of Navy	3872 (2%)	6880 (3%)	1451 (1%)	34508 (15%)	-			-	-	-	-	-		
Department of Defense	Other Department of Defense	13557 (8%)	9558 (5%)	1558 (1%)	24707 (14%)	-			-	-	-	-	-		
Department of Education	Edet-Office of English Language Acquisition (ET)	-	-	-	-	-			2 (14%)	7 (50%)	0 (0%)	8 (57%)	-		
Department of Education	Federal Student Aid (EN)	-	-	-	-	-			43 (3%)	620 (50%)	0 (0%)	320 (26%)	28 (2%)		^
Department of Education	Imm Office of Sec of Education (EA)	-	-	-	-	-			0 (0%)	20 (26%)	0 (0%)	13 (17%)	2 (3%)		^
Department of Education	Institute of Education Sciences (ER)	-	-	-	-	-			11 (7%)	68 (44%)	0 (0%)	53 (34%)	10 (6%)		^
Department of Education	National Assessment Governing Board (EZ)	-	-	-	-	-			0 (0%)	5 (14%)	0 (0%)	6 (17%)	-		
Department of Education	Office for Civil Rights (EC)	-	-	-	-	-			25 (5%)	187 (35%)	0 (0%)	161 (30%)	10 (2%)		^
Department of Education	Office of Career, Technical, and Adult Education (EV)	-	-	-	-	-			3 (4%)	20 (30%)	0 (0%)	17 (25%)	2 (3%)		^
Department of Education	Office of Communications and Outreach (EO)	-	-	-	-	-			9 (10%)	14 (16%)	0 (0%)	20 (23%)	-		
Department of Education	Office of Elem and Sec Ed (ES)	-	-	-	-	-			8 (3%)	79 (32%)	0 (0%)	39 (16%)	6 (2%)		^
Department of Education	Office of Inspector General (EF)	-	-	-	-	-			38 (18%)	48 (22%)	0 (0%)	64 (30%)	-		
Department of Education	Office of Legis and Congressional Affairs (EJ)	-	-	-	-	-			0 (0%)	8 (47%)	0 (0%)	1 (6%)	-		
Department of Education	Office of Finance and Operations (EK)	-	-	-	-	-			6 (1%)	157 (39%)	0 (0%)	67 (17%)	11 (3%)		^
Department of Education	Office of Planning, Eval and Policy Develop (ED)	-	-	-	-	-			2 (4%)	14 (29%)	0 (0%)	16 (33%)	1 (2%)		^

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Education	Office of Postsecondary Education (EP)	-	-	-	-	-			15 (9%)	62 (39%)	0 (0%)	27 (17%)	7 (4%)		^
Department of Education	Office of Spec Ed and Rehab Serv (EH)	-	-	-	-	-			12 (7%)	110 (62%)	0 (0%)	18 (10%)	1 (1%)		^
Department of Education	Office of The Chief Information Officer (EI)	-	-	-	-	-			5 (6%)	37 (44%)	0 (0%)	15 (18%)	2 (2%)		^
Department of Education	Office of The General Counsel (EG)	-	-	-	-	-			1 (1%)	36 (33%)	0 (0%)	26 (24%)	3 (3%)		^
Department of Education	Office of The Under Secretary (EE)	-	-	-	-	-			0 (0%)	3 (16%)	0 (0%)	2 (11%)	-		
Department of Energy	National Nuclear Security Administration	39 (2%)	221 (9%)	0 (0%)	685 (27%)	7 (<1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Administration for Children and Families	-	-	-	-	-			515 (41%)	274 (22%)	-	299 (24%)	7 (1%)	*	^
Department of Health and Human Services	Administration on Community Living	-	-	-	-	-			78 (47%)	30 (18%)	-	-	2 (1%)	*	^
Department of Health and Human Services	Agency for Health Care Research and Quality	-	-	-	-	-			158 (61%)	34 (13%)	-	49 (19%)	0 (0%)		
Department of Health and Human Services	Centers for Disease Control and Prevention	-	-	-	-	-			4946 (41%)	2945 (24%)	-	1253 (10%)	82 (1%)	*	^
Department of Health and Human Services	Centers for Medicare and Medicaid Services	-	-	-	-	-			3216 (51%)	815 (13%)	-	1780 (28%)	888 (14%)	*	^
Department of Health and Human Services	Food and Drug Administration	-	-	-	-	-			5523 (31%)	1752 (10%)	-	3675 (20%)	272 (2%)	*	^

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Health and Human Services	Health Resources and Services Administration	-	-	-	-	-			1073 (49%)	556 (26%)	-	362 (17%)	114 (5%)	*	^
Department of Health and Human Services	Indian Health Service	-	-	-	-	-			270 (2%)	139 (1%)	-	97 (1%)	125 (1%)	*	^
Department of Health and Human Services	National Institutes of Health	-	-	-	-	-			2214 (12%)	3933 (22%)	-	4541 (26%)	23 (<1%)	*	^
Department of Health and Human Services	Office of the Inspector General	-	-	-	-	-			610 (36%)	102 (6%)	-	499 (30%)	14 (1%)	*	^
Department of Health and Human Services	Office of Medicare Hearings and Appeals	-	-	-	-	-			438 (38%)	180 (16%)	-	244 (21%)	1 (<1%)	*	^
Department of Health and Human Services	Office of the Secretary	-	-	-	-	-			1285 (26%)	732 (15%)	-	921 (19%)	81 (2%)	*	^
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	-	-	-	-	-			8 (2%)	224 (50%)	-	121 (27%)	1 (<1%)	*	^
Department of Homeland Security	DHS Headquarters	1061 (22%)	1443 (30%)	265 (6%)	982 (21%)	-			-	-	-	-	-		
Department of Homeland Security	Federal Emergency Management Agency	518 (3%)	641 (3%)	106 (1%)	487 (2%)	-			-	-	-	-	-		

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Homeland Security	Federal Law Enforcement Training Center	13 (1%)	75 (6%)	19 (2%)	125 (10%)	-			-	-	-	-	-		
Department of Homeland Security	National Protection and Programs Directorate	502 (15%)	724 (22%)	100 (3%)	421 (13%)	-			-	-	-	-	-		
Department of Homeland Security	Transportation Security Administration	556 (1%)	873 (1%)	177 (<1%)	707 (1%)	96 (<1%)	*	^	-	-	-	-	-		
Department of Homeland Security	US Citizenship and Immigration Services	5216 (27%)	2906 (15%)	487 (3%)	1917 (10%)	-			-	-	-	-	-		
Department of Homeland Security	US Coast Guard	761 (9%)	871 (10%)	123 (1%)	457 (5%)	-			-	-	-	-	-		
Department of Homeland Security	US Customs and Border Protection	2518 (4%)	4565 (7%)	-	3950 (6%)	-			-	-	-	-	-		
Department of Homeland Security	US Immigration and Customs Enforcement	661 (3%)	1193 (6%)	192 (1%)	1228 (6%)	-			-	-	-	-	-		
Department of Homeland Security	US Secret Service	21 (<1%)	85 (1%)	12 (<1%)	72 (1%)	-			-	-	-	-	-		
Department of Justice	Antitrust Division	3 (1%)	94 (16%)	0 (0%)	316 (53%)	1 (<1%)	*	^	-	-	-	-	-		
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	180 (4%)	726 (14%)	-	620 (12%)	-			-	-	-	-	-		
Department of Justice	Civil Division	41 (3%)	507 (40%)	-	530 (41%)	60 (5%)			-	-	-	-	-		

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Justice	Civil Rights Division	54 (10%)	175 (32%)	42 (8%)	354 (64%)	8 (1%)	*	^	-	-	-	-	-		
Department of Justice	Criminal Division	10 (1%)	325 (35%)	30 (3%)	38 (4%)	11 (1%)			-	-	-	-	-		
Department of Justice	Drug Enforcement Administration	53 (1%)	447 (5%)	-	302 (3%)	25 (<1%)	*	^	-	-	-	-	-		
Department of Justice	Environment and Natural Resources Division	-	-	-	-	-			6 (1%)	125 (22%)	-	55 (10%)	-		
Department of Justice	Federal Bureau of Investigation	23 (<1%)	-	-	107 (<1%)	-			-	-	-	-	-		
Department of Justice	Federal Bureau of Prisons	178 (<1%)	359 (1%)	-	29 (<1%)	-			-	-	-	-	-		
Department of Justice	Justice Management Division Offices Boards and Divisions	-	-	-	-	-			238 (9%)	330 (12%)	287 (11%)	319 (12%)	-		
Department of Justice	Office of Justice Programs	424 (71%)	90 (15%)	91 (15%)	605 (101%)	17 (3%)	*	^	-	-	-	-	-		
Department of Justice	Office of the Inspector General	-	-	-	-	-			-	-	-	-	-		
Department of Justice	Tax Division	-	-	-	-	-			2 (<1%)	48 (11%)	-	60 (13%)	0 (0%)		
Department of Justice	US Marshals Service	598 (11%)	289 (5%)	23 (<1%)	375 (7%)	15 (<1%)	*	^	-	-	-	-	-		
Department of Justice	Executive Office for Immigration Review	101 (5%)	113 (6%)	-	-	-			-	-	-	-	-		
Department of Justice	Executive Office for the US Attorneys	82 (1%)	353 (3%)	-	737 (6%)	40 (<1%)			-	-	-	-	-		
Department of Labor	Adjudicatory Boards	26 (27%)	33 (34%)	32 (33%)	-	-			-	-	-	-	-		
Department of Labor	Bureau of International Labor Affairs (ILAB)	13 (12%)	43 (40%)	58 (54%)	-	-			-	-	-	-	-		

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Labor	Bureau of Labor Statistics (BLS)	837 (38%)	630 (29%)	499 (23%)	-	-			-	-	-	-	-		
Department of Labor	Employee Benefits Security Administration (EBSA)	168 (20%)	193 (23%)	294 (35%)	-	-			-	-	-	-	-		
Department of Labor	Employment and Training Administration (ETA)	486 (48%)	276 (27%)	210 (21%)	-	-			-	-	-	-	-		
Department of Labor	Mine Safety and Health Administration (MSHA)	68 (4%)	125 (7%)	280 (15%)	-	-			-	-	-	-	-		
Department of Labor	Occupational Safety and Health Administration (OSHA)	307 (16%)	490 (26%)	779 (42%)	-	-			-	-	-	-	-		
Department of Labor	Office of Administrative Law Judges (OALJ)	25 (17%)	30 (20%)	33 (22%)	-	-			-	-	-	-	-		
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	-	1 (6%)	2 (12%)	-	-			-	-	-	-	-		
Department of Labor	Office of Disability Employment Policy (ODEP)	16 (34%)	21 (45%)	14 (30%)	-	-			-	-	-	-	-		
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	210 (45%)	107 (23%)	128 (27%)	-	-			-	-	-	-	-		
Department of Labor	Office of Labor-Management Standards (OLMS)	49 (26%)	42 (22%)	66 (34%)	-	-			-	-	-	-	-		
Department of Labor	Office of Public Affairs (OPA)	14 (25%)	16 (29%)	23 (41%)	-	-			-	-	-	-	-		
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	199 (26%)	297 (39%)	220 (29%)	-	-			-	-	-	-	-		

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	4 (9%)	5 (11%)	34 (76%)	-	-			-	-	-	-	-		
Department of Labor	Office of the Chief Financial Officer (OCFO)	25 (28%)	29 (33%)	30 (34%)	-	-			-	-	-	-	-		
Department of Labor	Office of the Inspector General (OIG)	103 (32%)	64 (20%)	117 (36%)	-	-			-	-	-	-	-		
Department of Labor	Office of the Secretary (OSEC)	8 (17%)	11 (23%)	23 (49%)	-	-			-	-	-	-	-		
Department of Labor	Office of the Solicitor (SOL)	123 (19%)	205 (31%)	208 (32%)	-	-			-	-	-	-	-		
Department of Labor	Office of Workers' Compensation Programs (OWCP)	772 (55%)	323 (23%)	189 (14%)	-	-			-	-	-	-	-		
Department of Labor	Veterans Employment and Training Services (VETS)	81 (37%)	76 (35%)	53 (24%)	-	-			-	-	-	-	-		
Department of Labor	Wage and Hour Division (WHD)	386 (26%)	343 (23%)	509 (34%)	-	-			-	-	-	-	-		
Department of Labor	Women's Bureau (WB)	14 (40%)	10 (29%)	12 (34%)	-	-			-	-	-	-	-		
Department of State	International Boundary and Water Commission: United States and Mexico	5 (2%)	5 (2%)	-	35 (16%)	1 (<1%)	*	^	-	-	-	-	-		
Department of State	International Boundary Commission: United States and Canada	0 (0%)	2 (25%)	0 (0%)	6 (75%)	-			-	-	-	-	-		
Department of State	International Joint Commission: United States and Canada	0 (0%)	5 (33%)	10 (67%)	2 (13%)	-			-	-	-	-	-		
Department of the Interior	Bureau of Indian Affairs	-	-	-	-	-			54 (1%)	29 (1%)	-	77 (2%)	0 (0%)		

Department	Subagency	FY 2019					September 2019					
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers	
Department of the Interior	Bureau of Land Management	-	-	-	-	-	313 (3%)	216 (2%)	-	615 (6%)	615 (6%)	^
Department of the Interior	Bureau of Ocean Energy Management	-	-	-	-	-	80 (14%)	81 (14%)	-	102 (18%)	3 (1%)	
Department of the Interior	Bureau of Reclamation	-	-	-	-	-	168 (3%)	209 (4%)	-	499 (9%)	11 (<1%)	^
Department of the Interior	Bureau of Safety and Environmental Enforcement	-	-	-	-	-	88 (11%)	101 (13%)	-	58 (7%)	171 (22%)	^
Department of the Interior	Fish and Wildlife Service	-	-	-	-	-	568 (7%)	373 (4%)	-	821 (10%)	0 (0%)	
Department of the Interior	National Park Service	-	-	-	-	-	572 (3%)	409 (2%)	-	966 (5%)	25 (<1%)	^
Department of the Interior	Office Natural Resource Revenue	-	-	-	-	-	273 (45%)	98 (16%)	-	81 (13%)	88 (15%)	^
Department of the Interior	Office of Indian Ed Programs	-	-	-	-	-	4 (<1%)	3 (<1%)	-	1 (<1%)	0 (0%)	
Department of the Interior	Office of Surface Mining, Reclamation & Enforcement	-	-	-	-	-	49 (13%)	31 (8%)	-	71 (19%)	2 (1%)	^
Department of the Interior	Office of The Inspector General	-	-	-	-	-	77 (29%)	33 (12%)	-	73 (27%)	2 (1%)	^
Department of the Interior	Office of The Sec, IBC	-	-	-	-	-	296 (33%)	106 (12%)	-	187 (21%)	2 (<1%)	^
Department of the Interior	Office of The Secretary of The Interior	-	-	-	-	-	355 (26%)	141 (10%)	-	243 (18%)	26 (2%)	^
Department of the Interior	Office of The Solicitor	-	-	-	-	-	48 (11%)	41 (9%)	-	119 (27%)	4 (1%)	^
Department of the Interior	Office of the Special Trustee	-	-	-	-	-	55 (13%)	21 (5%)	-	38 (9%)	1 (<1%)	^
Department of the Interior	OS, Asst Sec Indian Affairs	-	-	-	-	-	43 (22%)	13 (7%)	-	18 (9%)	1 (1%)	^

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of the Interior	U.S. Geological Survey	-	-	-	-	-			545 (7%)	366 (5%)	-	863 (11%)	0 (0%)		
Department of the Treasury	Bureau of Engraving & Printing (BEP)	163 (9%)	172 (10%)	149 (8%)	149 (8%)	5 (<1%)			-	-	-	-	-		
Department of the Treasury	Bureau of the Fiscal Service (BFS)	1940 (59%)	692 (21%)	-	688 (21%)	11 (<1%)	*	^	-	-	-	-	-		
Department of the Treasury	Departmental Offices	782 (37%)	269 (13%)	-	691 (32%)	-			-	-	-	-	-		
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	42 (15%)	98 (35%)	24 (9%)	117 (42%)	-			-	-	-	-	-		
Department of the Treasury	Internal Revenue Service (IRS)	24104 (32%)	5254 (7%)	2088 (3%)	8251 (11%)	490 (1%)			-	-	-	-	-		
Department of the Treasury	IRS Chief Counsel	446 (22%)	351 (17%)	283 (14%)	1002 (49%)	-			-	-	-	-	-		
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	181 (5%)	339 (9%)	51 (1%)	3426 (94%)	-			-	-	-	-	-		
Department of the Treasury	Office of Inspector General (OIG)	32 (21%)	116 (78%)	-	96 (64%)	-			-	-	-	-	-		
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	5 (7%)	30 (40%)	32 (43%)	61 (81%)	0 (0%)			-	-	-	-	-		
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	362 (70%)	85 (16%)	19 (4%)	102 (20%)	83 (16%)	*	^	-	-	-	-	-		
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	380 (51%)	81 (11%)	-	210 (28%)	16 (2%)			-	-	-	-	-		
Department of the Treasury	U.S. Mint	101 (6%)	36 (2%)	-	184 (12%)	6 (<1%)	*	^	-	-	-	-	-		
Department of Transportation	Federal Aviation Administration	7344 (16%)	4542 (10%)	1826 (4%)	1826 (4%)	-			-	-	-	-	-		

Department	Subagency	FY 2019							September 2019						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Transportation	Federal Highway Administration	288 (11%)	754 (28%)	896 (33%)	66 (2%)	143 (5%)			-	-	-	-	-		
Department of Transportation	Federal Motor Carrier Safety Administration	0 (0%)	531 (46%)	0 (0%)	0 (0%)	511 (44%)			-	-	-	-	-		
Department of Transportation	Federal Railroad Administration	14 (2%)	207 (23%)	133 (15%)	14 (2%)	425 (46%)			-	-	-	-	-		
Department of Transportation	Federal Transit Administration	196 (35%)	250 (44%)	24 (4%)	3 (1%)	-			-	-	-	-	-		
Department of Transportation	Maritime Administration	269 (35%)	15 (2%)	23 (3%)	158 (21%)	-			-	-	-	-	-		
Department of Transportation	National Highway Traffic Safety Administration	39 (7%)	252 (42%)	136 (23%)	46 (8%)	-			-	-	-	-	-		
Department of Transportation	Office of Inspector General	199 (48%)	80 (19%)	0 (0%)	93 (23%)	11 (3%)			-	-	-	-	-		
Department of Transportation	Office of Secretary of Transportation	273 (19%)	316 (22%)	198 (14%)	141 (10%)	38 (3%)			-	-	-	-	-		
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	190 (34%)	151 (27%)	72 (13%)	10 (2%)	92 (17%)			-	-	-	-	-		
Department of Transportation	St. Lawrence Seaway Dev Corp	2 (2%)	3 (2%)	1 (1%)	6 (5%)	1 (1%)			-	-	-	-	-		

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

- Indicates no data provided

** Indicates that remote workers are included in reported telework totals.*

^ Indicates that remote workers include employees whose official duty station has changed to an alternative worksite.

