

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Status of Telework in the Federal Government Report to Congress

Fiscal Year 2020



Message from the Director

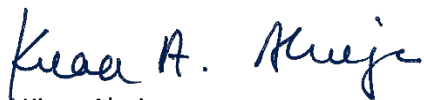
I am pleased to present the fiscal year 2020 Status of Telework in the Federal Government report—the ninth status report the U.S. Office of Personnel Management (OPM) has published since the signing of the Telework Enhancement Act of 2010. This report provides an overview of Federal telework programs for fiscal year 2020, 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.

OPM has now produced this report for almost a decade. But this report is different, because it captures a period when Federal employees worked through the challenges wrought by the COVID-19 pandemic. Yet just as Federal employees have always done, they rose to the occasion and demonstrated their resiliency. Agencies carried out their missions effectively, and Federal employees continued to perform their jobs, at the highest level, from locations other than their regular duty station, apart from their managers, supervisors, and colleagues.

Telework was a critical component of this success. The results detailed in the pages that follow show that during fiscal year 2020, agencies used telework as a strategic management tool to enhance their capability to achieve critical outcomes during an unprecedented time. Where appropriate, agencies throughout the Federal Government expanded telework to the maximum extent possible to protect the health and safety of the Federal workforce and the American people. Indeed, 90 percent of eligible Federal employees participated in telework—a significant increase compared to previous years.

This experience makes clear that, when implemented correctly, telework can help us deliver on our mission. As we look to the future, OPM is encouraging agencies to strategically leverage workplace flexibilities such as telework to help attract, recruit, and retain the best possible workforce, as well as leverage telework as a way to ensure greater resiliency and emergency preparedness through the Federal government. Through measurable progress towards enhanced telework eligibility and participation, and data reporting practices detailed in this report, agencies are better positioned to revisit how they were operating before the pandemic began and leverage lessons learned to integrate telework into their strategic workforce plans.

OPM is honored to work with Congress and Federal agencies to help make the Federal Government a model employer—and we believe that telework can be an important piece of making this goal a reality.



Kiran Ahuja

Director

Executive Summary

Since the implementation of the Telework Enhancement Act of 2010, Federal agencies have continued their evolution toward an adaptable workforce capable of achieving critical mission objectives while simultaneously navigating emerging challenges and workforce needs. The Telework Enhancement Act mandates that OPM provide an annual report to Congress addressing telework program outcomes of each Executive agency (5 U.S.C. § 6506). This current report fulfills OPM's reporting requirements for fiscal year 2020 and provides critical insights on telework trends over a multi-year period, including 2012-2020. The findings of this report demonstrate the increased success agencies are experiencing in developing and utilizing telework programs to support strategic goals.

This report includes several key findings: (1) employee eligibility to participate in telework has increased; (2) total participation across all employees continues to increase; (3) agencies continue to display positive trends in telework-related goal achievement rates; (4) the capacity to assess cost savings achieved through telework has improved.

Telework Eligibility Has Increased

Agencies reported through OPM's annual telework data call that 50 percent of all Federal employees were eligible to telework in fiscal year 2020—a significant increase from the 39 percent reported in fiscal year 2019.

Total Participation Across All Employees Continues to Increase

Agencies reported 45 percent of all Federal employees and 90 percent of eligible employees teleworked in fiscal year 2020. This figure represents a 34 percent increase among both populations. Qualitative responses suggest the expansion of telework eligibility, policy changes, and the response to the COVID-19 pandemic were key drivers in these increases.

Positive Trends in Telework-related Goal Achievement Rates

Every year, we ask agencies to articulate their goals related to telework and to report out on progress toward their goals. These goals vary by agency but typically include metrics like total participation, cost savings, and critical strategic management goals. We were pleased to see that in FY2020, despite the challenges each and every one of us experienced because of the pandemic, agencies reported that they were able to meet their telework-related goals. In fiscal year 2020, 72 percent of agencies met their identified total telework participation goal. As in previous years, total telework participation goals were the most common telework goal for agencies within the reporting period and outcomes mark a 25 percent increase from the previous year. Due to the impact of the COVID-19 pandemic, telework goal achievement was only measured for total participation to account for inconsistency with data reporting. For telework outcome goals, agencies mostly set and made progress on goals focusing on emergency preparedness (80 percent) and recruitment (56 percent).

Capacity to Assess Cost-Savings Has Improved

It has been a priority of the Federal government to encourage agencies to set up systems to assess potential cost savings related to telework. For many agencies, this has been a challenge in the past. This year's report, though, shows that more agencies have developed the ability to assess what cost savings may exist from telework. The findings of this report represent a vast improvement in agencies' ability to assess the cost savings attributed to telework programs. While agencies continue to evaluate how to

best calculate the actual cost savings related to telework, this increase in the ability to first assess those cost savings is a critical first step in measuring what cost savings, if any, are a result of telework. Only 36 percent of agencies reported an inability to track cost savings, compared to 48 percent in fiscal year 2019. Of the agencies that could not track cost savings, the common barriers reported include difficulty isolating costs associated specifically with telework and lack of access to cost savings tracking systems. For agencies that could track cost savings, the most significant savings were related to transit/commuting costs (40 percent) and reduced employee absences (17 percent).

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Fiscal Year 2020 Status of Telework in the Federal Government

Report to Congress – Results Report

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 2020. 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
- Successful practices in agency telework programs

This report also includes data specific to the use of telework to maintain agency operations during the 2020 COVID-19 pandemic. These questions were designed to collect information that the Federal Government currently lacks--data on how agencies effectively facilitate work during a crisis. These findings are intended to provide data-driven policy recommendations to improve agency preparedness for any future long-term emergency that requires a maximum telework posture.

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 2020 Telework Data Call (Data Call), an online survey administered by OPM from November 1 to December 12, 2020, 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 successful practices for fiscal year 2020. An additional 11 questions specific to the use of telework to maintain agency operations during the pandemic were also included in this survey (See Appendix 24 for full list of questions. OPM distributed the survey to **91** agencies and **87** agencies responded to the survey (see Appendices 5-6 for lists of responding agencies and subagencies)).

Consistent with previous years, this report includes relevant findings from the 2020 OPM Federal Employee Viewpoint Survey (FEVS). The FEVS is an annual survey of Federal employees, and it provides employee-level data on telework participation, employee satisfaction with telework options, and teleworker characteristics. While the FEVS should not be considered a comparable data set, it does provide meaningful insights into employee engagement outcomes associated with telework. Conversely, the FEVS and OPM's 2020 Telework Data Call may not be completely representative of one another, as they collect data from separate audiences. The inclusion of the FEVS into this report allows for the reasonable assessment of correlative relationships between teleworkers' experiences and employee 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 2020 FEVS analysis focused on questions pertaining to telework participation and satisfaction among program participants, with particular attention paid to telework use as a response to the COVID-19 pandemic. In addition, OPM used demographic variables to examine the characteristics of employees who telework. All FEVS' analyses used survey weights to produce estimates representative of the Federal workforce.

Results

COVID-19 Considerations

Prior to reviewing the results of the 2020 OPM Telework Data Call, it is imperative to highlight the implications of the COVID-19 pandemic on agency telework postures and subsequent data collection. In March 2020, agencies within the Federal Government were provided guidance directing the implementation of a maximum telework posture, as feasible, with consideration to mission accomplishment. This directive led to significant changes in telework eligibility, participation, and data collection requirements. Accordingly, some of the data outcomes provided in response to the 2020 OPM Telework Data Call were inconsistently measured or defined. For the purposes of this report, and to ensure a high level of validity, only the data outcomes that are consistent, reliable, and verifiably accurate are included in the below analysis. The implication of this analysis is critical to understanding the impact of the COVID-19 pandemic on telework practices and efficacy.

Eligibility, Participation, and Frequency

The Act requires OPM to report information on telework eligibility, participation, and frequency of

participation. OPM strongly encourages agencies to submit fiscal year data where possible, as fiscal year data ideally incorporate monthly or seasonal variation in participation. Capturing fiscal year data was especially critical for analyzing the significant impact the COVID-19 pandemic had on Governmentwide telework participation in 2020. For that reason, OPM’s 2020 online data collection tool required agencies to certify any claimed inability to collect and aggregate telework data across the fiscal year, and, in such cases, to report data for September 2020 . For the 2020 Data Call, approximately **91 percent of agencies (n=79)** reported fiscal year telework participation data. For the overall fiscal year, **79** agencies reported a total of **942,098** teleworkers in 2020. For September estimates, **8** agencies reported a total of **113,238** teleworkers. Combined, this is a total of **1,055,336** teleworkers reported for the 2020 reporting cycle.

Table 1. Telework Eligibility, Participation, and Frequency, FY 2020.

	Number of Employees	Number of Responding Agencies
Total number of employees	2,244,199	84
Employees deemed eligible to telework	1,015,115	79
Employees teleworking		
Fiscal year data	942,098	79
September data	113,238	8
Total (FY and September)	1,055,336	87

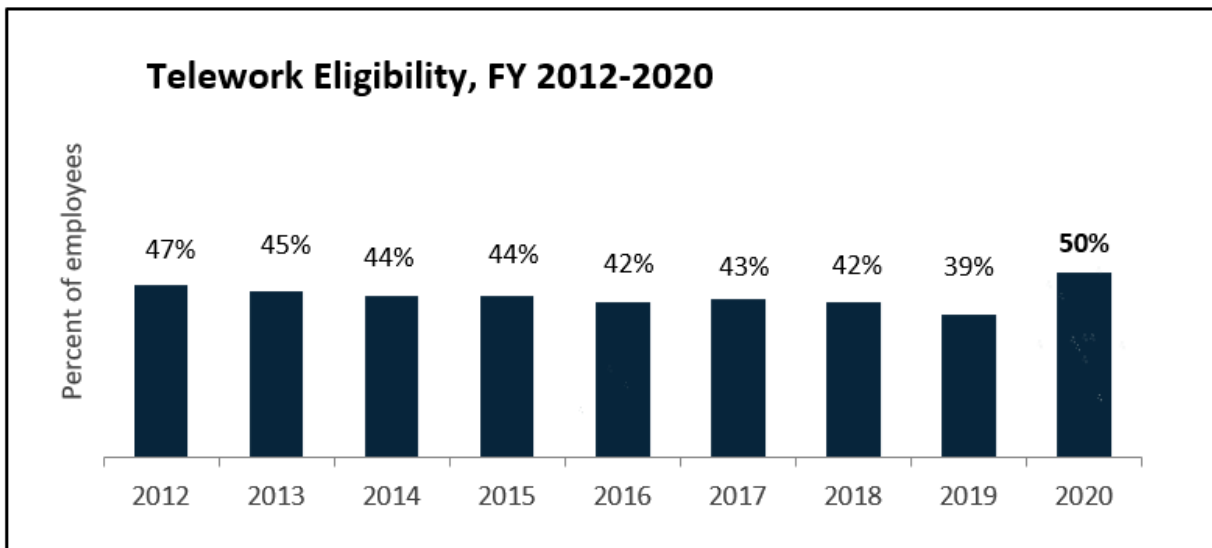
Note: Each agency reported total number of employees and employees deemed eligible to telework as of September 30th of each year. For telework participation, each agency provided data for either fiscal year or a pay period in September. Agencies were asked to report September data only if fiscal year data were not available.