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

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
Access Board	No		
Agency for International Development	No		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	No		
Central Intelligence Agency	Yes	Although there was a decrease in traditional telework from home during this period, we have emphasized telework centers and solidified our regulations on remote work. As assignments conclude, officers are reassigned to other positions which may not be conducive to telework. Of note, both the utilization of flexible work centers and remote work has increased in FY 2019.	
Chemical Safety and Hazard Investigation Board		We had a significant amount of employees exit the agency in 2019. The remaining staff were mostly employees that either did not telework on a regular basis or teleworked periodically.	
Commodity Futures Trading Commission	Yes	Employees left agency or rescinded agreement	
Consumer Financial Protection Bureau	No		
Consumer Product Safety Commission	Yes	Increase participation for weather emergencies and COOP; Increased interest for traffic congestion and work life balance	
Corporation for National and Community Service	No	CNCS is currently in the process of regionalizing departs. we have had a number of departures since 2019 began.	
Court Services and Offender Supervision Agency	Yes		
Defense Nuclear Facilities Safety Board	No		

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
Denali Commission	Yes	New management updated telework policies to benefit employees.	
Department of Agriculture	Yes	USDA continues to transition pre and post telework eligibility requirements for both non-business unit and business unit employees. USDA has also experienced a decrease in total number of employees for the reporting year.	
Department of Commerce	No		
Department of Defense	Yes	Increase due to the number of employees now eligible for situational telework as a result of DoD COOP.	
Department of Education	No		
Department of Energy	Yes		The increase in participation can be contributed to the increase in awareness and utilization of the telework program throughout the Department. Announcements and notices to employees on the proper way to record telework hours in the time and attendance system was an additional contributor.
Department of Health and Human Services	No		

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
Department of Homeland Security	Yes	With the volunteer surge capacity deployed to the border, this led to a lower telework participation level overall. TSA is in the process of significant changes in the organizational business model, structure, and realignment of divisions, branches, programs, and staff. Due to these changes, managers and staff report to the office to become acclimated to work and management styles, new duties, roles and responsibilities.	
Department of Housing and Urban Development	No	HUD experienced a slight decrease in telework participation during FY19 due to employees leaving and employees opting not to telework any longer.	
Department of Justice	Yes	Decrease in staffing levels resulting in decrease in staff utilizing telework; sub-agency offered voluntary separation and retirement incentives for reduction in workforce, which resulted in decrease in staff utilizing telework.	
Department of Labor	No		
Department of State	No		
Department of the Interior	No		
Department of the Treasury			
Department of Transportation	No		
Department of Veterans Affairs	Yes	The positive increase in telework participation is due to the Office of the Chief Human Capital Officer, Worklife and Benefits Service conducting quarterly telework conference calls and providing training on how to properly code telework.	
Election Assistance Commission	Yes	We are small so when we have vacancies or staff augmentation, the numbers change significantly.	

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
Environmental Protection Agency	No		
Equal Employment Opportunity Commission	Yes	The Agency experienced a shift in priorities across multiple disciplines throughout the Agency; particularly in our field offices, that required modifications in the administration and use of telework.	
Office of Science and Technology Policy (EOP)	No		
Export-Import Bank of the United States	Yes		
Farm Credit Administration	Yes	The total number of employees in FY 2019 that participated was higher this FY than last FY due to a combination of new employees onboarding at FCA and employees doing a better job of reporting their telework status in the time and attendance system.	
Farm Credit System Insurance Corporation	No		
Federal Deposit Insurance Corporation	No		
Federal Election Commission	No		
Federal Energy Regulatory Commission	No		
Federal Housing Finance Agency	No		
Federal Labor Relations Authority	No		
Federal Maritime Commission	Yes	Continued acceptance of the agency Telework Program by both leadership and employees. Agency employees were issued laptops in 2019, which created an additional opportunity for employees to telework. Also, a more streamlined approach to gathering telework data.	

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
Federal Mediation and Conciliation Service	No		
Federal Mine Safety and Health Review Commission		The Commission instituted agency wide Telework policy and Alternate Work Schedule (AWS) updates to comply with guidance from OPM and to promote compliant use of Telework resources.	
Federal Retirement Thrift Investment Board	No		
Federal Trade Commission	No		
General Services Administration	No		
Institute of Museum and Library Services			
Japan-United States Friendship Commission	No		
Marine Mammal Commission	Yes	The Marine Mammal Commission has only 12 employees, so a small increase of two employees results in a large percentage change. We hired one employee in FY19, so that was an increase of one employee who teleworked. One employee began teleworking in FY19.	
Merit Systems Protection Board	Yes	The agency was able to better track employees that are teleworking.	
Millennium Challenge Corporation	No		

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
National Aeronautics and Space Administration		NASA continues to encourage telework participation to allow employees flexibility in the workplace. The Flex Friday program (telework from home) combined with a flexible work schedule implemented at Centers increased telework participation.	
National Archives and Records Administration	No		
National Capital Planning Commission	No		
National Council on Disability	Yes	Increase in eligible FTE's.	
National Credit Union Administration	Yes	NCUA allowed additional telework during the re-organization that occurred during 2018. In 2017 NCUA's total telework was 357, so we are back in-line with the historical number of teleworkers.	
National Endowment for the Arts	No		
National Endowment for the Humanities	No		
National Labor Relations Board	No		
National Mediation Board	No	The National Mediation Board (NMB) has several separations and one retirement. Additionally. the NMB had several new hires.	
National Science Foundation	No		
National Transportation Safety Board	No		
Nuclear Regulatory Commission	No		
Nuclear Waste Technical Review Board	No		
Occupational Safety and Health Review Commission	No		
Office of Government Ethics	No		

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
Office of National Drug Control Policy	Yes	ONDCP has focused on making clear the various acceptable and appropriate uses of telework, emphasizing ways in which telework can increase flexibility within work schedules so that staff are able to leverage appropriate telework in order to increase efficiency, productivity and morale within individual agency components. Additionally, ONDCP has continued to stress the importance of employees listing telework hours on their timesheets--including mention that this is a legislative requirement. These efforts have culminated in a recent revision/update of ONDCP's Telework Policy. Thanks to these complementary efforts, use of ONDCP's Telework Program is up this year.	
Office of Navajo and Hopi Indian Relocation	No		
Office of Personnel Management	Yes	Due to the transfer of function of OPM's background investigations function to the Department of Defense OPM's workforce population has drastically dropped since the 2018 Telework Data Call. Thus, significantly impacting the number of telework participants in 2019.	
Office of the United States Trade Representative (EOP)		Between FY 2018 and FY 2019 the numbers for telework participation increased for a couple of reasons. USTR underwent a major overhaul of the existing telework program and employees were required to complete OPM's telework training and update their telework agreements to be telework ready in situations where the federal government cannot operate under normal procedures as determined by OPM. Previously, staff didn't have approved telework agreements in place. USTR also increased staffing numbers during FY 2019.	
Overseas Private Investment Corporation	Yes	In 2019, OPIC had more eligible employees. The % of workers taking advantage of the benefit compared to eligible was 77% in both 2018 and 2019.	

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
Patent and Trademark Office	Yes	Between FY 18-FY 19 participation in remote work increased by 549 employees (the change in overall telework participation from 2018-2019 was 558). The likelihood is that this increase represents 549 employees who may have previously been in a telework program but may not have qualified for remote work in 2018.	
Peace Corps	Yes	The agency has made significant efforts to ensure that all teleworks are providing proper documentation to Human Resources in order to be telework ready.	
Pension Benefit Guaranty Corporation	No		
Postal Regulatory Commission	No		
Privacy and Civil Liberties Oversight Board	Yes	The PCLOB staffed up after a long period without a Chairman or quorum.	
Railroad Retirement Board	No		
Securities and Exchange Commission	No		
Small Business Administration	Yes	The Agency's positive percent change in FY 2019 is due to employees returning to their established telework schedules. In FY 2018, there was a decrease in participation due to increased employees volunteering to support SBA's hurricane recovery disaster assistance mission.	
Social Security Administration	No		
Tennessee Valley Authority	No		
Trade and Development Agency	No		
U.S. AbilityOne Commission	Yes	Hired new employees	
U.S. Agency for Global Media	No		

Agency	More than 10% increase or decrease from 2018 to 2019?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2018 and FY 2019	Comparison Between September 2018 and September 2019
U.S. Commission on Civil Rights	Yes		
U.S. International Trade Commission	No		
U.S. Office of Special Counsel	No		

Note: Response not required for changes smaller than +/- 10 percent .

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

Agency	Consider Fiscal Year 2019. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Access Board	The Access Board Management has adopted 100% telework for all employees.
Agency for International Development	USAID's TMO will continue utilizing Agency Notices to communicate new and changing telework information, along with continuing to incorporate interactive/in-person telework training sessions to all Agency employees. Also, the TMO will have Telework Coordinators identified for each Bureau/Office as the first point of contact for employees with telework-related questions and concerns. The TMO will continue to review/update the Telework Coordinators on an annual basis.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	The TMO gets feedback from supervisors on how remote duty is working. This includes if staff is easily reachable and work is completed in a timely manner. No problems have been reported thus far.
Central Intelligence Agency	Management continues to promote telework options, where feasible, particularly in the use of flexible work centers. The telework centers have computers and printers that are available on a first come, first served basis. They are open 24 hours a day, seven days a week. The telework centers have over 60 desks in the greater Washington D.C. area that a large number of employees, on an ad-hoc basis, utilize - Tracking indicates approximately 1543 separate system accesses per week at the flexible work centers. This is a significant increase from last year where tracking indicated approximately 1300 separate system accesses per week.
Chemical Safety and Hazard Investigation Board	Our agency's telework program allows for maximum flexibility (up to 4 days/pay period). Managers encourage employees to telework on a routine basis or when special circumstances arise and it's beneficial for both the employee and the agency.
Commodity Futures Trading Commission	Management and employees are incorporating and accommodating teleworking employees more in meetings and town halls.
Consumer Financial Protection Bureau	Agency leadership routinely urges managers to ensure that employees are aware of telework as an option. All managers are required to attend Supervisory Development training where they learn about the details of the telework program and best practices for using telework within their teams. Managers meet with their teams to develop telework norms within their office to ensure that telework remains an effective tool to support employee work-life balance by reducing commute time and accommodating personal circumstances.
Consumer Product Safety Commission	We have revised our Telework policy and allow for additional days of telework. We have completed a full reassessment of all of our positions for telework eligibility. We will assess efforts and measure effectiveness of the program.
Corporation for National and Community Service	Telework and our maxi flex schedule is a key advantage, new employees are always impressed about. We have senior staff who take advantage of telework very often.

Agency	Consider Fiscal Year 2019. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Court Services and Offender Supervision Agency	The Agency's leadership fully supports and promotes the telework program. While ensuring that the needs of our customers are the priority (e.g., most positions at CSOSA involve face-to-face interactions with the public), the Agency continues to explore emerging technologies, space-saving methods, and other flexibilities, to maximize the program where possible. Specifically, in 2019, both CSOSA and PSA continued to invest in mobile technology (such as laptops and smartphones) to ensure employees are readily available and able to work effectively at numerous sites. The Agency continues to utilize a hoteling program to save physical space in organizations that feature frequent routine telework. The Associate Director of Human Resources and TMO meet on at least a monthly basis to review the status of the telework program. Both CSOSA and PSA continue to promote the program wherever it would be beneficial to fulfilling our critical public safety missions and are continually considering innovative ways to evaluate the program's effectiveness.
Defense Nuclear Facilities Safety Board	The DNFSB has successfully planned and implemented a robust telework program. A recent change to allow employees to routinely telework two days per week (instead of one day per week) has been well received. In addition, the agency's telework procedures now include a requirement to evaluate its program through annual internal audits. Further, the DNFSB improved procedures relating to (1) employee and supervisory telework training and (2) tracking telework participation. These procedural changes will enable management to better evaluate the effectiveness of the telework program.
Denali Commission	By updating the telework policy and COOP plan.
Department of Agriculture	N/A
Department of Commerce	We are constantly updating the Department's telework policy. We score well on the FEVS regarding our telework policy -- at least 80% favorable.
Department of Defense	Telework promotion and usage is tracked as part of the DoD Human Capital Operating Plan, as implemented by the CHCO. Every quarter telework usage is tracked to ensure that we meet our goal for the fiscal year. HR professionals routinely work with leadership to assist in developing appropriate telework plans when advising on different management and employee relation issues and concerns. Leadership implements the telework program by following agency telework policies and procedures, to include ensuring telework agreements are appropriately reviewed by the sub-agencies. Overall, eligible employees are encouraged to telework if they so choose, to allow for greater flexibility and increased quality of work life.
Department of Education	Our TMO will continue to work with all levels of management to promote telework. Over the past two years, we began a major initiative to improve the workplace at the Department of Education by building greater employee performance, employee engagement and productivity through technology enhancements and innovative space designs.
Department of Energy	The CHCO's office meets with approximately 50 Telework Coordinators throughout the Department on a quarterly basis to discuss the program and evaluate barriers to teleworking.
Department of Health and Human Services	Leadership promotes the Agency's telework program primarily during continuity of operations situations. If there is a potential for a building closure, leadership sends out a notification to alert eligible employees that telework is available.

Agency	Consider Fiscal Year 2019. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Homeland Security	In FY 2019, CBP used the following methods to promote the CBP telework program: Finalizing the draft Telework Policy Directive to reflect the current information related to the Telework Enhancement Act of 2010, OPM guidance and the DHS Telework policies. In the interim, CBP has published announcements, implemented best practices and disseminating information via the quarterly Telework Program Coordinator meetings, HRM newsletters, and posting updates on the Telework Program SharePoint site. CBP has included new definitions to the CBP directive including Federal closures, delayed arrival, early departure, etc. CBP is working to host Telework Program webinars and briefings to increase supervisors and manager's engagement knowledge and support for more telework agreements that should increase employee participation. CBP has plans to solicit program offices to develop a CBP telework program scenario document that will convey "real time" situations/concerns/issues in the agency and to ensure that the program is administered consistently across the Agency. In USSS the agency's management is updated regularly regarding the number of employees teleworking. The information includes the number of employees who are law enforcement, administrative, which employees are supervisors and the number of employees who have core telework schedules as well as those who telework situationally. The Performance Management and Employee Relations Division updates the telework policy as needed and also sends out official messages regarding telework during hazardous weather.
Department of Housing and Urban Development	The agency reviews the Data Call results and other reports (such as Federal Employee Viewpoint Survey) to evaluate the effectiveness of the program to promote the adoption of telework in the agency. The agency's management also includes Telework in the HCOP and Ops Plans and monitors the action items in each report throughout the year.
Department of Justice	Managers are required to complete Telework Training for Managers and they are also responsible for ensuring that eligible telework employees are on a telework agreement and that telework is properly recorded on time and attendance records.
Department of Labor	Telework utilization measures and milestones are included in operating plans. Department-wide telework utilization is monitored quarterly.
Department of State	The Bureau of Human Resources has made employee and family-friendly policies a top priority, including promoting telework, and we share this commitment regularly with all Department leaders. We recognize this requires a culture shift within our Department to make this a reality. As previously described, the Office of Employee Relations regularly promotes workplace flexibilities to all Department employees. Due to system limitations, we do not currently have program evaluation methods in place to assess our telework program. However, as mentioned in question 20.3, the Office of Employee Relations will collaborate with OPM in evaluating the costs and the benefits of employee participation in work life programs.