Some agencies (8%) were unable 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 data discussed in this report 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 the corresponding appendices.

Eligibility

Agencies reported that **50 percent** of all Federal employees were eligible to telework in fiscal year 2020— **11** percentage points higher than reported in fiscal year 2019 (See Figure 1). Telework eligibility is determined by each agency based on agency-specific criteria. Even though Federal employees were in a maximum telework environment, many essential roles were not identified as telework eligible by agencies. These data represent all eligibility data, including agencies that chose to report September pay period data instead of tracking eligibility over the duration of the fiscal year.

Figure 1. Telework Eligibility, Percent of Employees, FY 2012-2020.

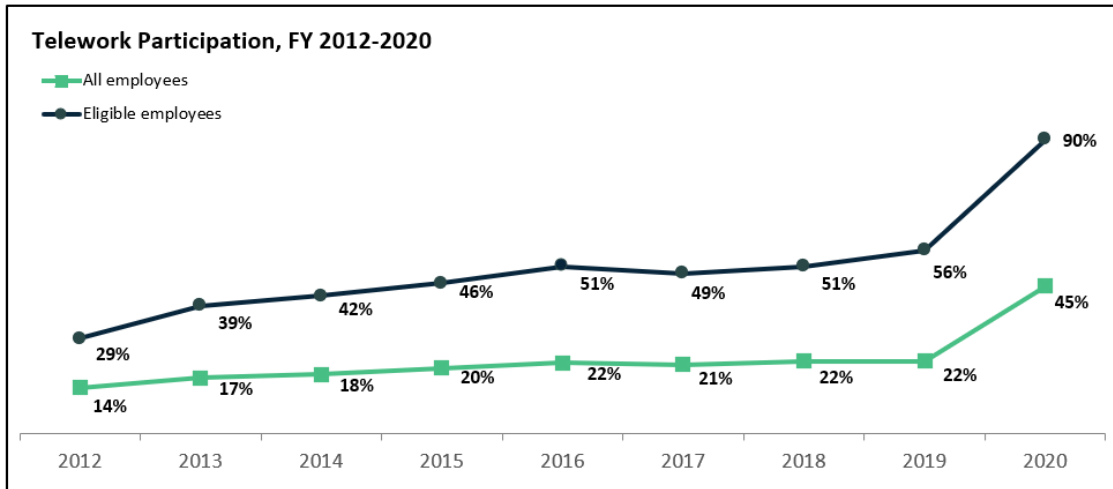


Note: Because OPM encourages agencies to report fiscal year data and non-fiscal year counts are typically low, September counts were not historically included in eligibility percentages.

Participation

Agencies reported **45 percent** of all Federal employees participated in fiscal year 2020 and **90 percent** of telework eligible employees participated in fiscal year 2020. Compared to 2019, these data suggest significant increases in overall participation— a 23 percent increase in participation across all employees and a 34 percent increase among eligible employees. Increases in participation can be attributed to changes in agency telework policy and COVID-19 pandemic response activities. Responses from the COVID-19 specific questions on the Data Call indicate that 86 percent of agencies were able to utilize telework to the maximum extent possible, with over 80 percent of their workforce engaging in full-time telework during this period.

Figure 2. Telework Participation, Percent of All Employees Versus Eligible Employees, FY 2012-2020.



In the 2020 FEVS, prior to the pandemic, 43 percent of all Federal employees reported teleworking—two percentage points higher than the 41 percent who reported teleworking in 2019. During the peak of the pandemic, the FEVS reported telework participation levels of 78 percent. The different telework participation estimates from the FEVS and Data Call reflect the differences in the level of data collection, question wording, and survey administration timeframe. The FEVS asked individual employees about their telework participation at the time of survey administration, while the Data Call asked agency-level respondents to report participation using administrative records for the fiscal year.

Reasons for Changes in Participation

Agencies that reported changes in participation (increase or decrease) of more than 10 percent between fiscal years 2019 and 2020 were asked to provide reasons for the change, as required by the Act. Detailed agency responses are included in Appendix 11. Of the 83 agencies that reported a change in fiscal year data, 78 agencies reported a telework increase and 5 reported a decrease.

The most common explanations for those agencies that increased participation included the response to the COVID-19 pandemic, workforce growth, and policy changes to increase eligibility for situational telework. Among the five agencies reporting a decrease, attrition was the most common explanation.

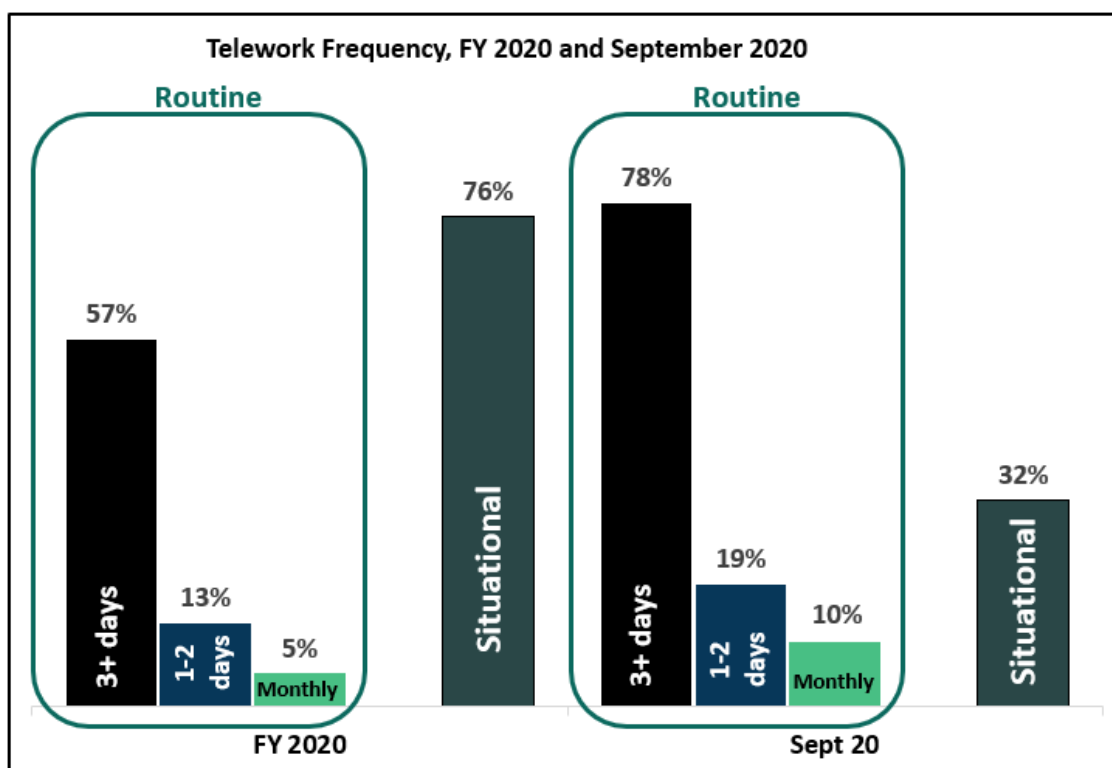
Frequency of Participation

In an effort to accurately capture telework that occurred as part of the COVID-19 response, in March 2020 OPM advised agencies that had the ability to code telework as emergency or pandemic to use that option and to report these numbers as a subcategory of situational telework data for the 2020 Telework Data Call. This specifically included telework that falls outside of an employee’s normal routine telework schedule and non-telework program participants who are required or permitted to work from home under a Continuity of Operations (COOP) plan and/or an agency action under 5 CFR 550.409. Agencies that did not have this capability were advised to report such arrangements as situational telework.

Among the **63** agencies reporting emergency telework conducted during fiscal year 2020, **376,597** employees were reported as engaging in emergency telework. For the six agencies reporting September 2020 data, **49,434** employees were reported as engaging in emergency telework. These totals include both telework program participants and non-participants who were directed to telework under circumstances outlined above. Agencies were able to provide additional context for their ability to report emergency/pandemic telework. These aggregated responses can be found in Appendix 24.

OPM also asked that agencies continue to direct employees who have regular routine telework schedules to accurately report routine telework as required under the employee’s telework agreement. For fiscal year 2020, agencies reported that **76 percent** of teleworkers teleworked on a situational basis. In terms of routine telework, **57 percent** teleworked three or more days per two-week period, **13 percent** teleworked one to two days per two-week period, and **5 percent** teleworked no more than once per month.¹ For agencies solely reporting September 2020 data, 78 percent of employees teleworked three or more days per two-week pay period, 32 percent of teleworkers teleworked on a situational basis, 19 percent teleworked one to two days per two-week period, and 10 percent teleworked no more than once per month.

Figure 3. Telework Frequency Percentages as Reported by Agencies for FY 2020 and September 2020.



¹ The 2020 FEVS collected data on telework frequency by asking employees to self-report participation in five categories: (1) I telework very infrequently, on an unscheduled or short-term basis (15 percent of teleworkers); (2) I telework, but only about 1 or 2 days per month (6 percent of teleworkers); (3) I telework, but no more than 1 or 2 days per month (5 percent of teleworkers); (4) I telework 1 or 2 days per week (16 percent of teleworkers); and (5) I telework 3 or 4 days per week (5 percent of teleworkers). These data are not comparable to Data Call results because the FEVS did not distinguish between routine and situational telework, and employees could only choose one response category.

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

Telework frequency results should be interpreted cautiously because of wide variation in agency methods for computing frequency of participation, especially as it relates to telework completed during the COVID-19 pandemic. 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. Each of these methods rely on consistent and accurate data collection and reporting, which remains challenging for agencies for a variety of reasons (e.g., employee behavior, differences among agency components, technological issues). Additionally, September pay period data may not provide a complete picture of routine telework behavior, especially as relates to telework conducted in response to the pandemic.

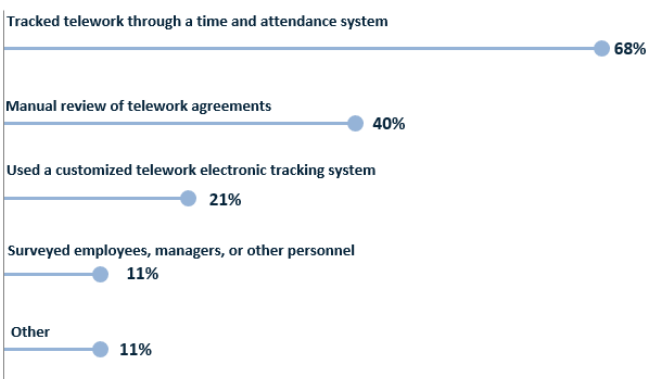
Methods for Gathering Telework Data

Agencies were asked to report any applicable data collection methods they used to tally telework participation data for 2020. As depicted in Figure 4, more than two-thirds of agencies (68 percent) primarily relied on data from their time and attendance system. Agencies also reported manually reviewing telework agreements (40 percent), using a customized tracking system (21 percent), surveying agency personnel (11 percent), or using other methods (11 percent).

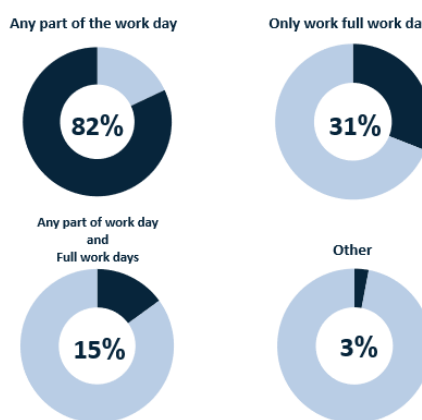
Figure 4. Methods Used for Telework Calculations.

Methods for Telework Calculations

How did you determine the number of teleworkers reported?



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



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

As noted above, 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 (31 percent), while a larger percentage of agencies count employees who work any part of the day from an alternative location (82 percent). Some agencies (15 percent) use a combination of both methods.

OPM recognizes the challenges associated with accurately tracking telework behavior, specifically with regards to employee reporting and technological limitations. As agencies continue to improve their reporting practices and technological capabilities associated with automated data collection, OPM posits that telework data collection will become more consistent and actionable across Federal agencies, contributing to enhanced policy and practice. Accordingly, OPM will continue to support agencies' efforts to increase the accuracy of data collection by providing guidance and resources on data collection and automation standards, as requested.

Participation and Outcome Goals

The Act directs OPM to assess agency progress in setting and achieving telework participation and outcome goals, such as employee recruitment, emergency preparedness, or reduced energy use. OPM collected data on agency achievement of participation goals that were set for fiscal year 2020, and progress in setting and achieving telework outcome goals specified in the Act since the last Data Call.

Participation Goals: Fiscal Year 2020 Progress Assessments

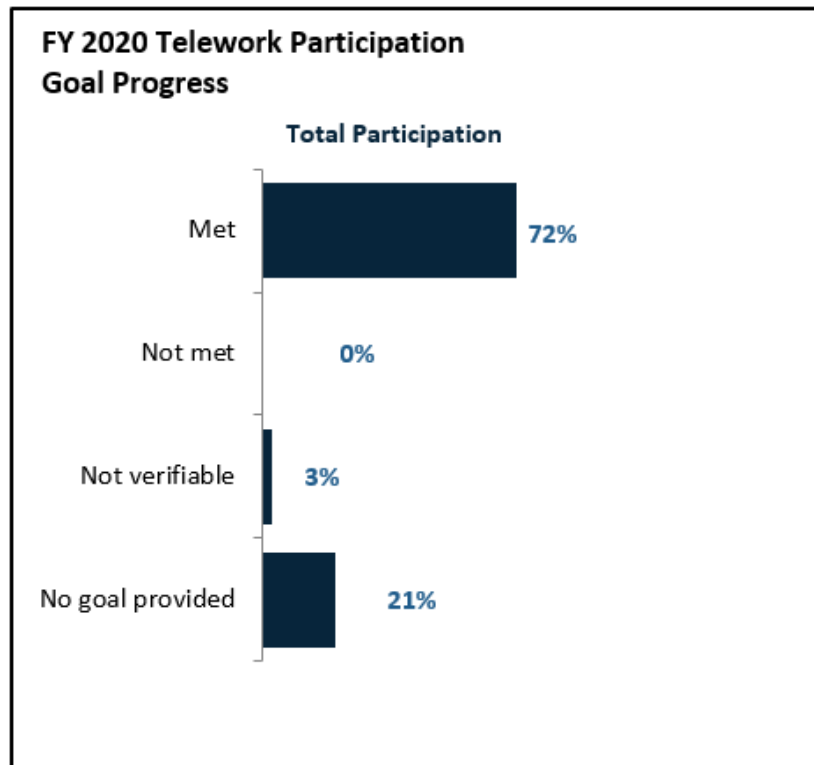
The 2019 Data Call asked agencies to set telework participation goals for fiscal year 2020. Agencies were provided with opportunities to set goals for total telework participation as well as frequent routine (three or more days per two-week period), infrequent routine (one to two days per two-week period), and situational telework².

To gauge agency progress in meeting participation goals, OPM analyzed the degree to which the fiscal year 2020 participation data submitted by agencies supported their self-assessments of progress, by comparing the overall 2020 participation goal specified in the 2019 Data Call to the 2020 participation data reported in the 2020 Data Call. While agencies had the option of setting goals in one or more of the frequency areas described above, OPM elected to focus analysis on total participation due to the widely variable tracking methods agencies used to assess participation frequency during the pandemic. Additionally, agencies set fiscal year participation goals several months prior to the pandemic declaration and would not have been able to anticipate the impact of a maximum telework posture, in which a significant portion of employees would telework every day.

Based on OPM's assessment, the majority of agencies (72 percent) met or exceeded their total participation goals for fiscal year 2020. Specifically, any agency that elected to set a total participation goal achieved the specified goal, and the only agencies that are not counted within the total goal achievement percentages were those that did not elect to set a goal for 2020, or, in a small number of cases, progress could not be assessed due to data limitations (e.g., an agency set a goal for 2020 but did not report the relevant data).

² 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.

Figure 5. FY 2020 Telework Participation Goal Progress, Total Participation Percent



Note: Percentages may not equal 100 percent due to rounding.

Understanding Missed Goals and Efforts to Achieve Future Goals

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

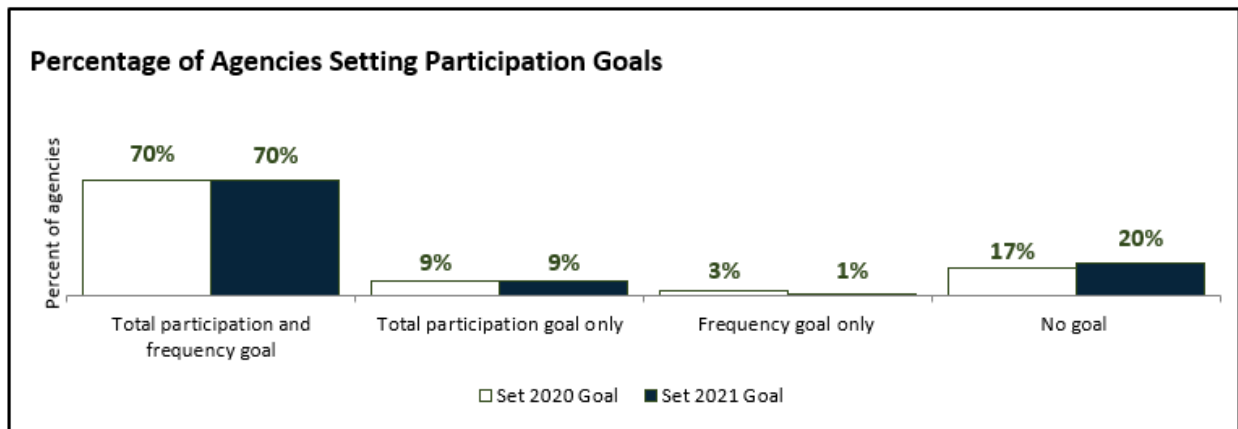
As a note, the COVID-19 pandemic challenged agencies' ability to meet goals set for each unique frequency. OPM focused analysis on total participation goals and barriers that may have contributed to preventing agencies from meeting such metrics. For organizations that did not meet their fiscal year 2020 participation goals, data collection limitations and separating remote work positions from telework counts were among the explanations provided.

Participation Goals: Fiscal Year 2021

Agencies responding to the 2020 Data Call were asked to provide telework participation goals for the fiscal year 2021. As in the previous Data Call, agencies were able to set total participation goals and frequency of participation goals.

Most agencies continue to set both total participation and frequency of participation goals (70 percent for fiscal year 2021, the same as in fiscal year 2020).

Figure 6. Percentage of Agencies Setting Participation Goals, 2020 Versus 2021.



Agencies that Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish participation goals for 2021 (20 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.

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

Reason for Not Setting Goals	Agencies
No goal to report	10
Other (unclear meaning such as N/A; redundant response including restated goal)	4
Small agency size prohibits	3
Set goals for telework frequency instead of overall participation goal	3
Data collection limitations (e.g., systems production underway, does not track telework by frequency)	2
At maximum level possible (100%) or allowed to meet agency needs	2
Prefer to set non-numeric goal	1
Set goal for overall telework participation rather than frequency goal	1
Within agency variations in telework participation limit frequency goal setting at agency level	1

Among agencies that provided an explanation for not setting a participation goal, the most common reasons included agency size restrictions, data collection limitations, and participation already being at the maximum level possible (100%). Of these agencies, common goals included increasing telework participation generally, reviewing and revising the agency telework policy, and evaluating current programs.