Agency	Consider Fiscal Year 2019. 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 the Treasury	Treasury continues to advance its Telework Program by making improvements to data capture systems, revising/updating telework policies and meeting the OPM requirement to transmit telework data to our payroll provider as part of a federal wide initiative to automate telework data collection. Treasury bureaus leverage technology to manage their programs using automated telework management systems to extract data, provide reports for analysis, enhance policy compliance and provide an interface for employees and managers. Use of electronic telework agreements and the capability to submit telework requests/changes/updates fully support records management practices and improves the integrity of the telework data. In addition, telework is also strategically used to support real estate reductions. In FY19, Treasury reported real estate savings of more than $4.3 million from two contributing bureaus. The Federal Employee Viewpoint Survey tells us that telework remains a favorite work life benefit and Treasury continues to exceed the Government wide telework satisfaction score. Treasury continues to support telework and the value it brings to our employees and the mission.
Department of Transportation	DOT continued to support telework during FY 2019 in a number of ways, including: 1. Internally marketing and encouraging telework as a means to continue operations (e.g., on days when the government is closed and/or when options for 'unscheduled telework' have been announced by OPM or regional Federal Executive Boards); 2. Continuing to provide telework training for employees and managers in the agency's electronic learning management system; 3. Providing telework policy guidance to employees, supervisors and managers on an ongoing basis; and 4. Periodically updating its IT infrastructure (i.e., computers, remote access technologies, etc.) to contend with emerging data security threats and allowing employees to connect securely to DOT systems in several ways (i.e., via Virtual Private Networks, remote access technologies, and DOT webmail services). The Department monitors strong employee participation and satisfaction with the program as indicators of success, as measured by this telework data call and the Federal Employee Viewpoint Survey.
Department of Veterans Affairs	VA establishes Department-wide goals each fiscal year, which incorporates the established goals of each VA Administration. We promote, educate, and provide resources on the Department's telework policies and programs as well as evaluate the status of fiscal year telework goals each quarter.
Election Assistance Commission	Leadership is 100% supportive of telework initiatives.
Environmental Protection Agency	The current EPA telework program has been in place for three calendar years. According to a program audit conducted during that time, EPA's program is compliant and consistent with applicable regulation and laws. EPA management contributes to program success by ensuring that new telework applications are acted on timely and appropriate reviews/renewals of telework applications are conducted regularly.
Equal Employment Opportunity Commission	The EEOC's management team continues to support and promote the effective use of telework by promoting telework to the maximum extent possible. As the agency moves through collective bargaining, the telework article and the application of the telework program will be evaluated by all of management. All managers and employees are eligible to telework and encouraged to take advantage of this workplace flexibility, if possible. Further, management is thoroughly training on the effectiveness of telework and best practices for implementing and supervising a remote workforce.

Agency	Consider Fiscal Year 2019. 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 Science and Technology Policy (EOP)	OSTP only has 24 employees. All 24 employees are eligible to telework on a situational basis/adhoc basis only. Out of 24 staff only 8 are permanent career staff, the remaining staff are political. We have a high turnover of staff which would make it very hard to track and develop goals. We continue to promote a family friendly workplace considering all of our challenges as a small agency.
Export-Import Bank of the United States	Export-Import Bank continues to promote telework through our intranet, our "All Hands" ad during our new employee orientation briefings.
Farm Credit Administration	Annually management ensures that information regarding telework availability is disseminated to employees. Telework is also mentioned for new employees during onboarding.
Farm Credit System Insurance Corporation	
Federal Deposit Insurance Corporation	In Fiscal Year 2019, the FDIC continued to manage the Telework Program with senior management support. We continued to stress the importance of utilizing the telework program for business continuity and work/life balance. The Telework Coordinator (TC) provided training to Division/Office Directors and their direct reports, as well as employee training on the telework policy. In addition to in-person training, the FDIC marketed our internal computer-based instruction training for both managers/supervisors and employees. The FDIC worked with senior management to ensure telework is an integral part of Continuity of Operations Planning (COOP). We continued to ensure consistent application of weather dismissal and other emergency closings nationwide with respect to telework. We also recently updated our guidance on emergency closings to ensure all telework ready employees are prepared to telework. The FDIC tracked telework agreements. The system allowed FDIC to track the number of approved, submitted, and denied agreements. The data can be broken down into subsets to evaluate the number of employees approved for regular and recurring telework or situational telework, the number of employees teleworking at each grade level, the number of employees teleworking in each Division/Office, and many other categories. The FDIC tracked the progress of the Diversity and Inclusion (D & I) Strategic Plan, specifically where it pertains to telework. The Plan addresses our goals to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion. The plan details specific steps to enhance diversity and inclusion at the FDIC in many areas, including telework. Telework is an important benefit at the FDIC. As a result, it remains a component in the D & I Strategic Plan.

Agency	Consider Fiscal Year 2019. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Federal Election Commission	In FY 2019, the FEC's Telework Coordinator developed a control review process for the telework program that coincides with OPM's annual telework data call. The control review includes reviewing telework applications for employees in the program and evaluating the types and amounts of telework that employees performed during the sample period. The Office of Human Resources conducted an initial control review to test the program in May 2019 and will repeat the control review annually in November. These reviews will be used to evaluate compliance with current agency telework policies and to support further expansion of the program, as necessary. In FY 2019, the agency also began working on revisions to its Telework Policy for Non-Bargaining Unit Employees. The proposed revisions include creating a special category of telework to allow for arrangements beyond the standard regularly scheduled and episodic telework arrangements currently provided under the policy. Additionally, management expects to open term labor management agreement negotiations with the agency's union in the coming year, which would include potential changes to the agency's telework policy for bargaining unit employees. As changes to both policies are considered, the TMO will be discussing with other agency leaders ways to enhance the FEC's telework program to better achieve the program's goals.
Federal Energy Regulatory Commission	CHCO and TMO discuss telework issues with agency senior leadership in the Human Capital Accountability Team and develops action plans or guidance as necessary.
Federal Housing Finance Agency	Since the implementation of the new telework policy, the agency continues to promote work-life balance to its employees. FHFA reviews results of the Federal Employee Viewpoint Survey to evaluate the adoption of telework.
Federal Labor Relations Authority	The FLRA Telework policy is currently under review by the agency's management team to include the Chairman and Members of the agency. We will complete this review by the end of calendar year 2019.
Federal Maritime Commission	We provide new employees with agency specific information on our Telework program and conduct annual refresher training for all current employees and supervisors. In 2019, the agency revised the Telework Program policy. Additionally, senior leadership reviews the annual FEVS and Telework Data call results to evaluate the satisfaction and participation of the Commission's employees.
Federal Mediation and Conciliation Service	Continued support of the telework program.
Federal Mine Safety and Health Review Commission	Telework and Alternate Work Schedule (AWS) policy(s) updated in FY2019.
Federal Retirement Thrift Investment Board	The agency conducts an annual Telework Program Evaluation that includes a review of FEVS scores, employee and supervisory surveys, benchmarking from other small agencies, federal best practices, as well as Telework information sessions. this is done to determine if changes were needed for its effectiveness. ALL employees who participate in the Telework Program were required to take mandatory telework refresher training and best practices were made available to all agency leadership. All participating employees are required to complete mandatory training prior to the annual renewal of telework agreements.

Agency	Consider Fiscal Year 2019. 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	The agency encourages management to use discretion with workplace flexibility options, including telework. Multiple offices have telework teams to assist in the increase of effective and successful telework experiences. On May 1, 2019, the telework policy was revised to be in compliance with the Telework and Weather and Safety Leave Regulations. Senior managers took a look at the previous policy and brainstormed ways to increase telework in a way that will be beneficial to employees and the agency. One of the ways that telework was expanded is the revised policy is that employees must have a satisfactory rating or higher as eligible to telework. The previous policy stated that employees had to have a rating of commendable or higher to be eligible. This was relaxed to Satisfactory due to SafeTrack with Metro. Senior management agreed that the eligibility requirement should be changed permanently as part of the new policy. Employees and managers received telework training describing the new policy and expectations during agency closures due to inclement weather and emergencies. An agency-wide re-execution of telework agreements was required due to the updated terms and conditions of the revised telework policy. This opened an agency-wide discussion of telework eligibility and options between employees and managers. All eligible employees interested in telework updated their telework agreements during the re-execution. The Office of the Chief Information Officer (OCIO) provided lighter-weighted laptops to all employees for transport to and from telework sites. OCIO recently launched Jabber, a collaboration tool that integrates email, calendar, voicemail, contacts, teleconferencing, instant messaging (IM'ing), desktop (screen) sharing, and one-to-one video conferencing. It has many useful features to assist employees with being connected to the agency and colleagues from their telework site.
General Services Administration	Since the 2018 launch of GSA's HRIT system, HR Links, GSA leadership has supported the implementation of telework functionality. HR Links consolidates in one system data previously divided among several IT systems, increasing efficiency and reliability. Updated policy, and supporting training, incorporates enhancements to our program, including: Annual reminder to agency supervisors to review employee telework agreements; Clarification of the requirement to telework in response to emergency situations; Reinforcement of employee responsibility for entering telework participation in GSA's electronic time and attendance system; Reinforcement of employee responsibility for accurately reflecting telework participation in the calculation of actual commuting costs when applying for benefits under GSA's Transit Subsidy Program; Updates to approval process for full-time telework arrangements; Provides better reporting tools and internal controls
Institute of Museum and Library Services	Emphasized telework as part of the COOP events, weather related closures, and special telework events (eagle horizon and etc.).
Japan-United States Friendship Commission	JUSFC is a nano agency of four FTEs, of whom only three are able to telework.
Marine Mammal Commission	Agency leadership encourages staff to telework and telework is supported by supervisors.
Merit Systems Protection Board	The agency encourages its Office Directors and Regional Directors to identify telework eligible positions and upon determining that employees have met the initial requirements for participation, ensures that those employees have the opportunity to benefit from teleworking.

Agency	Consider Fiscal Year 2019. 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.
Millennium Challenge Corporation	MCC continues to support a healthy employee work life balance. We continuously review our flexible work policy in an effort to seek opportunities to expand and enhance our telework practices. Telework stats are presented to Senior Leadership to evaluate telework utilization. During the annual Federal Employee Viewpoint Survey and the internal Pulse Surveys, specific questions are posed to the workforce to determine satisfaction with the flexibilities offered.
National Aeronautics and Space Administration	NASA posts an annual notice reminding employees of the Telework Program. NASA management encourages organizations to ensure employees are ready and able to telework to support NASA's mission, and that supervisors permit the use of telework as a means of allowing employees the ability to achieve work-life balance. The success of the NASA Telework Program is measured through FEVS results, Federal Work-Life Survey results, internal Telework reports, other local survey instruments, and telework drills and pilots.
National Archives and Records Administration	NARA's Management aligns telework with agency strategic goals and mission and emphasizes telework as part of COOP (Continuity of Operations Plan) events.
National Capital Planning Commission	Throughout the FY2019 reporting period, the NCPC's managers have been cognizant of working with their employees to ensure a positive work-life balance by allowing work place flexibilities such as telework in accordance with the agency's Telework Program Policy and based upon the requirements of the Telework Enhancement Act of 2010. Success of management's initiatives is evidenced in the agency's annual employee viewpoint survey and assessment. The results of the annual survey demonstrate that, as result of management's support of the agency's work-place flexibilities (telework) employee performance and job satisfaction has continued to remain steady with annual agency strategic goals and objectives being met.
National Council on Disability	NCD offers telecommuting as a legitimate work alternative for managers and their employees, the goal of which is to optimize the benefits of telecommuting while facilitating the accomplishment of work and assuring continued productivity. Teleworkers and their supervisors meet to discuss the telework agreement. Teleworkers meet with their supervisor(s) and the members of their work group to coordinate the details of the telework arrangement. Employees must complete the web-based interactive training program on telework prior to signing their telework agreement and provide the certificate of completion of the training modules to his or her supervisor. All teleworkers and their supervisors agree, by entering into a telework agreement, to the following reporting and evaluation requirements: - A completed and signed telework agreement, to be renewed at least annually as part of the calendar year performance review cycle. - Initial pilot periods of several months may be designated at the request of the manager to see how an employee performs under the flexibility of a telework arrangement. - A copy of the telework agreement must be given to the Telework Managing Officer and also kept by the supervisor, Participation level goals for the telework program are set and that the telework evaluation program will assess the impact of telework on areas related to NCD efficiency, effectiveness and sustainability, such as: emergency readiness, energy use, recruitment and retention, performance, productivity and employee attitudes and opinions regarding telework.

Agency	Consider Fiscal Year 2019. 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 Credit Union Administration	As of 09/30/2019, NCUA's total workforce was 1123 employees. This includes 605 mobile workers (a little over 50 percent of the total population), and we have an additional 109 full-time remote workers, which is 64 percent of our total population that do not regularly report to an office. Of the 409 employees that are on-site in an office, 356 do telework, which is 87 percent. According to the 2019 FEVS 7.4 percent of employees choose not to telework. Overall, NCUA is close to 95 percent rate in telework. Telework is available to employees, but approval is based on the needs of each office. NCUA does not strive for a 100 percent participation rate and feels our telework program is a robust program in meeting the needs of employees and the agency.
National Endowment for the Arts	Generally, Agency management currently supports the overall use of telework when requested by employees. Managers and employees will continue to be trained and informed of the benefits and opportunities regarding use of telework.
National Endowment for the Humanities	Training, Senior Staff Meetings, Telework awareness month.
National Labor Relations Board	The Division of Administration implemented an extended telework policy pilot to demonstrate a model telework program that allows for maximum telework participation. The program serves as a model that can be adopted in other Divisions throughout the Agency and overall has proven successful. We have been able to document best practices to share.
National Mediation Board	The NMB plans to examine its telework programs.
National Science Foundation	Over the last few years, NSF has issued guidance to staff providing increased workplace flexibilities, including the increased use of recurring telework, to help with impacts as a result of ongoing WMATA metro construction in the area of our Headquarters building. NSF's increased flexibilities have been praised by OPM as a Federal best practice. The NSF Telework Managing Officer (TMO) continues to deliver numerous briefings to senior leadership and customer organizations and facilitated discussions on how to work through organizational telework concerns. The TMO continues to work individually with Directorates/Divisions across the agency on how to effectively implement telework in their organization, encouraging a collaborative approach between supervisors and employees to support increased telework usage and generally a more robust NSF telework program. NSF's management continued to promote telework through the following actions: - Increased staff education on the importance of recording telework hours worked in the agency's time and attendance system and increased efforts to provide supervisors and employees training on the policy in an effort to increase the use of telework flexibilities across the agency. - NSF provides training to encourage an increase in the use of telework flexibilities across the agency. In FY19, NSF continued to provide agency specific training for supervisors of teleworkers.
National Transportation Safety Board	In 2019, the agency launched a revised telework policy, agreement, and training. All employees who wished to telework had to take refresher training and complete a new telework agreement. HR also conducted office-by-office training on the revised policy and established a more comprehensive record keeping system.

Agency	Consider Fiscal Year 2019. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Nuclear Regulatory Commission	Staff and management from the Office of the Chief Human Capital Officer gave presentations on our Telework Program to groups of NRC employees and Supervisors. The staff provides resources for employees and managers to assist them in applying for the telework program and provides advice and guidance on ensuring these arrangements are effective. Evaluation of the Telework Program is done by collecting and analyzing data. For example, employees and managers that participate in remote telework are routinely asked to provide feedback on their telework arrangement. We use the feedback received to assess the effectiveness of these types of arrangements. The agency is also working with the National Treasury Employee Union to review the Telework Article of the Collective Bargaining Agreement.
Nuclear Waste Technical Review Board	NWTRB management reviews the telework agreements with employees and makes adjustments based on the needs of the agency, and when possible, the needs of the employee. The NWTRB uses COOP exercises to evaluate our telework program.
Occupational Safety and Health Review Commission	Discussion during meetings, distribution of agency policies, and emails to staff.
Office of Government Ethics	The Agency Director is a strong supporter of the telework program. He continues to periodically encourage managers to review the telework program to ensure it is implemented efficiently and effectively. The Agency purchased laptops and remote connectivity licenses to ensure 100% telework participation, if the need arises. The Agency continues to allow telework arrangements for employees when such arrangements are beneficial to the Agency in terms of productivity or enhances quality of work, timeliness of performance, and/or customer service. While certain benefits accrue to the telecommuting employee (e.g. savings in time and financial costs associated with commuting to and from the office), the Agency will continue to encourage telecommuting arrangements and approve them when consistent with the agency mission.
Office of National Drug Control Policy	ONDCP leadership, Human Resources staff and legal counsel recently reviewed and completely overhauled the ONDCP Telework Policy. The revised policy was then disseminated office-wide in tandem with multiple group meetings to explain the revised policy. Explanations included clarification on which positions are generally eligible for which types of telework.
Office of Navajo and Hopi Indian Relocation	Continue to plan and emphasize the need for teleworking by various mission critical staff as our staff continues to downsize and in the event of an emergency.
Office of Personnel Management	During FY 2019, despite limited resources and manpower, OPM HR with the leadership of the TMO and CHCO invested in a Telework Module to automate the process for making employee telework eligibility determinations and approval of telework agreements. The communications and rollout plan for this module will include senior leadership involvement with ensuring employee and supervisors complete the required telework training. Additionally, senior leadership will be briefed on key telework policy provisions to promote the adoption of telework within their organization. The Telework Module and OPM's learning management system will be used to evaluate compliance with agency policy. These results will be shared with senior leadership on an on-going basis to identify areas of improvement.