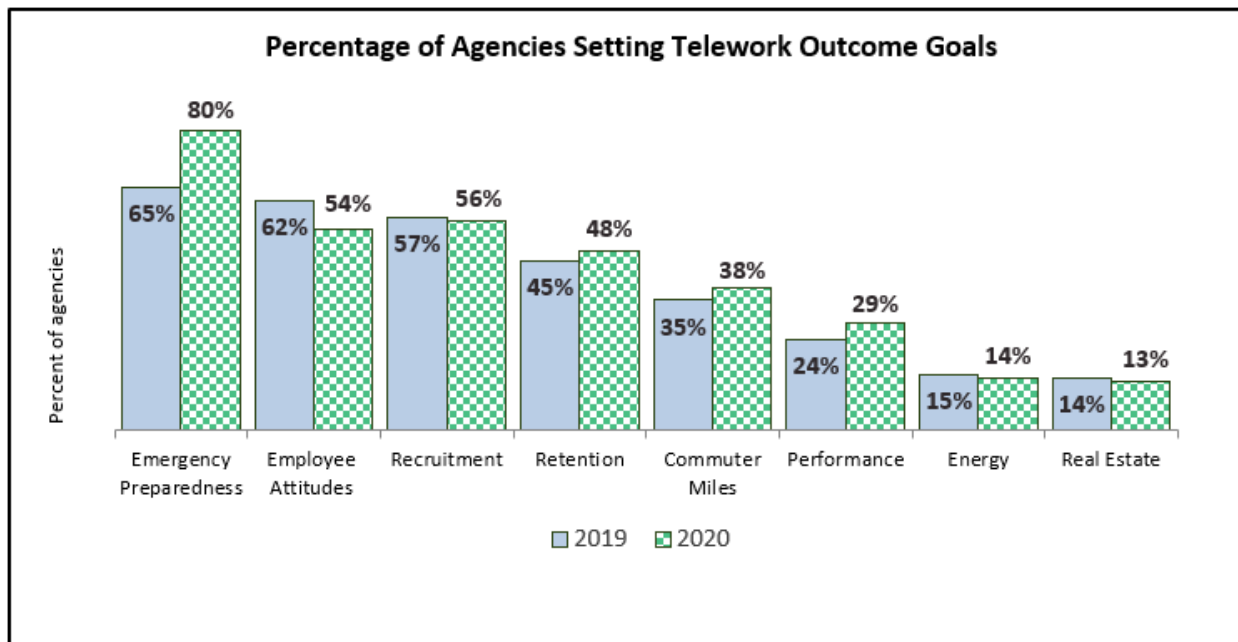
Agency Outcomes: Assessing Agency Non-Participation Goals

The intent of telework is to provide agencies a strategic management tool that maximizes human capital and other resources to effectively achieve strategic outcomes. To measure this impact, the Act encourages agencies to establish outcome goals for telework and report on the progress toward achieving those goals. The provision of these data enables critical analysis that helps to articulate the role telework practices play in supporting critical operations. OPM provides ongoing support and resources in the areas of goal setting, measurement, and evaluation. Additionally, OPM provides clear standards for goal setting and assessments as a guide, which were included in the appendix of the survey and reviewed with agencies on a consultative basis during survey administration.

The 2020 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 historical data trends, the most common goals were in the areas of emergency preparedness (88 percent) and employee attitudes (54 percent).

Figure 7. Percentage of Agencies Setting Telework Outcome Goals, 2019 Versus 2020.



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 COOP planning and telework is central to OPM’s *Governmentwide Dismissal and Closure Procedures*.³ Goal setting concerning emergency planning has historically been, and continues to be, a top priority for many agencies. The benefit of these goals can be recognized through the successful assimilation of the workforce to a maximum telework environment, where 79 percent of agencies reported experiencing no barriers in their response to the COVID-19 pandemic. 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	
Emphasize telework in COOP plan or guidance	19
Encourage or require telework during closures (e.g., weather, special events)	23
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
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

³ This guide provides [a Governmentwide approach to operating status announcements for Federal agencies](#). OPM-issued operating status announcements apply to employees working within the Washington metropolitan area, while dismissal and closure decisions for agencies outside this area are delegated to the Federal Executive Boards and local agency heads.

Goal: Emergency Preparedness	Agencies
Metrics	
No metric	30
Telework participation records (often during building closures or special events)	9
Results of emergency test drills (e.g., system capacity, employee survey)	5
Continued essential operations during recent closures or special events	4
Use of remote servers during emergency closures	4
Emergency Time and Attendance Code	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
Employee production rate	1

Agency Spotlight: Emergency Preparedness Goal

“In preparation of the agency’s pandemic-ordered telework, USAID Telework Managing Officer provided additional virtual telework training sessions, where over 1,600 employees completed the mandatory training requirement within the first few weeks of the pandemic-ordered telework status. Within the first week alone, USAID’s Office of the Chief Information Officer staff trained over 1,000 staff on accessing the Agency’s systems remotely; recorded a video of this training; created and published an Agency IT Telework Guide with questions and answers, helpful hints, and points of contact for connectivity issues; and deployed hundreds of soft RSA Tokens for secure accessibility to USAID systems.”

- United States Agency for International Development

Many respondents reported emphasizing telework in COOP plans or guidance and encouraging or requiring telework for program participants during agency closures.⁴ Other common strategies included encouraging telework readiness (e.g., situational telework agreements), updating agency telework policies, facilitating agency-wide 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, and the number of telework-ready or telework-eligible employees.

⁴ In accordance with OPM’s 2019 issuance of [weather and safety leave regulations](#), telework program participants are generally ineligible for weather and safety leave.

Improved Employee Attitudes

Telework can positively affect employee job attitudes. Longitudinal research has shown that employees who work for an organization that offers telework are more engaged than employees that work for organizations where telework is not available.⁵ Similarly, research also suggests teleworkers may experience a greater sense of organizational commitment.⁶ Agency efforts for improved employee attitudes (n=53) are summarized in Table 4.

Table 4. Employee Attitudes' Goal Settings.

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
T&A Records	1
Retention records	1

⁵ 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.

⁶ 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.

Agency Spotlight: Employee Attitudes Goal

“Pre-pandemic (October 1, 2019 to March 9, 2020), the Department widely promoted workplace flexibilities. As an example, during our 2019 October Work Life Wellness (WLW) month, the Department highlighted telework guidance in presentations and webinars promoting workplace flexibilities, which included telework benefits and best practices. These events inspired many supervisors to use telework, on a pilot or situational basis, as a way to increase employee engagement and in the process, improve employee attitudes and satisfaction. These efforts by leadership in early FY2020 paved the way and provided the foundation for a maximum telework posture at the beginning of the pandemic and our response to it, since we effectively socialized telework and its advantages with the workforce.”

- U.S. Department of State

Agencies continue to recognize the benefits of positive employee sentiment to operational success and, for that reason, have cited the improvement of employee attitudes as one of the most critical goal-setting areas in 2020. Agency strategies focused on promoting telework as a driver of engagement/satisfaction, improving communication around telework participation, and expanding access to telework as key drivers. Like previous years, agencies most cited FEVS, as well as employee and manager comments as measurements of employee attitudes.

Recruitment

The emergence of telework as an important factor for applicants who are choosing opportunities for employment in the Federal Government make it an important consideration for agencies seeking to acquire top talent.⁷ The provision of telework adds an alluring, non-monetary incentive for attracting high-quality candidates to Federal service. 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	23
Unclear	10
Emphasize telework in recruitment materials and events	8

⁷ Owl Labs. (2020). [State of Remote Work 2020](#).

Goal: Recruitment	Agencies
Strategies (Cont.)	
Improve telework eligibility and participation for new hires	8
Advertise telework on social media	3
Advertise telework on public website	2
Promote among employees	1
Metrics	
No metrics	37
Employee/candidate survey or feedback	3
Number of applications	3
FEVS	2
Number of employees equipped to telework	2
Vacancy announcements	1
Records of telework participation among eligible new hires	1
Number of telework agreements	1

Agency Spotlight: Recruitment Goal

“Every vacancy announcement includes language on the eligibility for telework. The agency's new policy reduced the minimum waiting period for new employees to participate in the telework program. New employee feedback provided that this benefit was often a significant factor in accepting the position.”

- Consumer Product Safety Commission

Some agencies focused on leveraging telework as an operational tool to enhance recruitment through advertising telework in job announcements and/or interviews, emphasizing telework in recruitment materials and events, and improving telework eligibility agencywide as effective strategies for goal achievement. For agencies that evaluate their progress in recruitment goal achievement, utilizing employee surveys and quantifying the content of recruitment events or materials are oft-utilized means of evaluation.

Retention

As with recruitment, telework can also be a strategic management tool that allows agencies to retain high-performing talent. Research clearly articulates the benefits of telework as a means of reducing voluntary turnover from employees.⁸ Agency efforts for employee retention (n=41) are summarized in Table 6.

⁸ 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.

Table 6. Retention Goal Setting.

Goal: Retention	Agencies
Reported goal setting	41
Strategies	
Unclear	12
Expanded telework frequency	8
Incentive for employees seeking retirement or other employment	6
Updated telework policy	6
Incentive for employees requiring geographic flexibility/expanded remote/fulltime telework	2
Telework promotion campaign/efforts	2
Telework training/resources for managers and employees	2
Situational or medical telework to accommodate personal needs	1
Discuss during performance reviews	1
Improved telework tracking	1
Telework trials/tests	1
Metrics	
No metric	25
Retention of specific employees	6
FEVS	5
Internal employee survey	3
Exit interviews/surveys	2
Time and attendance records	1

Agency Spotlight: Retention Goal

“The SEC will maintain a high level of retention amongst employees who telework. By offering employees telework as a work/life flexibility, the SEC will be in a position to retain a highly trained workforce to fulfill the mission of protecting American investors. The SEC will also continue to utilize telework opportunities through the Temporary Medical Telework and the Reasonable Accommodation programs as a means to retain staff that may leave the SEC due a serious medical condition of themselves or of a family member. The SEC planned to measure achievement of this goal by reviewing the SEC results of the 2020 Federal Employee Viewpoint Survey (FEVS). The focus was on the question, which states, ‘Are you considering leaving your organization within the next year, and if so, why?’ Employees who report teleworking were compared to employees who do not telework. The goal is achieved if more employees who telework report that they are not planning to leave their organization than employees who do not telework...”