Agency	Consider Fiscal Year 2019. 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)	The Assistant U.S. Trade Representative (AUSTR) for Administration, the CHCO, and TMO monitor any new policies, updates, trends announced by OPM and incorporate them into the Agency's telework policy as appropriate. The TMO was selected for and received a certificate of completion from OPM's Telework Coordinator's offered in FY 2019 to select agencies which provided a deeper-dive into creating a successful telework program by incorporating strategies for best practices from other agencies. As a result, USTR did a major overhaul of the telework program including a policy update; training for managers and staff; implementing a new tracking system to verify existing telework agreements. The CHCO meets with staff as the need occurs if managers express concern about employees not following Agency telework guidelines.
Overseas Private Investment Corporation	OPIC will continue to promote telework when recruiting new employees as part of employee benefit offerings. Telework options (medical, situational, regular) are described in new employee orientation and its use is widely supported by management.
Patent and Trademark Office	The USPTO continued to enhance its telework environment in FY 2019 by expanding telework opportunities (an increase from 94.20% to 95.70% of the total population eligible to telework) and helping develop skill sets specific to managing in a telework environment. The Telework Program Office (TPO), located in the Office of the Chief Administrative Officer, is responsible for setting annual program goals and revisiting/reviewing these quarterly to ensure each measure/goal is on track and telework project timelines are being met. The TPO is responsible for collection and analyzing quarterly data and reporting this data to agency heads and business units. The TPO is also responsible for conducting quarterly telework coordinator meetings with agency telework points of contact to communicate quarterly telework statistics and provide previous fiscal year data comparisons, discuss new pilot programs and guidelines, telework surveys, modifications to telework agreements, and address current research and/or federal initiatives that may affect agency telework programs. Results from the Employee Viewpoint Survey also provide significant data for telework program evaluation.
Peace Corps	We are working to increase the Information Technology infrastructure to better support employees teleworking. We have increased the number of laptops to accommodate all employees. The CHCO sends agency wide emails for clarification on policies and for impending hazardous weather. We have also finalized a telework FAQ that is available on the intranet for employees.
Pension Benefit Guaranty Corporation	Agency's management encouraged teleworking during the summer promotion and during the WMATA Platform Renovation Project. Guidance was planned and coordinated with the agency's Office of Information Technology, Procurement Department, Payroll Travel Office, and the Workforce Solutions Department. Employees were informed of high traffic event(s) and advised to consider teleworking.
Postal Regulatory Commission	Classified as a very small agency (less than 100 employees), the Chairman advocates telework directly to senior leadership and across the agency and emphasizes telework as part of the Commission's continuity of operations plan. The structured review and evaluation of the Commission's flexible work program occurs in November, when preparing the Call for Telework Data Call. As mentioned previously, we promote telework during all hiring activities and encourage participation during weather emergencies and through annual telework training.
Privacy and Civil Liberties Oversight Board	PCLOB staff signs telework agreements after taking telework training. Telework can be either routine (once a week) or situational. The PCLOB is very flexible as to additional telework days as needed. The Chairman sets a good example by using telework himself.

Agency	Consider Fiscal Year 2019. 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.
Railroad Retirement Board	We request senior managers to review positions for Telework eligibility and keep the information updated.
Securities and Exchange Commission	In FY2019, the SEC continued to plan and implement activities to strengthen the telework program and ensure compliance with the Telework Enhancement Act of 2010. During the fiscal year, the SEC monitored manager and employee completion of required telework training and took corrective action as needed. To reinforce this, the automated telework request system was upgraded to include a requirement for employees to certify that they completed the required on-line telework training prior to submitting a telework request and for the employee's supervisor to certify that they completed the training prior to approving the employee's telework request. An upgrade to the system also included a requirement that staff review and certify their telework information on an annual basis. The SEC Workplace Flexibility Week took place October 15-19, 2018. The week focused on classroom and virtual trainings and several articles in the SEC Today newsfeed relating to telework, telework technology, medical telework, and leave flexibilities. In FY2019, the SEC assessed the need and desire for long distance telework. The Remote Telework Trial Program was negotiated with NTEU and implemented in June 2019. The program allows for employees to telework full time from a location that is more than 200 miles from their assigned office. A program evaluation was developed to assess the effectiveness of the program.
Small Business Administration	Hiring a new Deputy CHCO that is our new work-life executive champion, the Telework Coordinator's completion of OPM's 5-week Telework Coordinator Course, and SBA's transition to automated telework agreements, the Agency will be better situated to engage its employees for telework success stories and responses to soft metrics by Quarter 4 FY 2020. SBA will market telework as a work-life benefit and flexibility to the staff. SBA will use information notices, marketing materials, targeted program briefings to raise awareness and promote the adoption of telework. Additionally, SBA is using the results of the 2019 FEVS to further address impediments to promoting and increasing telework use in SBA.
Tennessee Valley Authority	Ongoing education with leadership to ensure they are aware the program is available. HR generalists are the key liaisons to relay information related to the program.
Trade and Development Agency	USTDA leadership actively encourages the use of situational telework, advertises its availability, and models by example the benefits.
U.S. AbilityOne Commission	US AbilityOne Commission is a very small agency that fully supports the Telework Program and has implemented a policy that allows for up to 2 days per week of routine/scheduled in addition to combining it with other flexible work schedule flexibilities. It also allows for extended situational telework for personal circumstances as well as for medical instances. US AbilityOne introduces telework to new employees as a valuable form and non-monetary incentive for attracting prospective employees
U.S. Agency for Global Media	There was no significant change from previous years. An agency telework task force was recently stood up and is expected to make recommendations to senior management in the coming months.
U.S. Commission on Civil Rights	Management last evaluated and updated the telework program in 2017 from 1 day a week to 3 days a week.
U.S. International Trade Commission	Our agency is small and has limited resources for planning telework goals and measuring outcomes.

APPENDIX 13. Agency Management Efforts to Promote Telework in Fiscal Year 2019

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Access Board	X	-	X	X	-	X	-	
Agency for International Development	X	X	-	X	-	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	-	-	-	-	-	-	
Central Intelligence Agency	-	-	-	-	-	-	-	CIA's management continues to promote and encourage telework and the benefits of the Agency's telework program.
Chemical Safety and Hazard Investigation Board	-	X	-	-	-	-	-	
Commodity Futures Trading Commission	-	-	-	X	-	-	-	
Consumer Financial Protection Bureau	-	-	-	X	-	-	-	
Consumer Product Safety Commission	-	-	-	X	-	X	-	Management conducted all hands meetings and provided highlights via email.
Corporation for National and Community Service	X	-	-	X	X	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Court Services and Offender Supervision Agency	X	-	-	X	-	-	-	
Defense Nuclear Facilities Safety Board	X	X	-	X	-	-	-	
Denali Commission	-	-	-	-	-	-	-	
Department of Agriculture	-	-	-	-	-	-	-	
Department of Commerce	-	-	-	-	-	-	-	No need to market our telework program; our score in the FEVS is at the 80% or better regarding telework.
Department of Defense	X	-	X	X	-	-	-	
Department of Education	X	X	-	X	-	-	-	
Department of Energy	X	-	-	X	X	-	-	
Department of Health and Human Services	-	-	-	X	-	-	-	
Department of Homeland Security	X	X	-	X	X	X	-	
Department of Housing and Urban Development	X	-	-	X	-	X	X	
Department of Justice	X	X	-	X	X	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Department of Labor	-	-	X	X	X	-	-	Telework training and telework guidance communications
Department of State	X	X	-	X	-	X	-	
Department of the Interior	-	X	-	-	-	X	-	
Department of the Treasury	X	X	-	X	X	X	X	
Department of Transportation	-	-	-	X	-	-	-	
Department of Veterans Affairs	X	X	-	X	X	-	-	
Election Assistance Commission	-	X	-	X	-	-	-	
Environmental Protection Agency	-	X	-	X	-	X	-	New Employee Orientation and Job Announcements
Equal Employment Opportunity Commission	X	X	-	X	-	-	-	
Office of Science and Technology Policy (EOP)	-	-	-	-	-	-	-	
Export-Import Bank of the United States	X	X	-	X	-	-	-	
Farm Credit Administration	X	X	-	X	-	X	-	
Farm Credit System Insurance Corporation	X	-	-	X	-	-	X	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Federal Deposit Insurance Corporation	X	X	X	X	X	X	-	
Federal Election Commission	-	-	-	X	-	-	-	
Federal Energy Regulatory Commission	X	X	-	X	X	X	-	
Federal Housing Finance Agency	X	-	-	X	-	X	-	Articles in weekly newsletter outlining telework requirements.
Federal Labor Relations Authority	-	X	-	X	-	X	-	
Federal Maritime Commission	-	X	-	X	-	-	-	
Federal Mediation and Conciliation Service	-	X	-	X	-	-	-	
Federal Mine Safety and Health Review Commission	X	X	-	X	-	-	-	
Federal Retirement Thrift Investment Board	X	X	-	X	-	-	-	Telework coordinator sends out best practices and telework pet peeves to all agency employees
Federal Trade Commission	-	X	-	X	X	X	X	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
General Services Administration	X	X	-	X	-	X	-	participate in telework policy and program reviews
Institute of Museum and Library Services	X	-	-	X	-	-	-	OHR conducts several learning sessions per year on telework -- specif-ically in regard to the Administrative Leave Act.
Japan-United States Friendship Commission	-	-	-	-	-	-	-	
Marine Mammal Commission	-	X	-	-	-	-	-	
Merit Systems Protection Board	X	X	-	X	-	-	-	
Millennium Challenge Corporation	X	X	X	X	-	-	-	
National Aeronautics and Space Administration	-	X	-	X	X	X	-	
National Archives and Records Administration	X	-	-	X	-	-	-	
National Capital Planning Commission	-	-	-	-	-	-	-	Through communication with HR, leadership and colleagues, employees are reminded of telework options and flexibilities.

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
National Council on Disability	X	X	-	X	-	X	-	NCD uses telework to promote work life balance. Additionally, NCD allows employees to telework as an accommodation for people with disabilities. Employee participation and feedback is used to evaluate the agency's progress towards these goals.
National Credit Union Administration	X	-	-	X	-	-	-	
National Endowment for the Arts	-	X	-	X	-	-	-	
National Endowment for the Humanities	X	X	X	X	X	X	-	
National Labor Relations Board	-	X	-	X	-	X	-	
National Mediation Board	-	-	-	-	-	-	-	
National Science Foundation	X	X	X	X	-	X	X	
National Transportation Safety Board	-	-	-	X	-	X	-	
Nuclear Regulatory Commission	X	X	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Nuclear Waste Technical Review Board	X	-	-	X	-	-	-	
Occupational Safety and Health Review Commission	X	X	X	X	-	X	-	
Office of Government Ethics	-	X	-	X	-	X	-	
Office of National Drug Control Policy	-	X	-	X	-	-	-	Recently reviewed and completely overhauled ONDCP Telework Policy; revised policy was then disseminated office-wide in tandem with multiple group meetings to explain the revised policy.
Office of Navajo and Hopi Indian Relocation	-	-	-	X	-	-	-	
Office of Personnel Management	-	X	-	X	-	X	-	
Office of the United States Trade Representative (EOP)	-	X	-	X	-	X	-	
Overseas Private Investment Corporation	X	X	-	X	-	-	-	Inclusion in USAJobs postings, briefing at New Employee Orientation
Patent and Trademark Office	X	X	X	X	-	-	-	
Peace Corps	-	X	-	-	-	X	X	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Pension Benefit Guaranty Corporation	-	X	X	X	X	X	X	
Postal Regulatory Commission	X	-	-	X	-	-	-	
Privacy and Civil Liberties Oversight Board	-	X	-	X	-	-	-	
Railroad Retirement Board	-	-	-	-	-	-	-	
Securities and Exchange Commission	X	X	-	X	X	X	X	
Small Business Administration	-	-	-	X	-	X	-	Hiring a new Deputy CHCO that is our new work-life executive champion; Supervisory Training for new managers and refresher training as well.
Social Security Administration	-	-	-	-	-	-	-	
Tennessee Valley Authority	-	-	-	X	-	-	-	
Trade and Development Agency	-	X	-	X	-	X	-	
U.S. AbilityOne Commission	-	-	-	-	-	-	-	Introduced telework to new employees as a valuable form and non-monetary incentive

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure-ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
U.S. Agency for Global Media	-	-	-	X	-	-	-	
U.S. Commission on Civil Rights	-	-	-	-	-	-	-	
U.S. International Trade Commission	-	-	-	X	-	-	-	

Note: Blank cells indicate that no data were reported.

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

The following tables show agencies' stated total, frequent, and infrequent participation goals for 2019, agency self-assessments of whether they met their goal, and an assessment by OPM of whether agencies met their goals according to reported participation data. Agencies where given the opportunity to set both numeric and percentage goals. In an effort to recognize any agency successes, OPM considered either goal for this assessment.

OPM's assessment of agency's participation goal progress, with the following assessment categories shown:

- Yes, met: OPM's assessment showed the established 2019 participation goal (numeric or percentage) was met
- No, Not met: OPM's assessment showed the agency did not meet its established numeric or percentage 2019 participation goal
- No goal: the agency participated in the 2018 Data Call but was unable or elected not to provide a 2019 participation goal
- Unable to verify: OPM was unable to verify goal achievement, either because the agency did not set any goal, provided incomplete 2019 participation data, or the method for assessment was unclear

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

Assessment of Total Participation Goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2018 Data Call	Agency's reported total percentage goal from 2018 Data Call	OPM's assessment
Access Board	Yes			Yes, met
Agency for International Development	Yes		50	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	12		Yes, met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No	100		Not met
Commodity Futures Trading Commission	Yes	615	90	Not met
Consumer Financial Protection Bureau	Yes		60	Yes, met
Consumer Product Safety Commission	No	300		Not met
Corporation for National and Community Service	Yes	300	50	Yes, met
Court Services and Offender Supervision Agency	Yes	784		Yes, met
Defense Nuclear Facilities Safety Board	No		98	Not met
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)	0		No goal
Department of Commerce	No		50	Not met
Department of Defense	Yes		34	Yes, met
Department of Education	Yes		5	Yes, met
Department of Energy	Yes	0	46	Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2018 Data Call	Agency's reported total percentage goal from 2018 Data Call	OPM's assessment
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Homeland Security	No		50	Not met
Department of Housing and Urban Development	No	6192		Not met
Department of Justice	Yes		37	Not met
Department of Labor	Yes		65	Yes, met
Department of State	No	6400		Not met
Department of the Interior	No	12031		Not met
Department of the Treasury	Yes		81	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes		71	Yes, met
Election Assistance Commission	No	24	100	Yes, met
Environmental Protection Agency	Yes		83	Yes, met
Equal Employment Opportunity Commission	Not applicable (no numeric goal provided in 2018 Data Call)		95	No goal
Export-Import Bank of the United States	Yes	300		Yes, met
Farm Credit Administration	Yes		100	Not met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Deposit Insurance Corporation	Yes		40	Yes, met
Federal Election Commission	No	274	80	Not met
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Housing Finance Agency	Yes		80	Yes, met
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2018 Data Call	Agency's reported total percentage goal from 2018 Data Call	OPM's assessment
Federal Maritime Commission	No		60	Yes, met
Federal Mediation and Conciliation Service	Yes			Yes, met
Federal Mine Safety and Health Review Commission	Yes	25		Yes, met
Federal Retirement Thrift Investment Board	Yes	100		Yes, met
Federal Trade Commission	Yes		83	Yes, met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Institute of Museum and Library Services	Yes	60		Not met
Japan-United States Friendship Commission	Not applicable (no numeric goal provided in 2018 Data Call)	3		No goal
Marine Mammal Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Merit Systems Protection Board	Yes	140		Yes, met
Millennium Challenge Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
National Aeronautics and Space Administration	Yes	5788	100	Yes, met
National Archives and Records Administration	Yes		35	Yes, met
National Capital Planning Commission	Yes		90	Yes, met
National Council on Disability	Yes		100	Yes, met
National Credit Union Administration	No	350		Yes, met
National Endowment for the Arts	Yes	130		Not met
National Endowment for the Humanities	No	102	100	Not met
National Labor Relations Board	No		75	Not met
National Mediation Board	No	51	51	Yes, met
National Science Foundation	Yes		92	Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2018 Data Call	Agency's reported total percentage goal from 2018 Data Call	OPM's assessment
National Transportation Safety Board	Yes	360	90	Yes, met
Nuclear Regulatory Commission	No	2200		Not met
Nuclear Waste Technical Review Board	Yes	11	100	Yes, met
Occupational Safety and Health Review Commission	Yes	36	0	Yes, met
Office of Government Ethics	Yes	60		Not met
Office of Navajo and Hopi Indian Relocation	Yes	0	0	Yes, met
Office of Personnel Management	Yes		25	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	No	860		Not met
Privacy and Civil Liberties Oversight Board	Yes	35	100	Yes, met
Railroad Retirement Board	Yes		85	Yes, met
Securities and Exchange Commission	Yes		90	Yes, met
Small Business Administration	No	1650		Yes, met
Social Security Administration	Yes	25000		Yes, met
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Trade and Development Agency	Yes	4	85	Yes, met
U.S. AbilityOne Commission	Yes	29		Yes, met
U.S. Agency for Global Media	Yes		25	Yes, met
U.S. Commission on Civil Rights	Yes	29		Yes, met
U.S. International Trade Commission	Yes		97	Unable to verify
U.S. Office of Special Counsel	Yes	129		Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Frequent Participation Goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2018 Data Call	Agency's reported frequent percentage goal from 2018 Data Call	OPM's assessment
Access Board	Yes			Yes, met
Agency for International Development	Yes		10	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	12		Yes, met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No	5		Not met
Commodity Futures Trading Commission	Yes	136	20	Yes, met
Consumer Financial Protection Bureau	Yes		33	Yes, met
Consumer Product Safety Commission	No			No goal
Corporation for National and Community Service	Yes	80	50	Yes, met
Court Services and Offender Supervision Agency	Yes	170		Not met
Defense Nuclear Facilities Safety Board	No		30	Not met
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Commerce	No		32	Not met
Department of Defense	Yes		10	Not met
Department of Education	Yes			No goal
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2018 Data Call	Agency's reported frequent percentage goal from 2018 Data Call	OPM's assessment
Department of Homeland Security	No		50	Not met
Department of Housing and Urban Development	No	1221		Yes, met
Department of Justice	Yes		21	Not met
Department of Labor	Yes			No goal
Department of State	No			No goal
Department of the Interior	No			No goal
Department of the Treasury	Yes		27	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes			No goal
Election Assistance Commission	No	10	50	Not met
Environmental Protection Agency	Yes			No goal
Equal Employment Opportunity Commission	Not applicable (no numeric goal provided in 2018 Data Call)		95	No goal
Export-Import Bank of the United States	Yes	250		Not met
Farm Credit Administration	Yes		10	Not met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Deposit Insurance Corporation	Yes		5	Yes, met
Federal Election Commission	No		48	Not met
Federal Energy Regulatory Commission	Yes			No goal
Federal Housing Finance Agency	Yes		0	No goal
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Maritime Commission	No		34	Not met
Federal Mediation and Conciliation Service	Yes			No goal
Federal Mine Safety and Health Review Commission	Yes	2	10	Not met

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2018 Data Call	Agency's reported frequent percentage goal from 2018 Data Call	OPM's assessment
Federal Retirement Thrift Investment Board	Yes			No goal
Federal Trade Commission	Yes		40	Not met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Institute of Museum and Library Services	Yes	10		No goal
Japan-United States Friendship Commission	Not applicable (no numeric goal provided in 2018 Data Call)	2		No goal
Marine Mammal Commission	No	1	10	Yes, met
Merit Systems Protection Board	Yes	45		Yes, met
Millennium Challenge Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
National Aeronautics and Space Administration	Yes	787	100	Yes, met
National Archives and Records Administration	Yes		20	Yes, met
National Capital Planning Commission	Yes			No goal
National Council on Disability	Yes		33	Yes, met
National Credit Union Administration	No	110		Yes, met
National Endowment for the Arts	Yes	65		Not met
National Endowment for the Humanities	No	7		Not met
National Labor Relations Board	No		50	Not met
National Mediation Board	No			No goal
National Science Foundation	Yes		19	Yes, met
National Transportation Safety Board	Yes			No goal
Nuclear Regulatory Commission	No	600		Yes, met
Nuclear Waste Technical Review Board	Yes	0	0	No goal
Occupational Safety and Health Review Commission	Yes	3	0	Yes, met
Office of Government Ethics	Yes	35		Not met
Office of Navajo and Hopi Indian Relocation	Yes	0	0	No goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2018 Data Call	Agency's reported frequent percentage goal from 2018 Data Call	OPM's assessment
Office of Personnel Management	Yes		15	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	No			No goal
Privacy and Civil Liberties Oversight Board	Yes	10	30	Not met
Railroad Retirement Board	Yes		60	Yes, met
Securities and Exchange Commission	Yes		40	Yes, met
Small Business Administration	No	200		Not met
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Trade and Development Agency	Yes	4		Not met
U.S. AbilityOne Commission	Yes	29		Yes, met
U.S. Agency for Global Media	Yes		5	Yes, met
U.S. Commission on Civil Rights	Yes	10		Not met
U.S. International Trade Commission	Yes		35	Unable to verify
U.S. Office of Special Counsel	Yes		59	Yes, met

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

Assessment of Infrequent Participation Goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2018 Data Call	Agency's reported infrequent percentage goal from 2018 Data Call	OPM's assessment
Access Board	Yes			No goal
Agency for International Development	Yes		15	Yes, met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2018 Data Call	Agency's reported infrequent percentage goal from 2018 Data Call	OPM's assessment
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	0		No goal
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No	15		Not met
Commodity Futures Trading Commission	Yes	136	20	Yes, met
Consumer Financial Protection Bureau	Yes		23	Yes, met
Consumer Product Safety Commission	No	200		Not met
Corporation for National and Community Service	Yes	150	50	Yes, met
Court Services and Offender Supervision Agency	Yes	359		Yes, met
Defense Nuclear Facilities Safety Board	No		98	Not met
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Commerce	No		35	No goal
Department of Defense	Yes		15	Not met
Department of Education	Yes			No goal
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Homeland Security	No		50	Not met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2018 Data Call	Agency's reported infrequent percentage goal from 2018 Data Call	OPM's assessment
Department of Housing and Urban Development	No	3027		Not met
Department of Justice	Yes		41	Yes, met
Department of Labor	Yes			No goal
Department of State	No			No goal
Department of the Interior	No			No goal
Department of the Treasury	Yes		18	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes			No goal
Election Assistance Commission	No	14	100	Not met
Environmental Protection Agency	Yes			No goal
Equal Employment Opportunity Commission	Not applicable (no numeric goal provided in 2018 Data Call)		95	No goal
Export-Import Bank of the United States	Yes	145		Yes, met
Farm Credit Administration	Yes		50	Not met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Deposit Insurance Corporation	Yes		5	Not met
Federal Election Commission	No		32	Yes, met
Federal Energy Regulatory Commission	Yes			No goal
Federal Housing Finance Agency	Yes		0	No goal
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2018 Data Call	Agency's reported infrequent percentage goal from 2018 Data Call	OPM's assessment
Federal Maritime Commission	No		55	Not met
Federal Mediation and Conciliation Service	Yes			No goal
Federal Mine Safety and Health Review Commission	Yes	9	10	Yes, met
Federal Retirement Thrift Investment Board	Yes	80		Not met
Federal Trade Commission	Yes		15	Yes, met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Institute of Museum and Library Services	Yes	0		No goal
Japan-United States Friendship Commission	Not applicable (no numeric goal provided in 2018 Data Call)	1		Yes, met
Marine Mammal Commission	No	1	10	Yes, met
Merit Systems Protection Board	Yes	75		Yes, met
Millennium Challenge Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
National Aeronautics and Space Administration	Yes	326		Yes, met
National Archives and Records Administration	Yes		5	Yes, met
National Capital Planning Commission	Yes		25	Yes, met
National Council on Disability	Yes		33	Yes, met
National Credit Union Administration	No	70		Not met
National Endowment for the Arts	Yes	65		Yes, met
National Endowment for the Humanities	No	63		Yes, met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2018 Data Call	Agency's reported infrequent percentage goal from 2018 Data Call	OPM's assessment
National Labor Relations Board	No		20	Yes, met
National Mediation Board	No	50	50	Not met
National Science Foundation	Yes		19	Yes, met
National Transportation Safety Board	Yes			No goal
Nuclear Regulatory Commission	No	550		Not met
Nuclear Waste Technical Review Board	Yes	0	0	No goal
Occupational Safety and Health Review Commission	Yes	36	0	Not met
Office of Government Ethics	Yes	10		Yes, met
Office of Navajo and Hopi Indian Relocation	Yes	0	0	No goal
Office of Personnel Management	Yes		25	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	No			No goal
Privacy and Civil Liberties Oversight Board	Yes	25	70	Yes, met
Railroad Retirement Board	Yes		60	Not met
Securities and Exchange Commission	Yes		40	Yes, met
Small Business Administration	No	500		Not met
Social Security Administration	Yes			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2018 Data Call	Agency's reported infrequent percentage goal from 2018 Data Call	OPM's assessment
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Trade and Development Agency	Yes			No goal
U.S. AbilityOne Commission	Yes	29		Not met
U.S. Agency for Global Media	Yes		10	Yes, met
U.S. Commission on Civil Rights	Yes	7		Not met
U.S. International Trade Commission	Yes		42	Unable to verify
U.S. Office of Special Counsel	Yes	10		Yes, met

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

Assessment of Situational Participation Goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2018 Data Call	Agency's reported situational percentage goal from 2018 Data Call	OPM's assessment
Access Board	Yes			Yes, met
Agency for International Development	Yes		25	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	0		No goal
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No	30		Not met
Commodity Futures Trading Commission	Yes	342	50	Not met
Consumer Financial Protection Bureau	Yes			No goal
Consumer Product Safety Commission	No	290		Not met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2018 Data Call	Agency's reported situational percentage goal from 2018 Data Call	OPM's assessment
Corporation for National and Community Service	Yes	80	50	Yes, met
Court Services and Offender Supervision Agency	Yes	784		Not met
Defense Nuclear Facilities Safety Board	No		10	Yes, met
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Commerce	No		25	Unable to verify
Department of Defense	Yes		25	Yes, met
Department of Education	Yes			No goal
Department of Energy	Yes			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Homeland Security	No		50	Not met
Department of Housing and Urban Development	No	3240		Not met
Department of Justice	Yes		38	Not met
Department of Labor	Yes			No goal
Department of State	No	4500		Unable to verify
Department of the Interior	No			No goal
Department of the Treasury	Yes		37	Not met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes		39	Not met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2018 Data Call	Agency's reported situational percentage goal from 2018 Data Call	OPM's assessment
Election Assistance Commission	No	24	10	Yes, met
Environmental Protection Agency	Yes		71	Yes, met
Equal Employment Opportunity Commission	Not applicable (no numeric goal provided in 2018 Data Call)		50	Unable to verify
Export-Import Bank of the United States	Yes	40		Yes, met
Farm Credit Administration	Yes		40	Not met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Deposit Insurance Corporation	Yes		30	Yes, met
Federal Election Commission	No		80	Not met
Federal Energy Regulatory Commission	Yes			No goal
Federal Housing Finance Agency	Yes		0	No goal
Federal Labor Relations Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Maritime Commission	No		10	Yes, met
Federal Mediation and Conciliation Service	Yes			No goal
Federal Mine Safety and Health Review Commission	Yes	33	10	Yes, met
Federal Retirement Thrift Investment Board	Yes		70	Not met
Federal Trade Commission	Yes		80	Yes, met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2018 Data Call	Agency's reported situational percentage goal from 2018 Data Call	OPM's assessment
Institute of Museum and Library Services	Yes	60		Not met
Japan-United States Friendship Commission	Not applicable (no numeric goal provided in 2018 Data Call)	3		Yes, met
Marine Mammal Commission	No	6	60	Yes, met
Merit Systems Protection Board	Yes	20		Yes, met
Millennium Challenge Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
National Aeronautics and Space Administration	Yes	4255	100	Yes, met
National Archives and Records Administration	Yes		10	Yes, met
National Capital Planning Commission	Yes		65	Yes, met
National Council on Disability	Yes		33	Yes, met
National Credit Union Administration	No	350		Not met
National Endowment for the Arts	Yes			No goal
National Endowment for the Humanities	No	87	100	Not met
National Labor Relations Board	No		5	Yes, met
National Mediation Board	No	10	10	Yes, met
National Science Foundation	Yes		84	Yes, met
National Transportation Safety Board	Yes			No goal
Nuclear Regulatory Commission	No	1300		Not met
Nuclear Waste Technical Review Board	Yes	11	100	Yes, met
Occupational Safety and Health Review Commission	Yes	2	0	Not met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2019 Participation Goals

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2018 Data Call	Agency's reported situational percentage goal from 2018 Data Call	OPM's assessment
Office of Government Ethics	Yes	15		Yes, met
Office of Navajo and Hopi Indian Relocation	Yes	0	0	No goal
Office of Personnel Management	Yes		20	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	No	600		Yes, met
Privacy and Civil Liberties Oversight Board	Yes	35	100	Yes, met
Railroad Retirement Board	Yes		60	Yes, met
Securities and Exchange Commission	Yes		90	Not met
Small Business Administration	No	950		Yes, met
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Trade and Development Agency	Yes		85	Yes, met
U.S. AbilityOne Commission	Yes	29		Not met
U.S. Agency for Global Media	Yes		10	Yes, met
U.S. Commission on Civil Rights	Yes	12		Yes, met
U.S. International Trade Commission	Yes		23	Unable to verify
U.S. Office of Special Counsel	Yes	129		Yes, met

Several agencies were not required to participate in the Data Call nonetheless elected to do so for some part of the reporting period considered here. They are listed below to showcase their work and for information purposes.

Assessment of Total Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported total numeric goal from 2018 Data Call	Agency's reported total percentage goal from 2018 Data Call	OPM's assessment
Office of Science and Technology Policy (EOP)	Yes			Yes, met
Office of National Drug Control Policy	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		80	Yes, met
Patent and Trademark Office	No	4776	0	Yes, met
Postal Regulatory Commission	Yes	56		Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Frequent Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported frequent numeric goal from 2018 Data Call	Agency's reported frequent percentage goal from 2018 Data Call	OPM's assessment
Office of Science and Technology Policy (EOP)	Yes			No goal
Office of National Drug Control Policy	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		5	Not met
Patent and Trademark Office	No	3416	0	Not met
Postal Regulatory Commission	Yes	31		Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Infrequent Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported infrequent numeric goal from 2018 Data Call	Agency's reported infrequent percentage goal from 2018 Data Call	OPM's assessment
Office of Science and Technology Policy (EOP)	Yes			No goal
Office of National Drug Control Policy	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		10	Not met
Patent and Trademark Office	No	1360	0	Not met
Postal Regulatory Commission	Yes	3		Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Situational Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported situational numeric goal from 2018 Data Call	Agency's reported situational percentage goal from 2018 Data Call	OPM's assessment
Office of Science and Technology Policy (EOP)	Yes	100	100	Yes, met
Office of National Drug Control Policy	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		60	Yes, met
Patent and Trademark Office	No	0	0	No goal
Postal Regulatory Commission	Yes	22		Not met

Note: Blank cells indicate that no data were reported.

APPENDIX 15. Agencies' Reported Reasons for Missing FY2019 Participation Goals

Agency	Reason agency did not meet FY 2019 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Chemical Safety and Hazard Investigation Board	Goals were set too high and with the loss of staff, employees reported to the office more this fiscal year.	There are no barriers. Our agency still allows employees to telework up to 4 days within a pay period.
Consumer Product Safety Commission	Remote workers were not counted this year, as in previous years	We are in the process of implementing a new telework policy. The new policy will be effective FY20 which allows for up to a maximum of 4 days per pay period.
Defense Nuclear Facilities Safety Board	The DNFSB did not meet the percentage goals it set for total telework participation and situational telework (both 98%). The reason: A significant loss of eligible staff during FY 2019 made the percentage goals selected difficult to achieve. In addition, several new employees did not elect to participate in the agency's telework program immediately. However, due to a policy change allowing eligible employees to telework two days per week increased employee interest in routine telework. As a consequence, the DNFSB met or exceeded its FY 2019 participation goals for frequent and infrequent routine telework.	There are no specific barriers. However, the agency will take steps to enhance the telework portion of its new employee on-boarding program to encourage greater new employee participation.
Department of Commerce	Employee interest in teleworking appears to have reached a plateau.	We do not have barriers to teleworking; the decision to telework is a voluntary decision by the employee.
Department of Homeland Security	Due to the volunteer surge capacity force as well as FEMA deployments, many employees were unable to telework as frequently. Additionally, many USSS employees were eligible to telework; however, they did not actively participate in the program.	USSS is revising their telework policy to permit employees to telework 3 days for core telework.
Department of Housing and Urban Development	HUD accomplished the participation goal. The actual was 6,445 and the goal was 6,192. On the initial page we set goals for participation, frequent routine, infrequent routine and situational telework. We met the participation number, and the infrequent routine telework goal. However the frequent routine and situational number was not met.	1) Training on Telework for Managers and Supervisors 2)Advertising the Telework Program more (HUDUP, HUD Happenings, HD@Work and HQ monitors 3) Continuing New Employee Orientation info sessions on Telework 4) Mention in Senior Level meetings more often to get Supervisor to be more supportive of telework (Situational & Routine support) We will continue these actions to further improve numbers.

Agency	Reason agency did not meet FY 2019 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Department of State	The Department was unable to meet FY-19 participation goals due to several noteworthy events, but is optimistic toward meeting 2020 telework participation goals. Our optimism stems from an active HR campaign to amplify the benefits of telework and fostering a culture that is supportive of family, personal needs of employees, and workplace flexibilities. As a result of the extended federal government shutdown in December 2018-January 2019, HR anticipated the possibility of lower telework participation rates for 2019. We also heard from some employees they are reluctant to enter into a telework agreement since the Department's implementation of Weather and Safety Leave (WSL) policy in May 2018, as approved teleworkers are now required to telework during federal office closures in times of inclement weather. The Department remains committed to promoting the mutual benefits of telework, increasing our participation rates, and making the business case for telework so even more of our employees can benefit from telework.	Since February 2019, HR has identified several initiatives to change the Department's culture so that it is more employee friendly and open to workplace flexibility options. HR conducted more live webinars and trainings, and actively promoted social media postings, electronic Bulletin board advertisements, and streamlined communications directly to staff through Department Notices to our domestic audience and cables for our colleagues overseas. These messages include that workplace flexibilities, such as telework, is a Department priority and a key ingredient in creating a more engaged, agile, and family friendly workplace. We emphasize the importance of creating a more resilient workforce by promoting best practices and success stories. In addition, our team implemented a virtual telework focus group/survey on how to address the needs of employee family members through expansion of the Domestic Employees Teleworking Overseas (DETO) program when their Foreign Service spouses are assigned to posts abroad. We continually update our intranet site guidance on telework to make our telework guidance readily available to supervisors/managers to guide telework administration and provide internal controls. Finally, HR revised its Telework regulations in 2019 with input from Department stakeholders, OPM and bureau management.
Department of the Interior	The FY2019 participation goal was based on a projection of teleworking for the entire year. Currently, the Department of the Interior can report on participation for a single pay period in FY2019 and is unable to compare a pay period to an entire year of cumulative data. However, the data for Pay Period 20: September 15-28, 2019 shows that 10,691 or 21.7%, of eligible DOI employees teleworked during that pay period.	The Department of the Interior Telework Program has identified the barriers to reporting cumulative telework data. The primary goal for the DOI Telework Program for FY 2020 is to work with our payroll provider to determine alternative solutions to mitigate the current reporting limitations in advance of the FY20 telework data call report.
Election Assistance Commission	There were some employees who were eligible but did not want to telework.	We do training, have IT equipment and support and offer one-on-one coaching for those who encounter barriers.