- Securities and Exchange Commission

Respondents reported that the most effective strategies for leveraging telework as a talent retention mechanism include: expanding telework frequency; providing incentives to remain in the workforce for valued employees who may require geographic flexibility due to challenges with family care or specific medical needs; or to retain those who might otherwise retire or find work in other sectors. Subsequently, the associated metric was typically a count of specific employees retained using telework opportunities. Other measures included FEVS data, survey analysis, exit interviews, and intra-agency records.

Commute Miles

Telework provides agencies the opportunity to adopt more socially responsible practices such as mitigating the negative impact commuting has on employees and the environment. The reduction of commute time has traditionally been an effective strategy for helping agencies to pursue sustainability goals. Agency efforts for commute miles (n=33) are summarized in Table 7.

Table 7. Commuter Mile Goal Setting.

Goal: Commuter Miles	Agencies
Reported goal setting	33
Strategies	
Increase telework participation	28
Unclear	3
Increase access to more frequent telework	2
Metrics	
Commute distance/miles	22
Transit subsidy expenditures	6
Number of commute days/hours avoided	5
No metric	4
Commuting time	2
Employee Feedback	1
Commuting costs	1

Agency Spotlight: Commuter Miles Goal

"The NCPC continues to view telework as an added benefit to the environment, specifically by reducing carbon emissions and/or traffic congestion. During the FY20 period, in particular as a result of the agency's 100% telework implemented due to the pandemic, the NCPC's goal for reduced commuter miles was significantly met with subsequent benefits recognized. Prior to the pandemic declaration, to reduce commuter miles, the NCPC staff were reminded of the benefits of telework as well as the agency's mass transit subsidy program."

- National Capital Planning Commission

Agencies cited the benefits of reduced commute miles for a range of other outcomes, including reduced costs associated with commuting and carbon footprint reduction. Implementation strategies in this area included increasing telework eligibility and participation, particularly more frequent routine telework. The most common metrics reported were measuring commute distances, transit subsidy expenditures, and the number of commute hours avoided.

Performance

The positive relationship that exists between telework and employee performance has been a focus of researchers for some time.⁹ While a clear correlation exists, the causal relationship may not be as clear. Nevertheless, agencies have anecdotally recognized the important role telework has on achieving performance outcomes and several have committed to goals in this area. Agency efforts for employee performance (n=25) are summarized in Table 8.

Table 8. Performance Goal Setting.

Goal: Performance	Agencies
Reported goal setting	25
Strategies	
Allow more employees to telework	22
Encouraging telework to reduce distractions	4
New/updated policy	4
Unclear	2
Training on telework and performance management	1
Metrics	
No metric	10
Performance ratings	5
Time and attendance records	3

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.

Goal: Performance	Agencies
Metrics (Cont.)	
FEVS	3
Telework trials to test performance	2
Employee comments	1
Surveys	1
Telework evaluation program	1

Agency Spotlight: Performance Goal

“The Office of Government Ethics continues to encourage telework to improve employee performance. OGE encourages situational telework to allow employees to work on projects with minimal distractions. Employees have expressed that they are able to produce more when they telework because there are less interruptions and they are able to complete planned assignments quicker. Data Source: Employee feedback and performance appraisals.”

- Office of Government Ethics

For agencies that implemented goals in this area, allowing higher levels of telework participation to facilitate greater productivity (e.g., reduce distractions, engaging in situational telework) was the key strategy for goal achievement. The metrics reported included performance ratings, time and attendance records, and data from the FEVS.

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 Goal Setting.

Goal: Real Estate Costs	Agencies
Reported goal setting	11
Strategies	
Increase access to more frequent telework	5
Hoteling	3
Unclear	2
Encourage use of telework	1
No office space for full-time teleworkers	1
Metrics	
Amount of office space (e.g., floors, buildings, square footage)	6
No metric	3
Cost of office space (e.g., rent for leased space)	2

The strategies reported by agencies for reducing real estate costs included 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).

Agency Spotlight: Real Estate Goal

“One of the DOJ Components, the Office of Justice Programs, allowed employees to give up their designated workstations for the opportunity to increase the number of days in which they telework. Employees must report to the traditional worksite at least twice each pay period and use hoteling space to accomplish their work while at the traditional worksite.”

- Department of Justice

Energy Use

As is the case with commuter miles, telework offers significant benefits for agencies through reducing energy use. This may positively impact the environment and does reduce costs associated with managing Federal buildings. Agency efforts for energy use reduction (n=12) are summarized in Table 8.

Table 10. Energy Use Goal Setting.

Goal: Energy Use	Agencies
Reported goal setting	12
Strategies	
Moved to 100% telework	4
No specific strategy	3
Increase telework participation	3
Increase access to more frequent telework	2
Metrics	
Sustainability measures (e.g., emissions estimates, energy use intensity)	7
No metric	4
Future metric	1

Agency Spotlight: Energy Use Goal

“NASA is continuing to seek ways to reduce operating costs and the overall employee footprint across the Agency. NASA’s current operating model makes it difficult to accurately track significant cost savings, which we are currently evaluating for additional methods to track cost savings. Johnson Space Center and Marshall Space Flight Center continue to capitalize on the success of their Super Flex program, which has saved \$1,785,000 in utility costs each year. Under this initiative, the first Friday of the pay period, the Centers’ selected buildings are open in normal operating mode, and all other buildings are in “weekend mode” with powered down utilities including no heating or air conditioning services. Employees in buildings placed in “weekend mode” are provided the following options: change to a compressed work schedule, report to a designated on-site alternate workplace for the day, or to telework. Since the pandemic, some centers have switched buildings to weekend mode while unoccupied to save energy. This initiative has been successful and anecdotal evidence reduced the Centers’ utility costs.”

- National Aeronautics and Space Administration

The response to the COVID-19 pandemic helped agencies achieve this goal through maximizing telework eligibility, frequency, and participation. Agencies were able to measure the impact of these outcomes primarily through monitoring sustainability measures (e.g., emissions estimates, energy use intensity). The broader impact of these outcomes is more clearly articulated in the cost savings section below and Appendix 23.

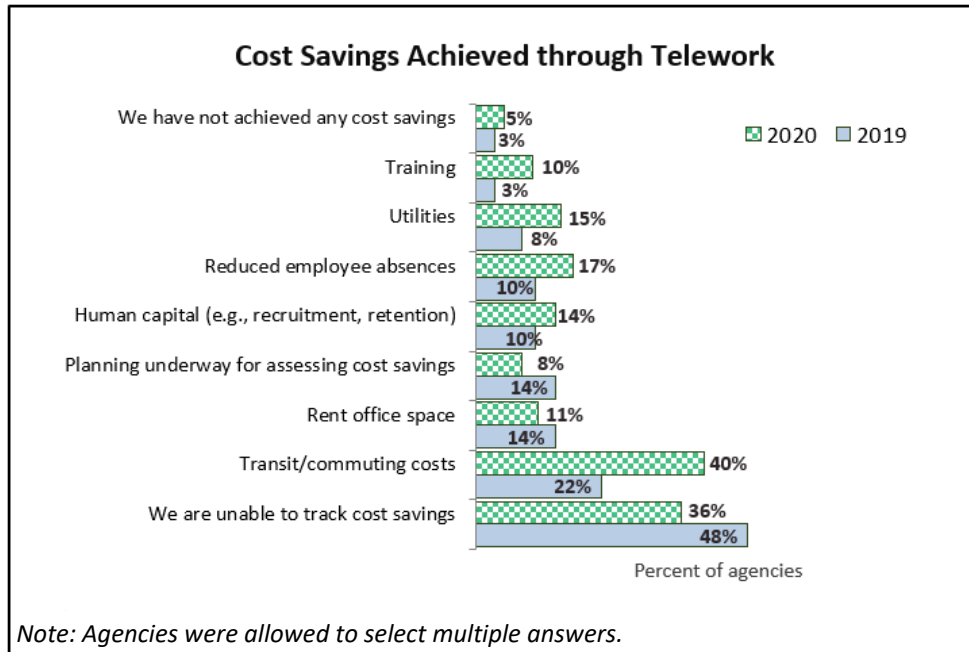
Other Cost Savings

The implication of a maximum telework posture as a result of the COVID-19 pandemic had a profound impact on agency expenditures in 2020. Based upon savings reported by agencies (see Appendix 23) it can be stated that telework provided a total cost savings of more than \$180 million across the Federal Government.

The most commonly reported cost savings were related to transit/commuting costs (40 percent). Other areas of savings included reduced absences (17 percent), human capital (14 percent), utilities (15 percent), rent/office space (11 percent), and training (10 percent).

More than a third of agencies (36 percent) reported they are unable to track cost savings. This number is 12 percentage points lower than the percentage reported in 2019. These respondents were asked to explain their inability to report cost savings, and the most common explanations included: not having a system in place to track telework cost savings; difficulties isolating cost savings resulting directly from 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.

Figure 8. Percent Cost Savings Achieved Through Telework, 2020 Versus 2019.



Among agencies that indicated planning is underway for achieving cost savings (n= 7) roughly half set a goal of reporting on cost savings for calendar or fiscal year 2021. 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 timeframe for their planning efforts.

Agencies that have not achieved cost savings (n=4) 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 outcomes of agency telework in 2020 and identify opportunities for cost savings in relation to its telework policy.

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 35 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;
- Improved support from information technology systems;
- Agency-specific and/or in-person telework trainings;
- Increased support for telework initiatives from leadership; and
- Optimizing telework program through policy review or revision

Agency Spotlight: Best Practices

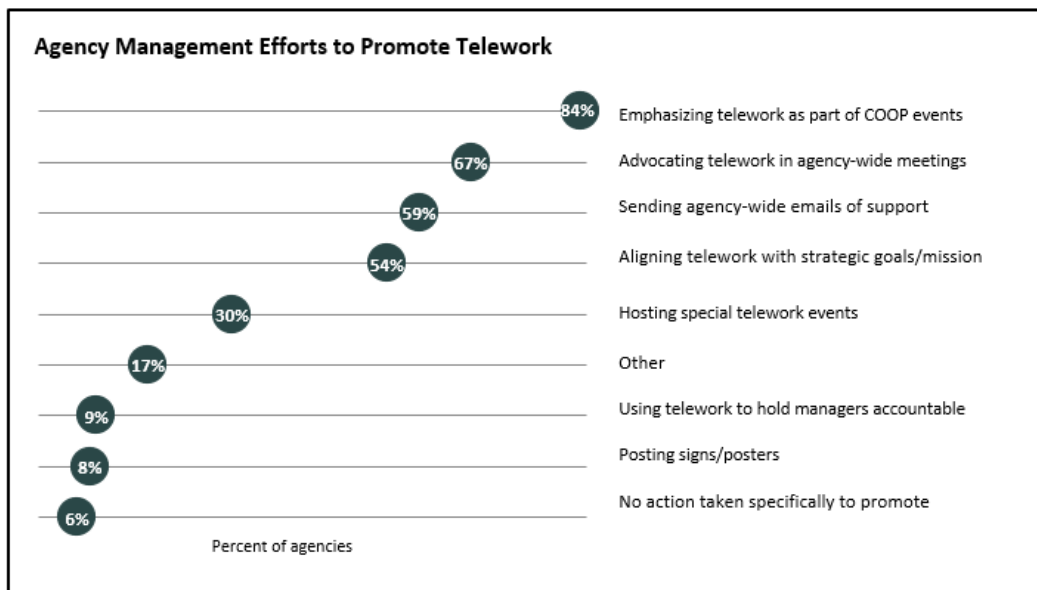
“Each week, the Agency published a ‘Stay Connected’ newsletter for all staff, with a message from the Director and topics that included a focus on ‘Employee Health’, ‘Stress Management’, accomplishments/recognition/news from CSOSA staff, as well as activities both within the Agency and around the Washington, DC metropolitan area.”

- Court Services and Offender Supervision Agency

Agency Management Efforts to Promote Telework

Agencies reported leaders most commonly promote telework through their COOP events and planning (84 percent of agencies). These data points align with OPM’s anecdotal experiences providing consultative support to agency decision makers throughout the COVID-19 pandemic. Other common strategies reported by agencies in 2020 included promoting telework in agency-wide meetings (67 percent), sending agency-wide emails of support for telework (59 percent), and aligning telework with agency strategic goals and mission (54 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. One agency reported designing and developing a training tool specifically tailored to their supervisory staff to increase comfort and competency in managing teams in a more robust telework posture.

Figure 9. Agency Management Efforts to Promote Telework



Note: Agencies were allowed to select multiple responses.

Agency Spotlight: Management Efforts

“The agency reviews the Data Call results and other reports (such as Federal Employee Viewpoint Survey) to evaluate the effectiveness of the program to inform strategies and actions to promote the adoption of telework in the agency. The agency’s management also includes Telework initiatives in the Human Capital Operating Plan (HCOP) on which progress is reported quarterly. Senior leadership has actively promoted wide use of telework in a post pandemic environment. In addition, HUD has invested in the design, development, and deployment of training to help supervisors feel more comfortable with robust telework.”

- Department of Housing and Urban Development

Employee Perspectives from the Federal Employee Viewpoint Survey

Positioning the Federal workforce into a maximized telework environment provided a unique opportunity for OPM to more accurately gauge employee perceptions of telework through the 2020 FEVS. These data allow agencies to understand the effects of telework on their human capital, and how it can be further leveraged to improve work cultures and engagement.

Consistent with previous reports, the 2020 Telework Report to Congress integrates FEVS data to provide a snapshot of the broader impact of telework across the Federal Government. Prior to the pandemic, 43 percent of respondents indicated participating in telework to some degree—a slight increase to the 41 percent participating noted in 2019. However, the peak of the pandemic dramatically altered the provision of telework with 65 percent of respondents indicating increased teleworking opportunities. As a result, 78 percent of Federal employees reported teleworking to some degree during 2020. Of those that reported being unable to telework, the most common barrier was the inability to telework due to a requirement of being physically present at a job (e.g., law enforcement, TSA Agent, etc.).

Teleworkers continue to express high levels of satisfaction with telework with 89 percent of telework participants reporting being satisfied or very satisfied with their telework experience, compared to 74 percent in 2019. In addition, employees identified telework as their most needed and available support mechanism for improved well-being during the COVID-19 pandemic, highlighting the benefit of telework as a strategic management tool.

Lessons Learned from the COVID-19 Pandemic

Responding to the COVID-19 pandemic prompted agencies to adopt a long-term maximum telework structure. For many organizations (93 percent) telework provisions were already included in an agency’s COOP, contributing to a relatively seamless response to the pandemic, where 79 percent of responding agencies reported minimal-to-no barriers inhibiting broadened telework postures. With the majority of agencies relying on their own telework policies, OPM guidance on HR flexibilities, OMB guidance on

maximum telework, and established COOPs, most agencies (86%) were able to successfully transition at least 80 percent of their workforce to maximum telework.

Despite the high levels of reported success agencies had in responding to increased telework, there were still lessons to be learned to increase the efficacy of maximum telework in the future. In the 2020 Telework Data Call, OPM included supplemental questions to measure agency effectiveness and experience in responding to the COVID-19 pandemic. Notable outcomes include the following:

- An overwhelming majority of agencies (n=84) strongly agree or agree that their agency has the tools and resources needed to respond effectively to future pandemics and/or other emergencies requiring long-term telework.
- Over 75 percent of responding agencies supported maximum telework through providing increased and unique training opportunities or guidance and purchasing enhanced collaboration and conferencing tools.
- Many agencies reported a desire to amend their current telework policies as a result of the pandemic response, with 54 percent of responding agencies increasing the use of frequent telework and 26 percent revising employee telework eligibility requirements. Forty percent of respondents indicated that their agencies are not planning to make any changes surrounding telework policies.

Conclusion

The results of this report show that Federal agencies remain committed to taking steps toward improving and evaluating telework programs as a strategic management tool that provides a myriad of valuable benefits. The response to the COVID-19 pandemic displayed the level to which the Federal Government can utilize well-defined telework programs to support emergency preparedness, as well organizational performance, and the evolving needs of the Federal workforce.

Fiscal year 2020 marked a period of extraordinary increases in telework eligibility, participation, and cost savings assessment for Federal agencies. However, opportunities still exist for the continuous improvement of documentation and data collection among agencies, specifically within the area of telework participation frequency. OPM will continue to work closely with agencies to support Federal telework programming through the provision of Government-wide guidance, the identification of best practices for effective teleworking, standards for data collection, and agency consultation where requested.

Appendices

Appendix 1. Figure Descriptions and Data

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 1: Telework Eligibility, FY 2012-2020

Year	Percent of eligible employees
2012	47%
2013	45%
2014	44%
2015	44%
2016	42%
2017	43%
2018	42%
2019	39%
2020	50%

Figure 2: Telework Participation, FY 2012-2020

Year	Percent of all employees	Percent of eligible employees
2012	14%	29%
2013	17%	39%
2014	18%	42%

Year	Percent of all employees	Percent of eligible employees
2015	20%	46%
2016	22%	51%
2017	21%	49%
2018	22%	51%
2019	22%	56%
2020	45%	90%

Figure 3: Telework Frequency, FY 2019 and September 2020

FY 2020

Frequency category	Percent of teleworkers
3+ days	57%
1-2 days	13%
Monthly	5%
Situational	76%

September 2020

Frequency category	Percent of teleworkers
3+ days	78%
1-2 days	19%
Monthly	10%

Frequency category	Percent of teleworkers
Situational	36%

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	68%
Manual review of telework agreements	40%
Customized tracking system	21%
Surveyed employees, managers, other personnel	11%
Other	11%

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

Calculating days teleworked	Percent of agencies
Any part of the workday	82%
Only work full workdays	31%
Any part of workday and full work days	15%
Other	3%

Figure 5: FY 2020 Telework Participation Goal Progress

Type of goal	Met	Not met	Not verifiable	No goal provided
Total participation	72%	0%	3%	21%

Figure 6: Percentage of Agencies Setting Participation Goals

Type of Goal	Set 2020 Goal	Set 2021 Goal
Total participation and frequency goal	70%	70%
Total participation goal only	9%	9%
Frequency goal only	3%	1%
No goal	17%	20%

Figure 7: Percentage of Agencies Setting Outcome Goals

Outcome goal	2019 Data Call	2020 Data Call
Emergency Preparedness	65%	80%
Employee attitudes	62%	54%
Recruitment	57%	56%
Retention	45%	48%
Commuter miles	35%	38%
Performance	24%	29%
Energy	15%	14%