Agency	Reason agency did not meet FY 2019 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Federal Election Commission	The agency did not quite meet its FY 2019 telework participation goal of 80 percent with only 78.3 percent of telework eligible employees participating in the telework program last year. However, we believe there may have been some under-reporting of telework in the FEC's time and attendance system during FY 2019, which the agency has been working to address. In late-FY 2018 the FEC's Telework Managing Officer changed and in early-FY 2019 the agency appointed a new Acting Human Resources Director. During the past year, with this change in leadership there have been more frequent and detailed agency-wide communications about the telework program to: 1) bring about a common understanding of how the telework program works; 2) clarify how/when employees may apply for telework; and 3) clarify how to record telework hours in the time and attendance system, WebTA. These efforts are bringing more consistency to how telework is requested and recorded throughout the agency. It is our belief that telework hours are now being tracked with greater precision, and thus reported telework hours for FY 2020 should increase.	The agency continues to hold three telework "open seasons" per year (in August, December, and May) during which employees can apply to participate in the program and current telework program participants can modify their existing telework arrangements. In the past year, the Office of Human Resources (OHR) has sent more detailed agency-wide emails announcing the open seasons to increase awareness of the telework program and employee knowledge of how it works. OHR intends to continue with these emails in the coming year. Additionally, agency leadership will continue to encourage employees to participate in telework during periods of inclement weather, significant metro track work, and other periods of anticipated commuting disruptions in the area, such as special events or large protests.
Federal Maritime Commission	The agency met or exceeded its goals for total participation, situational telework, and frequent telework (3 or more days per two-week pay period). However, the agency was shy of meeting the infrequent routine telework goal by 9%. Based on the data, there was a significant increase in the number of employees performing situational telework. The agency continues to strongly support telework and encourages employees to take advantage of the Program.	The agency issued laptops to employees in 2019, provided Telework training, updated the Telework Program policy, all to continue a culture shift in the agency for acceptance of the program.

Agency	Reason agency did not meet FY 2019 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Marine Mammal Commission	The Marine Mammal Commission exceeded the goal for frequent routine telework and equaled the goal of situational telework in terms of number of employees. MMC did not meet the goal for infrequent routine telework because fewer employees had infrequent telework.	MMC will continue to encourage telework.
National Credit Union Administration	In mid-2018 (last quarter of FY18) NCUA moved to a new timekeeping system (HR Links). In reviewing the telework data from the time and attendance system it appears additional training is necessary to ensure proper coding of telework. Further, some offices have limited telework to meet mission requirements.	None.
National Endowment for the Humanities	Not all eligible employees chose to take advantage of telework	We are encouraging employees to telework for the continuity of the agency's mission
National Labor Relations Board	We had 63% total participation in 2019. It is likely that not all participants coded their time and attendance to show telework activity in pay period 1920.	The Agency sends out periodic reminders to remind employees how to properly code telework frequency in the time and attendance system.
National Mediation Board	The National Mediation Board had several separations, retirement and several employees were out on extended medical leave.	The NMB is in the process of recruiting new employees.
Nuclear Regulatory Commission	While the goal for frequent routine telework was met, the primary reason the other goals were not met is attrition. The number of employees on board at the NRC continue to decline, down 7%. This affected most of the participation numbers. However, the percentage of employees participating in telework increased from 71% to 73%. In addition, according to the Federal Employee Viewpoint Survey, 80 % of the agency teleworkers report being satisfied or very satisfied with the Telework program.	The agency continues to work on enhancements to the time and labor system to provide a more accurate telework participation count. Employees will be reminded of their telework options via agency wide announcements. In addition, the agency replaced all workstations with new laptops. Each laptop came with Windows 10, the agency's Virtual Private Network (VPN) and Skype installed. The Office of the Chief Information Officer also provided training for the new equipment and applications which enhanced each employee's ability to telework efficiently and effectively.

Agency	Reason agency did not meet FY 2019 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Patent and Trademark Office	Between FY 18-FY 19 participation in remote work increased by 549 employees (the change in overall telework participation from 2018-2019 was 558). This increase represents 549 employees who may have previously been in a telework program but may not have qualified for remote work in 2018.	The USPTO has maximized telework participation. 95.7 percent of positions at the agency are eligible to telework.
Pension Benefit Guaranty Corporation	We met the goal for situational telework. However, we did not meet our overall participation goal. New hires participated in the telework program at a lower rate than employees who separated during fiscal year 2019. There were also many employees who had a telework agreement in fiscal year 2019 but did not participate in the telework program.	The agency created a summer promotion for telework, this allowed employees to have an additional day added to their schedule with supervisory approval.
Small Business Administration	In FY 2019 there was a lapse in appropriated funds which caused telework participation and reporting to substantially decrease during Q1 and Q2.	SBA hired a new Deputy CHCO that is our new work-life executive champion. SBA also implemented an online telework module which will allow us to provide telework eligibility numbers in the next data call. Additionally, the Office of Human Resources Solutions is conducting an Agency-wide telework presentation covering SBA's telework policy, requirements, and benefits of SBA's telework program in Q2 FY 2020.

APPENDIX 16. Fiscal Year 2020 Participation Goals - Type of Goal Set

Organizations Required to Respond	Total Participation Goal Set for FY 2020?	Infrequent Participation Goal Set for FY 2020?	Frequent Participation Goal Set for FY 2020?	Situational Participation Goal Set for FY 2020?
Access Board	No	No	No	No
Agency for International Development	Yes	Yes	Yes	No
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	No	No	No
Central Intelligence Agency	No	No	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	Yes	Yes
Commodity Futures Trading Commission	Yes	Yes	Yes	No
Consumer Financial Protection Bureau	Yes	Yes	Yes	No
Consumer Product Safety Commission	Yes	Yes	Yes	Yes
Corporation for National and Community Service	Yes	Yes	Yes	Yes
Court Services and Offender Supervision Agency	Yes	Yes	Yes	Yes
Defense Nuclear Facilities Safety Board	Yes	Yes	Yes	No
Denali Commission	No	No	No	No
Department of Agriculture	No	No	No	No
Department of Commerce	Yes	No	No	No
Department of Defense	Yes	Yes	Yes	No
Department of Education	Yes	Yes	No	No
Department of Energy	Yes	No	No	No
Department of Health and Human Services	No	No	No	No
Department of Homeland Security	Yes	Yes	Yes	No
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of Justice	No	No	No	No
Department of Labor	Yes	No	No	No
Department of State	Yes	No	No	Yes
Department of the Interior	Yes	No	No	No
Department of the Treasury	Yes	Yes	Yes	No
Department of Transportation	No	No	No	No
Department of Veterans Affairs	Yes	No	No	No
Election Assistance Commission	Yes	Yes	Yes	No
Environmental Protection Agency	Yes	No	No	No
Equal Employment Opportunity Commission	Yes	Yes	Yes	No
Export-Import Bank of the United States	Yes	Yes	Yes	Yes
Farm Credit Administration	Yes	No	No	No
Farm Credit System Insurance Corporation	No	No	No	No
Federal Deposit Insurance Corporation	Yes	Yes	Yes	No

Organizations Required to Respond	Total Participation Goal Set for FY 2020?	Infrequent Participation Goal Set for FY 2020?	Frequent Participation Goal Set for FY 2020?	Situational Participation Goal Set for FY 2020?
Federal Election Commission	Yes	Yes	Yes	No
Federal Energy Regulatory Commission	No	No	No	No
Federal Housing Finance Agency	Yes	No	No	No
Federal Labor Relations Authority	Yes	Yes	Yes	Yes
Federal Maritime Commission	Yes	Yes	Yes	No
Federal Mediation and Conciliation Service	Yes	Yes	No	No
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes
Federal Retirement Thrift Investment Board	Yes	Yes	No	Yes
Federal Trade Commission	Yes	Yes	Yes	No
General Services Administration	No	No	No	No
Institute of Museum and Library Services	Yes	Yes	Yes	Yes
Japan-United States Friendship Commission	Yes	Yes	Yes	Yes
Marine Mammal Commission	No	Yes	Yes	Yes
Merit Systems Protection Board	Yes	Yes	Yes	Yes
Millennium Challenge Corporation	Yes	Yes	Yes	No
National Aeronautics and Space Administration	Yes	Yes	Yes	Yes
National Archives and Records Administration	Yes	Yes	Yes	No
National Capital Planning Commission	Yes	Yes	Yes	Yes
National Council on Disability	Yes	Yes	Yes	Yes
National Credit Union Administration	Yes	Yes	Yes	Yes
National Endowment for the Arts	Yes	Yes	Yes	Yes
National Endowment for the Humanities	Yes	Yes	No	No
National Labor Relations Board	Yes	Yes	Yes	No
National Mediation Board	Yes	Yes	Yes	Yes
National Science Foundation	Yes	Yes	Yes	No
National Transportation Safety Board	Yes	Yes	Yes	No
Nuclear Regulatory Commission	Yes	Yes	Yes	No
Nuclear Waste Technical Review Board	Yes	Yes	Yes	Yes
Occupational Safety and Health Review Commission	Yes	Yes	Yes	Yes
Office of Government Ethics	Yes	Yes	Yes	Yes
Office of Navajo and Hopi Indian Relocation	Yes	Yes	Yes	Yes
Office of Personnel Management	No	No	No	No
Overseas Private Investment Corporation	No	No	No	No
Peace Corps	No	No	No	No
Privacy and Civil Liberties Oversight Board	Yes	Yes	No	Yes
Railroad Retirement Board	Yes	Yes	Yes	No

Organizations Required to Respond	Total Participation Goal Set for FY 2020?	Infrequent Participation Goal Set for FY 2020?	Frequent Participation Goal Set for FY 2020?	Situational Participation Goal Set for FY 2020?
Securities and Exchange Commission	Yes	Yes	Yes	No
Small Business Administration	Yes	Yes	Yes	No
Social Security Administration	No	No	No	Yes
Tennessee Valley Authority	No	No	No	No
Trade and Development Agency	Yes	No	No	No
U.S. AbiliityOne Commission	Yes	Yes	Yes	No
U.S. Agency for Global Media	Yes	Yes	Yes	Yes
U.S. Commission on Civil Rights	No	Yes	Yes	Yes
U.S. International Trade Commission	No	No	No	Yes
U.S. Office of Special Counsel	Yes	Yes	Yes	No
Total number of agencies reporting goals	62	52	47	29
Percent of agencies reporting goals for Fiscal Year 2020 (of total respondent agencies)	**78%**	**64%**	**58%**	**36%**

Voluntary Participants	Total Participation Goal Set for FY 2020?	Infrequent Participation Goal Set for FY 2020?	Frequent Participation Goal Set for FY 2020?	Situational Participation Goal Set for FY 2020?
Office of Science and Technology Policy (EOP)	Yes	No	No	Yes
Office of National Drug Control Policy	Yes	Yes	Yes	Yes
Office of the United States Trade Representative (EOP)	Yes	Yes	Yes	Yes
Patent and Trademark Office	Yes	Yes	Yes	No
Postal Regulatory Commission	Yes	Yes	Yes	Yes

APPENDIX 17. Fiscal Year 2020 Participation and Frequency Goals

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Access Board	-	-	-	-	-	-	NA	NA	NA	The Access Board currently has 100% of staff teleworking.
Agency for International Development	-	-	-	50%	15%	10%	-	-	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	-	-	-	-	-	-	NA	NA	As of 10/1/18, our 12-person agency all works from their homes remotely so situational and infrequent telework no longer applies.
Central Intelligence Agency	-	-	-	-	-	-	NA	NA	NA	N/A
Chemical Safety and Hazard Investigation Board	18	5	8	-	-	-	-	-	-	
Commodity Futures Trading Commission	-	-	-	90%	20%	20%	-	-	-	
Consumer Financial Protection Bureau	-	-	-	60%	20%	35%	-	-	-	
Consumer Product Safety Commission	315	125	170	-	-	-	-	-	-	
Corporation for National and Community Service	490	205	205	98%	70%	20%	-	-	-	
Court Services and Offender Supervision Agency	750	450	130	-	-	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Defense Nuclear Facilities Safety Board	-	-	-	95%	50%	20%	-	-	-	
Denali Commission	-	-	-	-	-	-	NA	NA	NA	No data or goals to report
Department of Agriculture	-	-	-	-	-	-	NA	NA	NA	
Department of Commerce	15192	-	-	-	-	-	-	NA	NA	
Department of Defense	-	-	-	36%	12%	17%	-	-	-	
Department of Education	-	-	-	10%	10%	-	-	-	NA	N/A
Department of Energy	-	-	-	48%	-	-	-	NA	NA	DOE has opted to increase participa-tion in the overall telework program verses setting frequency goals.
Department of Health and Human Services	-	-	-	-	-	-	NA	NA	NA	N/A
Department of Homeland Security	-	-	-	30%	30%	30%	-	-	-	
Department of Housing and Urban Development	6574	1857	1386	-	-	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Department of Justice	-	-	-	-	-	-	NA	NA	NA	Our goal is to update our current Telework Policy in 2020. We will also inform Components of the information needed for the 2020 Data Call to ensure all Components are able to report more accurate numbers.
Department of Labor	-	-	-	65%	-	-	NA	-	-	
Department of State	6400	-	-	-	-	-	-	NA	NA	N/A
Department of the Interior	-	-	-	25%	-	-	-	NA	NA	
Department of the Treasury	-	-	-	81%	15%	50%	-	-	-	
Department of Transportation	-	-	-	-	-	-	NA	NA	NA	N/A
Department of Veterans Affairs	-	-	-	72%	-	-	-	NA	NA	
Election Assistance Commission	0	-	-	100%	100%	50%	-	NA	NA	
Environmental Protection Agency	-	-	-	85%	-	-	-	NA	NA	Agency records do not permit us to report on frequent routine telework, that is, 3 or more days per two-week period.

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Equal Employment Opportunity Commission	-	-	-	95%	95%	95%	-	-	-	
Office of Science and Technology Policy (EOP)	24	-	-	100%	-	-	-	NA	NA	We have a high turnover of staff at OSTP and do not track the days staff telework. Telework at OSTP is on a situational basis/ adhoc basis and all are eligible to telework.
Export-Import Bank of the United States	325	250	50	-	-	-	-	-	-	
Farm Credit Administration	100	-	-	100%	-	-	-	-	-	
Farm Credit System Insurance Corporation	-	-	-	-	-	-	NA	NA	NA	Due to the small size of FCSIC, a non-numerical goal for 2020 has not been estab-lished. However, management remains committed to a case by case approach to individual telework request.
Federal Deposit Insurance Corporation	-	-	-	40%	5%	5%	-	-	-	
Federal Election Commission	-	-	-	80%	30%	50%	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Federal Energy Regulatory Commission	-	-	-	-	-	-	NA	NA	NA	
Federal Housing Finance Agency	-	-	-	80%	-	-	-	-	-	
Federal Labor Relations Authority	100	95	10	85%	95%	10%	-	-	-	
Federal Maritime Commission	-	-	-	65%	60%	30%	-	-	-	
Federal Mediation and Conciliation Service	-	-	-	100%	75%	-	-	-	NA	
Federal Mine Safety and Health Review Commission	50	20	10	80%	80%	10%	-	-	-	
Federal Retirement Thrift Investment Board	125	90	-	-	-	-	-	-	-	
Federal Trade Commission	-	-	-	86%	15%	30%	-	-	-	
General Services Administration	-	-	-	-	-	-	NA	NA	NA	
Institute of Museum and Library Services	54	15	4	-	-	-	-	-	-	
Japan-United States Friendship Commission	3	3	3	3%	3%	3%	-	-	-	
Marine Mammal Commission	-	2	1	-	-	-	-	-	-	
Merit Systems Protection Board	155	91	65	-	-	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Millennium Challenge Corporation	-	90	60	100%	-	-	-	-	-	The goal is to maintain 100% participate in situa-tional telework and
National Aeronautics and Space Administration	7052	5288	485	40%	30%	3%	-	-	-	
National Archives and Records Administration	-	-	-	42%	7%	15%	-	-	-	
National Capital Planning Commission	30	30	0	-	-	-	-	-	NA	
National Council on Disability	9	3	0	100%	33%	0%	-	-	-	
National Credit Union Administration	350	50	110	-	-	-	-	-	-	
National Endowment for the Arts	139	53	71	-	-	-	-	-	-	
National Endowment for the Humanities	125	9	-	61%	-	-	-	-	-	
National Labor Relations Board	-	-	-	75%	40%	30%	-	-	-	
National Mediation Board	51	39	12	51%	39%	12%	-	-	-	
National Science Foundation	-	-	-	94%	92%	8%	-	-	-	
National Transportation Safety Board	-	-	-	90%	30%	25%	-	-	-	
Nuclear Regulatory Commission	-	-	-	73%	17%	21%	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Nuclear Waste Technical Review Board	12	1	0	-	-	-	-	-	-	
Occupational Safety and Health Review Commission	33	23	9	-	-	-	-	-	-	
Office of Government Ethics	60	20	25	-	-	-	-	-	-	
Office of National Drug Control Policy	63	52	1	100%	83%	2%	-	-	-	
Office of Navajo and Hopi Indian Relocation	0	0	0	0%	0%	0%	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Office of Personnel Management	-	-	-	-	-	-	NA	NA	NA	Improve telework program guidance, monitoring, and evaluation. The agency will brief the workforce, supervisors, and administrative officers on the new telework policy and program to highlight key monitoring roles. Additionally, OPM HR will establish quarterly checkpoints with administrative officers to ensure continual data updates and address reporting concerns.
Office of the United States Trade Representative (EOP)	-	-	-	93%	15%	5%	-	-	-	
Overseas Private Investment Corporation	-	-	-	-	-	-	NA	NA	NA	
Patent and Trademark Office	4243	898	3345	-	-	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Peace Corps	-	-	-	-	-	-	NA	NA	NA	Our non-numeric goal will be to improve awareness in the telework program by offering annual lunch and learns and revising an informational telework site on our intranet. Our goal will continue to include an increase in the use of telework for emergency preparedness, hazardous weather and unexpected factors (i.e., transportation issues) as well as the improvement in workplace flexi-bility as we moved agency headquar-ters in November 2019.
Pension Benefit Guaranty Corporation	865	290	575	-	-	-	-	-	-	
Postal Regulatory Commission	57	3	31	-	-	-	-	-	-	
Privacy and Civil Liberties Oversight Board	26	26	-	100%	100%	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of *eligible* employees teleworking on a frequent routine basis	Goal: Percentage of *eligible* employees teleworking on an infre-quent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Railroad Retirement Board	-	-	-	85%	60%	60%	-	-	-	
Securities and Exchange Commission	-	-	-	90%	30%	30%	-	-	-	
Small Business Administration	2000	1000	400	-	-	-	-	-	-	
Social Security Administration	-	-	-	-	-	-	NA	NA	NA	
Tennessee Valley Authority	-	-	-	-	-	-	NA	NA	NA	Continued oversight of the telework program to include ongoing education of managers and employees on eligibility, benefits, appropriate documentation and training associated with the program.
Trade and Development Agency	-	-	-	90%	-	-	-	NA	NA	
U.S. AbiliityOne Commission	27	0	0	-	-	-	-	-	-	
U.S. Agency for Global Media	25	10	10	-	-	-	-	-	-	
U.S. Commission on Civil Rights	-	6	9	-	-	-	-	-	-	
U.S. International Trade Commission	-	-	-	-	-	-	-	-	-	
U.S. Office of Special Counsel	128	10	0	-	-	-	-	-	-	