Outcome goal	2019 Data Call	2020 Data Call
Real Estate	14%	13%

Figure 8: Cost Savings Achieved through Telework

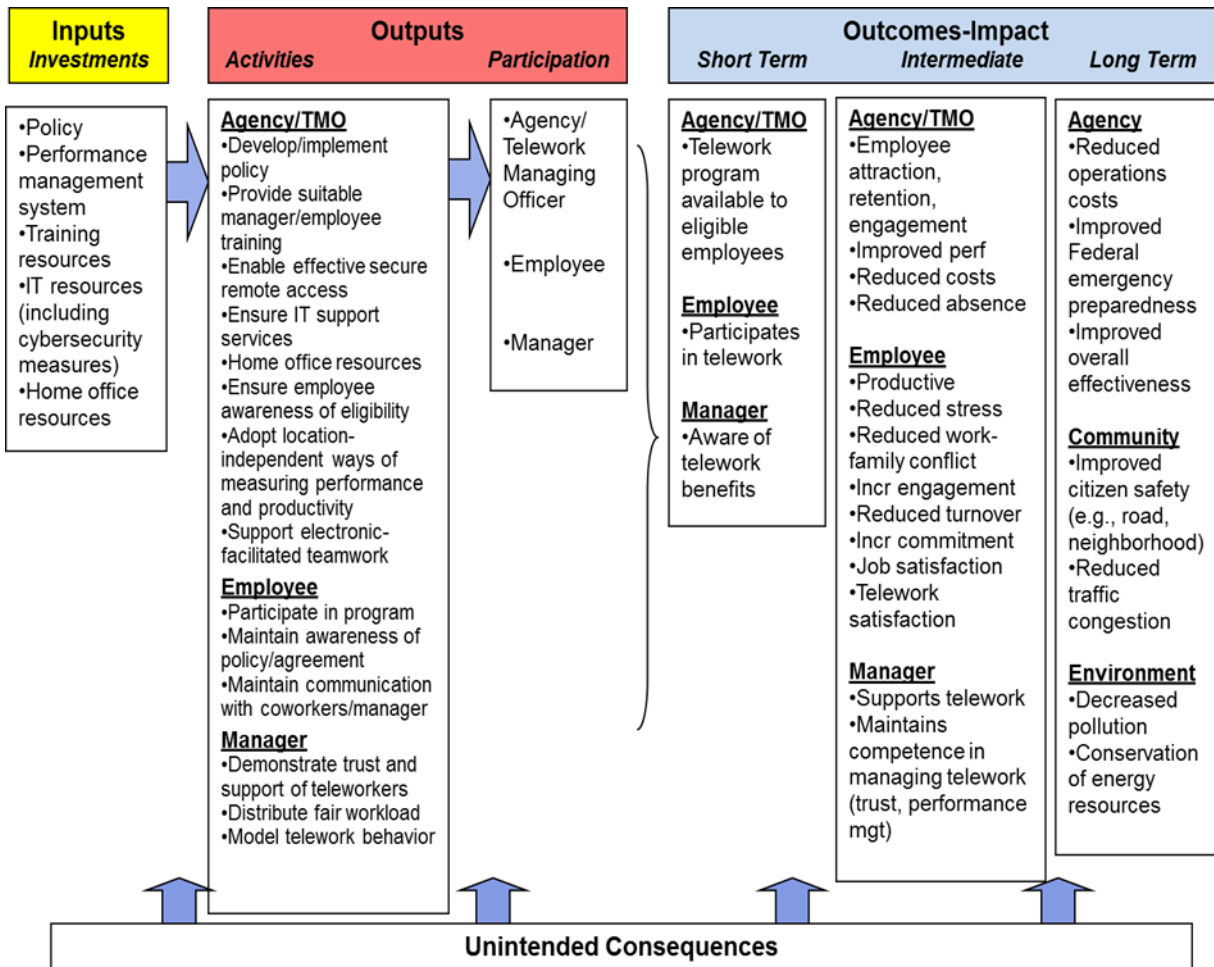
Cost savings achieved	2020 Data Call	2021 Data Call
We are unable to track cost savings	48%	36%
Transit/commuting costs	22%	40%
Rent office space	14%	11%
Planning is underway for assessing savings	14%	8%
Human capital (e.g., recruitment, retention)	10%	14%
Reduced employee absences	10%	17%
Utilities	8%	15%
Training	3%	10%
We have not achieved any cost savings	3%	5%

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	84%
Advocates telework in agency-wide meetings (e.g., all-hands meetings)	67%
Sending agency-wide emails of support	59%

Efforts to promote telework	Percent of agencies
Aligns telework with agency strategic goals and mission	54%
Hosting special telework events (e.g., telework awareness weeks, telework drills)	30%
Other	17%
Uses telework goal setting and measurement to hold managers accountable	9%
Posting signs/posters	8%
Our agency has taken no action to specifically promote telework since the last data call	6%

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 workload
- Model telework behavior

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

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

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

[Shown for Agency and Subagency]

Appendix 3. Data Call Instrument

2020 Telework Data Call

Please enter your password to begin the 2020 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) 2020 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 2, 2020**. All responses must be received by COB **December 18, 2020**.

(End of Page 3)

Reporting Instructions

The questions in this survey are broken into two sections:

- Core telework questions
- COVID-specific pulse questions

The core telework questions ask for information about your telework program that are required to satisfy the reporting requirements within the Telework Enhancement Act. The COVID-specific pulse questions ask for insights about your agency's telework response during the COVID-19 pandemic. Please answer every question as completely as possible and respond by referring to current practices for your telework program.

Report data according to the specified timeframe

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

Respond consistently and according to majority practice

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

Reporting at the subagency level

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

Avoid skipping questions

We encourage agencies to avoid skipping questions. It is important for us to have the most

[Shown for Agency and Subagency]

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 18, 2020**. 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 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:**

[Shown for Agency and Subagency]

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:

[Shown for Agency and Subagency]

- 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 inappropriate 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.*

General Questions

1. Are you replying on behalf of an:

A. Agency

B. Subagency

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

Telework Eligibility, Participation, and Frequency

2020 Telework Eligibility and Participation

4. What was the total number of employees in your agency/subagency within the following timeframes? ***(Please select each timeframe for which you have data and provide a number)***

From October 1, 2019 to March 10, 2020 (prior to pandemic declaration):

As of September 30, 2020 (entire fiscal year): _____

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 within the following timeframes? ***(Please select each timeframe for which you have data and provide a number)***

From October 1, 2019 to March 10, 2020 (prior to pandemic declaration):

As of September 30, 2020 (entire fiscal year): _____

Not applicable/no record

[Shown for Agency and Subagency]

6. Consider the entire **Fiscal Year 2020**. How many employees teleworked during the following timeframes? ***(Please select each timeframe for which you have data and provide a number)***

From October 1, 2019 to March 10, 2020 (prior to pandemic declaration):

As of September 30, 2020 (entire fiscal year): _____

Our data collection system does not permit us to collect annual data for 2020

(End of Page 8)

This Text Block is Conditionally Shown if: (6 (Our data collection system does not permit us to collect annual data for 2020) = Selected)

Due to congressional letters and other stakeholder inquiries urging OPM to use this year's Data Call to collect information on how agencies effectively facilitate work during a crisis, OPM anticipates increased interest in this year's telework participation numbers. Although we understand the challenges agencies may face in reporting annual telework data, OPM strongly encourages agencies to report annual totals where possible in an effort to present an accurate representation of Governmentwide telework participation during the COVID-19 pandemic.

Please confirm your agency is unable to provide fiscal year data for the 2020:

Our agency is unable to provide fiscal year telework participation data for 2020 and will submit September pay period data as an alternative.

Our agency will provide fiscal year telework participation data for 2020.

[Shown for Agency and Subagency]

(End of Page 9)

****Shown if “Our agency will provide fiscal year telework participation data for 2020” is selected in branching question on Page 9)**

2020 Telework Participation

6.1. Consider the entire **Fiscal Year 2020**. How many employees teleworked during the following timeframes?

From October 1, 2019 to March 10, 2020 (prior to pandemic declaration):

As of September 30, 2020 (entire fiscal year): _____

(End of Page 10)

This Question is Conditionally Shown for Agencies Only

Changes in Telework Participation, FY 2019 to FY 2020

Please note your percent change in participation from FY 2019 to FY 2020. 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 2019 to FY 2020, while a percent change of -12 means that your telework participation decreased by 12 percent from FY 2019 to FY 2020.

Your reported telework participation for FY 2020 (from question 6): _____

Your reported telework participation for FY 2019 (from 2019 Data Call): _____

Your percent change in participation from FY 2019 to FY 2020: _____

[Shown for Agency and Subagency]

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 2019 and FY 2020.

(End of Page 11)

Fiscal Year 2020 Telework Frequency

8a. Consider the **entire Fiscal Year 2020**. How many employees teleworked in each of the **ROUTINE** telework frequency categories listed in the matrix 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. Because of this, **your routine total should not exceed the total number of employees eligible to telework.**

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

[Shown for Agency and Subagency]

8b. Consider the **entire Fiscal Year 2020**. 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	_____	<input type="checkbox"/>

(End of Page 12)

COV1. How many employees conducted emergency/pandemic telework during **Fiscal Year 2020**?

Please provide a number: _____

Our agency did not maintain records of emergency/pandemic telework

Our records do not permit us to report on emergency/pandemic telework separately from other forms of telework

Other. Please describe: _____

COV2. Are these employees included in your reported situational telework totals for Fiscal Year 2020?

Yes

No

Other. Please describe: _____

9. How many employees conducted remote work during **Fiscal Year 2020**? *(This number should only reflect employees whose duty stations have been officially and permanently changed).*

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: _____

****This Question is Conditionally Shown if: (9 = Please provide a number:)****

9.1. Are these remote workers included in your reported telework totals for Fiscal Year 2020?

Yes

No

Other. Please describe: _____

****This Question is Conditionally Shown if: (9 = Please provide a number:)****

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

[Shown for Agency and Subagency]

Yes

No

Other. Please describe: _____

(End of Page 15)

** “Non-Fiscal Year” section is Conditionally Shown if: (6 (Our data collection system does not permit us to collect annual data for 2020) = Selected and Branching response = Our agency is unable to provide fiscal year telework participation data for 2020 and will submit September pay period data as an alternative.)**

2020 Non-Fiscal Year Telework Participation and Frequency

Since you reported that your data collection system does not permit you to collect annual data for 2020, the following participation and frequency questions ask you to report data based on the month of September.

September 2020 Telework Participation

Please consider the month of **September 2020**. 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 2019 Data Call.

10. Please describe which time period in **2020** your data represent.

[Shown for Agency and Subagency]

10.1. How many employees teleworked during the time period you selected for **2020**?

[] Please provide a number: _____

(End of Page 16)

****This Question is Conditionally Shown for Agencies only****

Changes in Telework Participation, September 2019 to September 2020

Please note your percent change in participation from September 2019 to September 2020. 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 2019 to 2020, while a percent change of -12 means that your telework participation decreased by 12 percent from 2019 to 2020.

Your telework participation for September 2020 (from question 10.1): _____

Your telework participation for September 2019 (from 2018 Data Call): _____

Your percent change in participation from 2019 to 2020: _____

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 2019 and September 2020.

September 2020 Telework Frequency

12a. Consider the same two-week time period you used to answer question 10 for **September 2020**. 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. Because of this, **your routine total should not exceed the total number of employees eligible to telework.**

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

12b. Consider the same two-week time period you used to answer question 10 for **September 2020**. 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	_____	<input type="checkbox"/>

COV3. How many employees conducted emergency/pandemic telework during the same two-week **September 2020** period specified in question 10?

Please provide a number: _____

Our agency did not maintain records of emergency/pandemic telework

Our records do not permit us to report on emergency/pandemic telework separately from other forms of telework

Other. Please describe: _____

COV4. Are these employees included in your reported situational telework totals for the same two-week **September 2020** period specified in question 10?