APPENDIX 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2020 Participation Goal

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Access Board	The Access Board currently has 100% of the staff teleworking.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	As of 10/1/18, our 12-person agency all works from their homes remotely so situational and infrequent telework no longer applies.
Central Intelligence Agency	The classified nature of our mission limits the scope of our telework opportunities and our ability to create meaningful, numeric goals. Management continues to explore options to increase telework opportunities by increasing the use of flexible work centers and remote work opportunities.
Consumer Financial Protection Bureau	We cannot distinguish between routine telework and situational telework in our data collection system
Denali Commission	No data or goals to report
Department of Agriculture	USDA determines eligibility on an individual basis for each employee. Determinations are based on a number of factors: portable work, job descriptions and sub-agency mission requirements, for example.
Department of Commerce	Our time and attendance system does not currently differ between regular/recurring and situational telework. We are in the process of modifying the system.
Department of Education	ED's telework policy limits telework to one day per week therefore, frequent telework that is 3 or more days per week is not applicable to ED.
Department of Energy	DOE has opted to increase participation in the overall telework program verses setting frequency goals.
Department of Health and Human Services	A new telework goal will be included in the discussion on strategic goals that are under consideration by new leadership. HHS established an aggressive five-year goal during the initial rollout of the Telework campaign. We reached our target and are currently reviewing options to include tracking cost savings data in the future.
Department of Justice	Components within DOJ are not recording telework through the time and attendance system so some are unable to provide records.
Department of State	Employees who infrequently perform telework of two or fewer days or who perform frequent routine telework of three or more days, do so on an individual basis in consultation with their supervisor. This type of arrangement is arranged outside of our electronic eTelework application and tracking system. Therefore, there is no mechanism in place to measure or assess the frequency of these arrangements.

APPENDIX 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2020 Participation Goal

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Department of the Interior	Due to system limitations, the Department of the Interior is unable to provide a cumulative report of the number of employees who have teleworked on an annual basis. The Department of the Interior will be working with its payroll provider to determine alternative solutions to mitigate the current reporting limitations in advance of the FY20 telework data call report.
Department of Transportation	Previously, for the purposes of fostering a work culture that leverages telework while maximizing the use of workplace flexibilities, the Department set a telework participation goal that 50% of eligible employees should telework in some frequency throughout the year. In recent years, as regular and recurring employee telework participation has become more and more institutionalized throughout the agency, DOT has consistently exceeded the previously set goal with more than 70 percent eligible employees having teleworked in each of the past several fiscal years. Given this continued robust level of telework participation, it has been assessed that overall telework participation in the Department is at an optimal level, and no further refinement to our participation goal setting is necessary now. The Department retains the flexibility, however, to revisit its telework strategies as new work demands and supporting technologies emerge.
Department of Veterans Affairs	VA does not establish a fiscal year telework participation goal for situational/ad-hoc or routine telework 2 days or fewer. VA establishes a fiscal year goal for frequent routine telework that is 2 or more days per two-week period. The FY2020 goal for telework 2 or more days per two-week period is 40% of telework eligible employees.
Environmental Protection Agency	Agency records do not permit us to report on infrequent routine telework, that is, 2 or fewer days per two-week pay period.
Office of Science and Technology Policy (EOP)	We have a high turnover of staff at OSTP and do not track the days staff telework. Telework at OSTP is on a situational basis/ adhoc basis and all are eligible to telework.
Farm Credit System Insurance Corporation	Due to the mission requirements and the small size of FCSIC (as of FY 2019 there are currently 11 FTE) A participation goal has not been established.
Federal Energy Regulatory Commission	Telework is voluntary; some eligible employees prefer not to telework
Federal Mediation and Conciliation Service	Our telework policy allows for a maximum of 2 days per week, except for reasonable accommodation.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
General Services Administration	GSA continues to focus on workforce mobility as a tool for accomplishing the Agency mission and does not establish participation goals. The GSA Workforce Mobility and Telework Policy, signed June 30, 2018, supports the use of telework to the extent that it is consistent with the business needs of the organization and the individual work requirements of the employee. Approximately 89% of eligible GSA employees participated in either telework at some level, or in remote work (defined in GSA as full-time telework) during FY19. The results posted in this data call indicate that 92% of eligible employees telework on a routine basis at least one or more days per pay period or participated in remote work in FY19. GSA continues to explore ways in which we can both implement and model the mobile workforce/workplace.
National Capital Planning Commission	To meet the agency's mission, employees are allowed to telework up to two days in a two-week period. Only in situations with extenuating circumstances do employees telework more than one day a week. Therefore, no goal was established for agency employees to telework more than 3 or more days during a two-week period.
Office of Personnel Management	Due to the recent decline in workforce population and high employee attrition in roles that directly support the agency's telework program there have been inconsistencies with the agency's telework guidance and how to monitor eligibility and participation. Thus, we are unable to accurately benchmark telework participation to develop a meaningful agency goal.
Overseas Private Investment Corporation	Many OPIC employees conduct international travel as a routine part of their jobs. These travel obligations make it difficult for OPIC staff to be in the office on a regular basis. Due to the limited time that staff already spend in the office, we do not think it is prudent to set higher goals for our telework population.
Patent and Trademark Office	Situational telework at the USPTO is usually considered for executive, administrative, support staff, and especially considered for individuals assigned a COOP role. It is granted at the discretion of management and is not considered a formal telework program in any division within the USPTO.
Peace Corps	Telework is a professional discussion to have between employees and supervisors. Therefore, we do not focus on setting numeric goals. We do believe in the importance of telework and seek to improve awareness in the program.
Social Security Administration	As an agency, we are re-evaluating how telework impacts our public service mission. While we support telework for thousands of employees across the agency, our first mandate is to serve the public and ensure that telework does not diminish the services we deliver. We do not break the goal down for each category of telework (i.e. situational, episodic, routine), nor do we set frequency goals. Our employees' allowable number of telework days per week are determined by each respective component at the Deputy Commissioner level.
Tennessee Valley Authority	The nature of the work did not permit us the ability to accurately determine who can and how often they can telework.

APPENDIX 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2020 Participation Goal

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Trade and Development Agency	Infrequent routine telework is not offered at USTDA. Only situational telework is available to employees, with the exception of two employees who telework remotely, and one headquarters employee who teleworks two hours daily to accommodate a special need.

APPENDIX 19. Selected Outcome Goals by Agency

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Access Board	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	-
Agency for International Development	Yes	Yes	Yes	Yes	Yes	No	No	Yes	-
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	-
Central Intelligence Agency	No	No	No	No	No	No	No	No	-
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	Yes	No	No	No	Yes	-
Commodity Futures Trading Commission	No	No	No	Yes	No	No	No	No	-
Consumer Financial Protection Bureau	No	No	No	No	Yes	No	No	No	-
Consumer Product Safety Commission	No	No	No	Yes	Yes	No	No	No	-
Corporation for National and Community Service	Yes	Yes	Yes	Yes	No	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Court Services and Offender Supervision Agency	No	No	No	No	Yes	No	No	Yes	-
Defense Nuclear Facilities Safety Board	Yes	No	No	Yes	Yes	No	No	No	-
Denali Commission	No	No	No	No	No	No	No	No	-
Department of Agriculture	No	No	No	No	No	No	No	No	-
Department of Commerce	No	Yes	No	Yes	Yes	No	No	No	-
Department of Defense	Yes	Yes	No	Yes	Yes	No	No	No	-
Department of Education	Yes	No	No	No	Yes	No	No	No	-
Department of Energy	Yes	Yes	No	Yes	Yes	No	No	No	DOE continuously strives to reduce energy consumption and emissions by avoiding commuting to work, improving balancing employees' worklife needs, and ensuring continuity of operations during emergency situations without sacrificing productivity.
Department of Health and Human Services	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of Homeland Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A
Department of Housing and Urban Development	Yes	No	No	No	Yes	No	No	No	-
Department of Justice	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
Department of Labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	-
Department of State	No	No	No	Yes	Yes	No	No	No	-
Department of the Interior	Yes	No	No	No	No	No	No	No	-
Department of the Treasury	Yes	No	No	No	No	No	Yes	No	-
Department of Transportation	No	No	No	No	No	No	No	No	-
Department of Veterans Affairs	Yes	No	No	Yes	No	Yes	Yes	Yes	-
Election Assistance Commission	Yes	Yes	Yes	Yes	Yes	No	No	Yes	-
Environmental Protection Agency	No	No	No	Yes	No	No	No	No	-
Equal Employment Opportunity Commission	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	-
Office of Science and Technology Policy (EOP)	No	No	No	No	No	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Export-Import Bank of the United States	Yes	No	No	Yes	Yes	No	No	No	-
Farm Credit Administration	Yes	Yes	Yes	Yes	Yes	No	No	No	No other goals have been made.
Farm Credit System Insurance Corporation	No	Yes	No	Yes	Yes	No	No	No	-
Federal Deposit Insurance Corporation	No	No	No	Yes	No	No	Yes	No	-
Federal Election Commission	No	Yes	No	Yes	No	No	No	No	-
Federal Energy Regulatory Commission	Yes	No	No	Yes	Yes	No	No	No	-
Federal Housing Finance Agency	Yes	Yes	Yes	Yes	Yes	No	No	No	-
Federal Labor Relations Authority	Yes	No	No	Yes	Yes	No	No	Yes	-
Federal Maritime Commission	Yes	Yes	No	Yes	Yes	No	No	Yes	-
Federal Mediation and Conciliation Service	Yes	Yes	No	Yes	Yes	No	No	Yes	-
Federal Mine Safety and Health Review Commission	Yes	Yes	No	No	Yes	No	No	No	-
Federal Retirement Thrift Investment Board	Yes	Yes	No	Yes	Yes	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Federal Trade Commission	No	No	No	No	Yes	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
General Services Administration	No	Yes	No	Yes	Yes	No	Yes	No	GSA continues to address the issue of reduced transit/commuting costs through the DOT online transit subsidy application, by continuing to educate employees of their responsibilities to ensure that estimated commuting costs do not include days on which they telework. Updated agency telework policy and training also address this employee responsibility. The benefits of implementation of this system continue as GSA works with DOT to utilize the available data to review participant usage and support appropriate cost reductions. This cost saving strategy has decreased the amount of funding obligated to DOT based on the actual usage reports from the eApp System (DOT de-obligates any unused funding) Our initial FY18 Agreement with DOT was for $7,081,362.33 Our initial FY19 Agreement with DOT was for $6,050,000.00 Our initial FY20 Agreement with DOT was for $5,840,129.13

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Institute of Museum and Library Services	Yes	No	No	No	Yes	No	No	No	-
Japan-United States Friendship Commission	No	No	Yes	No	No	No	No	Yes	-
Marine Mammal Commission	No	No	No	Yes	No	No	No	Yes	-
Merit Systems Protection Board	No	No	No	No	No	No	No	No	N/A
Millennium Challenge Corporation	Yes	Yes	Yes	Yes	Yes	No	No	No	-
National Aeronautics and Space Administration	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	NASA continues to encourage telework for weather and safety events, and alternate Fridays to save energy, reduce commuter miles and wear and tear on vehicles. It also contributes to the reduction in airborne emission since fewer cars are on the road. However, there is no data readily available to evaluate the reduction.
National Archives and Records Administration	No	No	No	Yes	No	No	No	No	-
National Capital Planning Commission	Yes	Yes	Yes	Yes	Yes	No	No	Yes	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
National Council on Disability	Yes	Yes	Yes	Yes	No	No	No	Yes	NCD uses telework to promote work life balance. Additionally, NCD allows employees to telework as an accommodation for people with disabilities. Employee participation and feedback is used to evaluate the agency's progress towards these goals.
National Credit Union Administration	Yes	No	No	No	Yes	No	No	No	-
National Endowment for the Arts	Yes	No	No	No	No	No	No	No	-
National Endowment for the Humanities	Yes	Yes	Yes	Yes	Yes	No	No	No	-
National Labor Relations Board	No	No	No	No	Yes	No	No	No	-
National Mediation Board	Yes	No	No	No	No	No	No	No	-
National Science Foundation	Yes	Yes	No	No	No	No	No	No	-
National Transportation Safety Board	Yes	Yes	Yes	Yes	Yes	No	No	Yes	-
Nuclear Regulatory Commission	No	No	No	No	No	No	No	No	-
Nuclear Waste Technical Review Board	No	No	Yes	No	Yes	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Occupational Safety and Health Review Commission	Yes	Yes	Yes	No	Yes	No	No	Yes	-
Office of Government Ethics	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
Office of National Drug Control Policy	No	No	No	Yes	Yes	Yes	No	Yes	-
Office of Navajo and Hopi Indian Relocation	No	No	No	No	Yes	No	No	No	-
Office of Personnel Management	Yes	Yes	No	No	No	No	No	No	-
Office of the United States Trade Representative (EOP)	No	No	No	No	Yes	No	No	Yes	-
Overseas Private Investment Corporation	No	No	No	No	No	No	No	No	-
Patent and Trademark Office	No	No	No	Yes	Yes	No	Yes	No	-
Peace Corps	No	No	No	No	Yes	No	No	No	We have moved our agency headquarters in November. We are using telework as a workplace flexibility during this transition period.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Pension Benefit Guaranty Corporation	No	No	No	Yes	Yes	No	No	Yes	-
Postal Regulatory Commission	Yes	Yes	No	Yes	Yes	No	No	No	-
Privacy and Civil Liberties Oversight Board	No	No	No	Yes	Yes	No	No	No	-
Railroad Retirement Board	No	No	No	Yes	No	No	No	Yes	-
Securities and Exchange Commission	No	Yes	No	Yes	Yes	No	No	No	-
Small Business Administration	Yes	Yes	No	Yes	Yes	No	No	No	-
Social Security Administration	Yes	No	No	No	No	No	No	No	-
Tennessee Valley Authority	Yes	Yes	No	Yes	Yes	No	No	No	-
Trade and Development Agency	Yes	Yes	No	Yes	Yes	No	No	Yes	USTDA routinely approves situational telework for the completion of major projects by employees who require large amounts of uninterrupted time and attention to complete tasks which can be accomplished outside of the office.
U.S. AbiliityOne Commission	Yes	No	No	No	No	No	No	Yes	-
U.S. Agency for Global Media	No	No	No	No	Yes	No	No	Yes	-
U.S. Commission on Civil Rights	No	No	No	No	Yes	Yes	Yes	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
U.S. International Trade Commission	No	No	No	Yes	No	No	No	No	-
U.S. Office of Special Counsel	Yes	Yes	Yes	Yes	No	Yes	No	Yes	-

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

APPENDIX 20. Agency Methods for Collecting Telework Data

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Access Board	X	-	X	-	
Agency for International Development	X	X	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	-	-	-	Our staff of 12 all work remotely as of 10/1/18. We no longer have a physical office.
Central Intelligence Agency	-	-	-	X	
Chemical Safety and Hazard Investigation Board	X	-	-	-	
Commodity Futures Trading Commission	-	X	-	-	
Consumer Financial Protection Bureau	X	-	-	-	
Consumer Product Safety Commission	X	-	-	-	Spot checked the time and attendance data
Corporation for National and Community Service	-	X	X	-	
Court Services and Offender Supervision Agency	X	-	-	-	
Defense Nuclear Facilities Safety Board	X	-	-	-	
Denali Commission	-	-	X	-	
Department of Agriculture	-	X	X	-	
Department of Commerce	X	-	-	-	
Department of Defense	X	-	-	-	
Department of Education	X	-	-	-	
Department of Energy	X	-	X	X	
Department of Health and Human Services	X	X	X	X	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Department of Homeland Security	X	-	-	-	
Department of Housing and Urban Development	X	X	X	X	
Department of Justice	X	-	-	-	
Department of Labor	X	-	X	-	
Department of State	X	X	-	-	
Department of the Interior	X	-	-	-	
Department of the Treasury	X	X	-	-	
Department of Transportation	X	-	-	-	
Department of Veterans Affairs	-	-	-	-	HR Smart & Personnel Accounting Integrated Data System
Election Assistance Commission	-	-	-	X	
Environmental Protection Agency	X	-	-	-	
Equal Employment Opportunity Commission	X	-	-	-	
Office of Science and Technology Policy (EOP)	-	-	X	-	
Export-Import Bank of the United States	X	X	-	-	
Farm Credit Administration	X	-	-	-	
Farm Credit System Insurance Corporation	X	-	-	-	
Federal Deposit Insurance Corporation	X	-	-	-	
Federal Election Commission	X	-	-	-	
Federal Energy Regulatory Commission	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Federal Housing Finance Agency	X	-	X	-	HRIS
Federal Labor Relations Authority	X	-	-	-	
Federal Maritime Commission	X	-	X	-	
Federal Mediation and Conciliation Service	X	-	-	-	
Federal Mine Safety and Health Review Commission	X	-	-	-	
Federal Retirement Thrift Investment Board	X	-	-	-	
Federal Trade Commission	X	-	-	-	
General Services Administration	X	X	-	-	
Institute of Museum and Library Services	-	-	X	-	
Japan-United States Friendship Commission	-	-	-	-	Telework as approved by the agency head.
Marine Mammal Commission	X	-	-	-	
Merit Systems Protection Board	X	-	-	-	
Millennium Challenge Corporation	-	-	X	-	By manually generating reports from MS SharePoint
National Aeronautics and Space Administration	X	-	-	-	
National Archives and Records Administration	X	X	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
National Capital Planning Commission	X	-	X	-	Tour of duty roster that records employees' duty hours, scheduled workdays, and scheduled telework days.
National Council on Disability	-	X	X	X	Approved telework agreements, renewed annually.
National Credit Union Administration	X	-	-	-	
National Endowment for the Arts	X	-	X	-	
National Endowment for the Humanities	-	-	X	-	
National Labor Relations Board	X	-	-	X	
National Mediation Board	X	-	X	X	
National Science Foundation	X	X	-	-	
National Transportation Safety Board	X	-	X	-	
Nuclear Regulatory Commission	X	-	X	-	
Nuclear Waste Technical Review Board	X	X	X	-	
Occupational Safety and Health Review Commission	X	-	X	-	
Office of Government Ethics	X	-	X	-	
Office of National Drug Control Policy	X	-	-	-	
Office of Navajo and Hopi Indian Relocation	-	-	X	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Office of Personnel Management	-	-	-	-	Developed and deployed an agency telework data call survey, modeled after OPM's govern-mentwide survey, that was completed by each organizations Administrative Officers (AO). AOs serve as the organization's liaison to the TMO.
Office of the United States Trade Representative (EOP)	X	-	X	-	
Overseas Private Investment Corporation	X	-	-	-	
Patent and Trademark Office	-	X	-	-	
Peace Corps	X	X	-	-	
Pension Benefit Guaranty Corporation	X	-	-	-	
Postal Regulatory Commission	-	X	X	-	
Privacy and Civil Liberties Oversight Board	-	-	X	-	
Railroad Retirement Board	X	-	-	-	
Securities and Exchange Commission	X	X	-	-	
Small Business Administration	X	-	X	-	
Social Security Administration	-	X	X	X	A customized VPN report that monitors and tracks VPN access.
Tennessee Valley Authority	-	-	X	-	
Trade and Development Agency	X	-	-	-	
U.S. AbilityOne Commission	-	-	X	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
U.S. Agency for Global Media	X	-	-	-	
U.S. Commission on Civil Rights	-	-	X	-	
U.S. International Trade Commission	X	-	-	X	
U.S. Office of Special Counsel	-	-	X	-	

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

APPENDIX 21. Calculating Days Teleworked

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

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Department of the Treasury	-	X	
Department of Transportation	-	X	
Department of Veterans Affairs	-	X	
Election Assistance Commission	X	X	
Environmental Protection Agency	-	-	Unable to determine because there is no data field in our reporting system that identifies number of days teleworked per pay period.
Equal Employment Opportunity Commission	-	X	
Office of Science and Technology Policy (EOP)	-	X	
Export-Import Bank of the United States	-	X	
Farm Credit Administration	-	X	
Farm Credit System Insurance Corporation	-	X	
Federal Deposit Insurance Corporation	-	X	
Federal Election Commission	-	X	
Federal Energy Regulatory Commission	-	X	
Federal Housing Finance Agency	-	-	Employees who include any number of hours as telework on their timecard
Federal Labor Relations Authority	-	X	
Federal Maritime Commission	X	X	
Federal Mediation and Conciliation Service	X	X	
Federal Mine Safety and Health Review Commission	X	-	
Federal Retirement Thrift Investment Board	-	X	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Federal Trade Commission	-	X	
General Services Administration	-	X	
Institute of Museum and Library Services	-	X	
Japan-United States Friendship Commission	-	X	
Marine Mammal Commission	X	-	
Merit Systems Protection Board	-	X	
Millennium Challenge Corporation	-	-	This information is calculated by reviewing employee Master Work Schedules (MWS), which provides the type of telework schedule (regular, situational, AWS/ Telework) and the number of days an employee has been approved to participate in telework.
National Aeronautics and Space Administration	-	X	
National Archives and Records Administration	-	X	
National Capital Planning Commission	X	X	
National Council on Disability	-	X	
National Credit Union Administration	-	X	
National Endowment for the Arts	-	X	
National Endowment for the Humanities	-	X	
National Labor Relations Board	-	X	
National Mediation Board	-	X	
National Science Foundation	-	X	
National Transportation Safety Board	-	X	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Nuclear Regulatory Commission	X	X	
Nuclear Waste Technical Review Board	-	X	
Occupational Safety and Health Review Commission	X	-	
Office of Government Ethics	-	X	
Office of National Drug Control Policy	-	X	
Office of Navajo and Hopi Indian Relocation	-	X	
Office of Personnel Management	X	X	
Office of the United States Trade Representative (EOP)	-	X	
Overseas Private Investment Corporation	-	X	
Patent and Trademark Office	-	X	
Peace Corps	X	-	
Pension Benefit Guaranty Corporation	-	X	
Postal Regulatory Commission	X	X	
Privacy and Civil Liberties Oversight Board	-	X	
Railroad Retirement Board	-	X	
Securities and Exchange Commission	-	X	
Small Business Administration	-	X	
Social Security Administration	-	X	
Tennessee Valley Authority	-	X	
Trade and Development Agency	-	X	
U.S. AbilityOne Commission	-	X	
U.S. Agency for Global Media	-	X	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
U.S. Commission on Civil Rights	-	X	
U.S. International Trade Commission	-	X	
U.S. Office of Special Counsel	-	X	

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

Appendix 22. Cost Savings

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

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

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

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
National Mediation Board	-	-	X	X	-	X
National Science Foundation	-	-	-	-	-	-
National Transportation Safety Board	X	-	-	-	-	X
Nuclear Regulatory Commission	-	-	-	-	-	-
Nuclear Waste Technical Review Board	-	-	-	-	X	-
Occupational Safety and Health Review Commission	-	-	-	-	-	X
Office of Government Ethics	-	-	-	-	-	-
Office of National Drug Control Policy	-	-	-	-	-	-
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	-
Office of Personnel Management	-	-	-	-	-	-
Office of the United States Trade Representative (EOP)	-	-	-	-	-	-
Overseas Private Investment Corporation	-	-	-	-	-	-
Patent and Trademark Office	X	-	-	-	-	X
Peace Corps	-	-	-	-	-	-
Pension Benefit Guaranty Corporation	-	-	-	-	-	-
Postal Regulatory Commission	-	-	-	-	-	-
Privacy and Civil Liberties Oversight Board	-	-	-	-	-	-
Railroad Retirement Board	-	-	-	-	-	-
Securities and Exchange Commission	-	-	-	-	-	X
Small Business Administration	-	-	-	-	-	-
Social Security Administration	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Tennessee Valley Authority	-	-	-	-	-	-
Trade and Development Agency	-	-	-	-	-	-
U.S. AbiliityOne Commission	-	-	-	-	-	-
U.S. Agency for Global Media	-	-	-	-	-	-
U.S. Commission on Civil Rights	X	X	-	-	-	X
U.S. International Trade Commission	-	-	-	-	-	-
U.S. Office of Special Counsel	-	-	-	-	-	-

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

Appendix 23. Cost Savings Descriptions

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Access Board	The Access Board recruited 3 employees utilizing telework as an recruiting incentive. The cost saving includes reduced commuting cost parking and gas. The estimated cost saving is $3000.00	The method of assessing this cost is internal tracking of Human Resource Data.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	We have saved approximately $225,000 on rent of physical space. Utilities was included in the rent so we cannot determine how much of the cost was for utilities. Approximately savings on transportation subsidies and parking is $5,800 a year.	I consulted with our Financial Manager to get the monthly costs for transportation and rent to come up with an estimate.
Consumer Financial Protection Bureau	CFPB saves $22,082 a month in transit subsidy costs ($264,984 annually)	Internal tracking of transit subsidies that are issued monthly
Court Services and Offender Supervision Agency	Over $627,930 for employee commuting expenses.	CSOSA set a goal to determine how the telework program affects employee satisfaction with regards to commuting. We took a survey of submitted telework agreements. Each agreement contains the employee's home address and the number of days an employee is scheduled to telework. Using a map program, we calculated the average roundtrip commute mileage for each employee to the worksite and back home. Additionally, we used data from the U.S Department of Transportation (DOT), to determine average cost savings. As of the most recent DOT data (2019), the average total cost for an automobile per mile is 61.9 cents. Per the telework agreements reviewed, the average commuting distance per day is 39 miles (includes to/from trips). From this, we calculated that each teleworker (who would have driven to work) saves about $24.14 a day from telework, which excludes parking. Using an extremely conservative estimate of $7 per day for parking, this would be about $31 saved by employee per day of telework. If this number is extrapolated across all of the telework days for FY19 (and accounting for that only 63% of employees might actually drive to work), CSOSA employees may have saved over $627,930 during the last fiscal year. This is real savings that directly impacts employees' morale, budget, and welfare – not to mention positive productivity, emergency preparedness, and employee/team success.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Homeland Security	FEMA estimates an annual savings of $761,811 in real estate costs due to Telework. This estimate assumes a savings of $383.13 per employee, and 9,163 employees who telework at any given time. Frequent telework in TSA (3 or more days a week) requires cube sharing. TSA estimates a real estate savings of $5,817,500 from frequent telework. Full time telework saves TSA an additional $1,573,000 for a total estimated cost avoidance of $7,390,500.	The average cost per person at TSA HQ for the pilot is about $13,000. This number is based on an average of 150SQFT office space average and an average of $5,688.00 per person for a cubicle space of 64 SQFT. This is based on information from FY 2016 telework report. Information obtained from: Oscar Martin, Assoc. AIA American Institute of Architects Chief Building Manager, TSA HQ Transportation Security Administration
Department of Justice	One Component responded to this questions. The Office of Justice Programs continue to save money in real estate costs through reduced office square footage and the use of hoteling space.	The cost savings for Human Capital (recruitment costs) is based on an estimate of the cost for recruiting, hiring, and training a new employee as well as lost productivity during the period position is vacant. Although the employee is a full-time telework employee, there is a reduction in salary and benefits cost associated with changing the employee's duty station to a lower locality pay area.
Department of the Treasury	Several Treasury bureaus have made substantial gains in cost savings associated with telework. Real Estate Cost Savings: Two Treasury bureaus had a combined real estate savings of $4,354,294 in FY19.	Real estate savings were tracked internally through the bureau real estate offices.
Federal Deposit Insurance Corporation	The FDIC identified cost savings for rental/office space. The FDIC has several leased building space throughout the United States. A typical lease is five years. The lease expiration dates vary per lease. When a lease is due to expire, employees who are eligible for full-time telework have the option to participate in our Home Based Option (HBO) telework program. When an employee elects the HBO, he/she gives up their designated office space. The FDIC then renegotiates the lease based on a reduced number of office spaces.	The FDIC is able to calculate cost savings based on industry standards for office space, the average cost of the space and the number of employees who elect the HBO.
Federal Mediation and Conciliation Service	We cannot give an exact amount of savings due to absences.	We cannot give an exact amount of savings due to absences.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Federal Retirement Thrift Investment Board	Although we have not achieved any financial cost savings, the Agency has seen a decrease in employee absences due to telework.	Comparing leave data for prior fiscal years
General Services Administration	Rent/Office space and Utilities - As stated before GSA continues to look for ways to reduce rent/office space. Pairing telework with hoteling, desk sharing, and right sizing workspaces has resulted in a significant reduction of GSA-occupied office space. Since FY2012, GSA has reduced its occupied office and warehouse space by more than 3 million USF, or 47%. These space reductions have resulted in reduced rent and operating costs. Reduced employee absences - GSA continues to focus on enabling and requiring employees to telework in situations where agency worksites are closed, which previously would have resulted in the use of administrative leave across-the-board. Hours of administrative leave used have decreased over time, as telework participation has increased. Transit/commuting cost - GSA continues to address the issue of reduced transit/commuting costs by utilizing online transit subsidy benefit application provided by DOT, along with supporting employee awareness of their responsibilities to ensure that estimated commuting costs do not include days on which they telework.	GSA utilizes tools including: Rent/Office Space and Utilities – Data available through GSA's Public Buildings Service, based on its workplace transformation program & GSA's Office of Administrative Services. Reduced Employee Absences – Data from GSA Time and Attendance System. Transit/ Commuting Costs – Data available through the Department of Transportation, which administers GSA's Transit Subsidy Program.
Institute of Museum and Library Services	Since the agency moved to a smaller space in 2016, we have saved approximately $75,000 per month in rent. We invested in technology to make telework easier and more accessible to encourage staff to participate -- helping balance the reduced space at the agency. IMLS is working to upgrade our technology this year to continue to make teleworking a viable option for staff.	Existing agency report of real estate costs from the COO.
Marine Mammal Commission	We assume that employees who telework are staying at the Marine Mammal Commission in large part due to flexibilities they can enjoy due to telework. It costs between $3,000 and $6,000 to recruit a new employee.	Knowledge of prices charged by OPM to recruit employees.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
National Aeronautics and Space Administration	635,000 utility cost	Although NASA continues to seek ways to reduce operating costs and overall footprint across the Agency, unique mission requirements makes it difficult to consistently and accurately track cost savings. NASA rely on each Center to provide and track the cost savings.
National Archives and Records Administration	$5,624 saved on Commuting Cost and $17,506.30 saved in TDY cost.	We used our internal tracking system which is a Cost Benefit Analysis Justification form for 100 percent telework arrangement.
National Council on Disability	Commuter benefits: Our commuter benefits are non-rollover, what is not used each month is returned to the agency: $ 8,857.55. General office supplies: indiscernible Employee Hire / Retention: The cost to hire and train a new employee is indiscernible however the savings in recruitment and training is realized by lack of turnover.	SmartBenefits program refunds are reflected on the monthly statement.
National Transportation Safety Board	Several years ago, the agency closed some regional offices and increased the number of remote teleworkers. The savings from having less rental space continues.	We do not track these savings, other than to note that the agency closed 4 regional offices several years ago.
Nuclear Waste Technical Review Board	Reducing employee absences does not equate to a specific dollar amount in savings; however, reduced employee absences result in faster project completion time.	Reducing employee absences does not equate to a specific dollar amount in savings.
Occupational Safety and Health Review Commission	Transit/Commuting costs are less because our telework directive allows employees to telework more frequently therefore reducing costs to/from the official duty station.	Internal tracking of transit/commuting costs reflect cost savings.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Securities and Exchange Commission	It is estimated that the SEC saved approximately $550,000 in transit benefit costs.	The SEC conducted analyses to determine the transit benefit savings directly attributed to teleworking. To accomplish this, we used timesheet data to determine how many actual days employees worked during the fiscal year, as well as how many days they teleworked. This approach allowed us to control for any savings attributed to other types of leave (alternative work schedules, sick leave etc.), rather than telework. We then used transit benefit applications to determine each employee's daily transit cost. To calculate the transit savings, we multiplied the daily transit cost by the number of days each employee teleworked during the year. We also conducted calculations to determine whether the discount associated with a monthly transit pass eliminated any potential cost savings by telework. These analyses revealed that over 75% of employees with a transit agreement generated some savings for the SEC by teleworking.
U.S. Commission on Civil Rights	78,000 Southern Regional Office rent and utility	Rental Lease

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