Yes

No

Other. Please describe: _____

[Shown for Agency and Subagency]

13. How many employees conducted remote work during the same two-week **September 2020** period specified in question 10? *(This number should only reflect employees whose duty stations have been officially and permanently changed).*

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 20)

****This Question is Conditionally Shown if: (13 = Please provide a number:)****

13.1. Are these remote workers included in your reported telework totals for September 2020?

Yes

No

Other. Please describe: _____

[Shown for Agency and Subagency]

****This Question is Conditionally Shown if: (13 = Please provide a number:)****

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 21)

[Shown for Agency Only]

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 22)

[Shown for Agency Only]

Fiscal Year 2021 Participation Goals

The Telework Enhancement Act requires each agency to establish an “agency goal for increasing telework participation to the extent practicable or necessary for the next reporting period.” The Act also requires every Executive agency to set participation goals by telework frequency.

16. Enter your agency goals for the following categories for **Fiscal Year 2021**. 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 (either a number *or* a percentage *or* record/not applicable).

[Shown for Agency Only]

Goals for Fiscal Year 2021	Goal for number of employees teleworking	Goal for percentage of eligible employees teleworking (e.g., 14%)	Not applicable/ no record
Total participation goal	_____	_____	<input type="checkbox"/>
Situational telework	_____	_____	<input type="checkbox"/>
Infrequent routine telework, that is, 2 or fewer days per two-week period	_____	_____	<input type="checkbox"/>
Frequent routine telework, that is, 3 or more days per two-week period	_____	_____	<input type="checkbox"/>

(End of Page 23)

****These Questions are Conditionally Shown if: (Not applicable/no record) = selected for any item in 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.

[Shown for Agency Only]

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 24)

Meeting Fiscal Year 2020's Participation Goal

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 2020 participation goal from the last (2019) 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:

[Shown for Agency Only]

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 2020?

Yes

No

Not applicable (no numeric goal provided in 2019 Data Call)

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****These Questions are Conditionally Shown if: (17 = No)****

17.1. Please explain why you were not able to meet your Fiscal Year 2020 participation goal.

[Shown for Agency Only]

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 26)

Setting and Assessing Telework Outcome Goals

18. Since the last Data Call (2019), 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

[Shown for Agency Only]

Other goals

Our agency does not use telework to further any specific goals

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****This Question is Conditionally Shown if: (18 (Employee recruitment) = Selected)****

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.

****This Question is Conditionally Shown if: (18 (Employee retention) = Selected)****

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.

****This Question is Conditionally Shown if: (18 (Improved employee performance) = Selected)****

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.

[Shown for Agency Only]

This Question is Conditionally Shown if: (18 (Improved employee attitudes (e.g., job satisfaction) = Selected)

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.

This Question is Conditionally Shown if: (18 (Emergency preparedness) = Selected)

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.

This Question is Conditionally Shown if: (18 (Reduced energy use) = Selected)

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.

This Question is Conditionally Shown if: (18 (Reduced/avoided real estate costs) = Selected)

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.

This Question is Conditionally Shown if: (18 (Reduced commuter miles) = Selected)

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.

This Question is Conditionally Shown if: (18 (Other goals) = Selected)

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.

[Shown for Agency Only]

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****These Questions are Conditionally Shown if: (18 (Our agency does not use telework to further any specific goals) = Selected)****

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.

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[Shown for Agency Only]

Achieving Cost Savings through Telework

20. Since the last (2020) 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 30)

[Shown for Agency Only]

****These Questions are Conditionally Shown if: (Selected any item in 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 selected (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).

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[Shown for Agency Only]

****This Question is Conditionally Shown if: (20 (Planning is underway for assessing our cost savings) = Selected)****

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

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****This Question is Conditionally Shown if: (20 (We are unable to track cost savings) = Selected)****

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

(End of Page 33)

[Shown for Agency Only]

****This Question is Conditionally Shown if: (20 (We have not achieved any cost savings) = Selected)****

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

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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.

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 2020. 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 2020? (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)

[Shown for Agency Only]

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 36)

If you are seeing this page, you have completed the core telework questions that are required by the Telework Enhancement Act.

You will now be asked questions specific to your agency's (or subagency's) use of telework to respond to the COVID-19 pandemic. OPM intends to use these findings to provide data-driven policy recommendations to improve agency preparedness for any future long-term emergency that requires a maximum telework posture.

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[COVID-19 Pulse Questions]

Preparedness

COV5. In the last 12 months how often has your agency conducted emergency telework/agency-wide drills?

Annually (once in 12 months)

Bi-annually (every 6 months)

Quarterly (every 3 months)

Not applicable, agency has not conducted a telework drill in last 12 months

COV6. Are telework provisions included in your agency's *current* Continuity of Operations Plan (COOP)?

Yes

No

Not sure

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[COVID-19 Pulse Questions]

Telework Usage and Capacity

COV7. As a part of the response to COVID-19 pandemic, agencies were instructed to utilize telework to the maximum extent possible. To what extent was your agency able to implement maximum (i.e., full-time) telework for the majority of the workforce?

- Very little – less than 20% of the workforce was able to telework full time
- Some – a portion (20-50%) of the workforce was able to telework full time
- Largely – much (50 -80%) of the workforce was able to telework full time
- Most – almost all (80%+) of the workforce was able to telework full time

COV8. What barriers prevented your agency from utilizing telework to the maximum extent possible? (Mark all that apply)

- Nature of work is location-specific or cannot be done remotely (e.g., law enforcement officers, hospital/medical personnel, TSA inspectors, security personnel)
- Agency lacked technological resources or IT infrastructure necessary to support widespread, full-time telework (e.g., VPN limitations, individually assigned laptops)
- Unable to expand telework opportunities beyond current telework program participants
- Not applicable – all eligible employees teleworked to the maximum extent possible

[COVID-19 Pulse Questions]

COV9. Which of the following authorities or guidance did your agency rely on to facilitate maximum telework in response to the pandemic? (Mark all that apply)

- Evacuation payment regulations
- Weather and safety leave regulations
- Agency Continuity of Operations Plan (COOP)
- Current agency telework policy
- OPM guidance on HR flexibilities (i.e., Fact sheets on the use of flexible work schedules)
- OMB “Maximum Telework” guidance (M20-15)
- OPM operating status
- Other (please specify) _____
- Not applicable – our agency was unable to maximize telework

(End of Page 39)

[COVID-19 Pulse Questions]

Telework Usage and Capacity (Lessons Learned)

COV10. What actions did your agency take to facilitate widespread maximum telework? (Mark all that apply)

- Expanded telework eligibility
- Modified and implemented agency COOP to include mandatory telework provisions
- Issued evacuation orders to make use of provisions within evacuation payment regulations
- Modified employee work assignments under authority provided in evacuation payment regulations
- Setup additional servers to increase network capacity
- Paid for employee internet/phone
- Purchased and issued laptop computers or other mobile devices
- Purchased or implemented conferencing and collaboration tools (e.g., Cisco WebEx, Zoom, Skype, Citrix GoToMeetings, Adobe Connect)
- Provided training or guidance on IT technology
- Other (please specify) _____
- Not applicable – our agency did not take any specific actions to facilitate widespread maximum telework

[COVID-19 Pulse Questions]

COV11. Did your agency encounter issues with employees requesting to cancel their telework agreement prior to or during the maximum telework posture?

- Yes, and this was a widespread issue.
- Yes, but only a few instances.
- No, this was not an issue.
- Do not know, or do not have access to this information.

COV12. Does your agency's time and attendance system include a specific code for pandemic or emergency telework?

- Yes, and employees were advised to code work hours as emergency/pandemic telework where appropriate.
- Yes, however employees were advised to code work hours as situational telework.
- Yes, however employees were advised to code work hours as regular duty hours.
- No, and employees were advised to code work hours as situational telework.
- Not applicable - our agency time and attendance system does not include any telework codes.

(End of Page 40)

[COVID-19 Pulse Questions]

Lessons Learned

COV13. Based on lessons learned from the COVID-19 pandemic, to what extent do you agree or disagree your agency has the tools and resources needed to respond effectively to future pandemics and/or other emergencies requiring long-term maximum telework?

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

No basis to judge

COV14. Based on lessons learned, what, if any, changes are your agency planning to make to its telework policies? (Mark all that apply)

Revise employee telework eligibility requirements

Increase frequent use of telework

Decrease frequent use of telework

Revise COOP plan to increase the use of telework if needed

Revise telework time and attendance codes to include emergency designation

Not applicable – agency is not currently planning to make any changes to telework policies

[COVID-19 Pulse Questions]

Not Shown for Subagencies

COV15. What, if any, additional resources would have made implementing maximum telework easier for your agency?

(End of Page 41)

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 42)

End of Survey – Thank you!

***Please Note:** After you click “Submit Survey,” 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 43)

Appendix 4. Detailed Methodology Description

Data for the 2021 Status of Telework in the Federal Government Report to Congress come from the 2020 OPM Telework Data Call and the 2020 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 2020 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 82 agencies participated in the survey effort, from Departments to Large and Small/Independent agencies, across the Federal Government. A total of 624,800 employees responded to the survey, resulting in a response rate of 44.3 percent.

In 2020 some FEVS items were modified slightly to improve the interpretation or understanding of the items. Questions addressing telework work were included in these modifications. In the revised survey, two items address telework. The first item asks employees to choose an answer that best describes their participation in telework, with response options enabling teleworkers to be distinguished from non-teleworkers, and to provide reasons for non-participation in telework. The second item asks teleworkers to rate their satisfaction with the telework program in their agency.

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

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

2020 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, to develop the new definitions and questions included in the updated 2011 Data Call, an Interagency Telework Measurement team was assembled and led by Dr. Kimberly Wells, Office of Personnel Management. Members included acknowledged leaders and experts in Federal telework.¹⁰ These method and subject matter experts reviewed the question wordings, question structures, response alternatives, and instructions to ensure that the Data Call instrument captured the information needed.

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

The Data Call instrument was revised again in 2012, with input from the same Advisory group and following recommendations from the U.S. Government Accountability Office (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 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

¹⁰ Membership in the group included: Dr. Wendell Joice, U.S. General Services Administration; Danette Campbell, U.S. Patent and Trademark Office; Pam Budda, U.S. Department of Defense; Aaron Glover, Defense Information Systems Agency; Karen Meyer, U.S. Navy; Scott Howell, National Aeronautics and Space Administration; Bruce Murray, U.S. Department of Energy; and Dr. Alexis Adams, Christina Heshmatpour, Elnora Wright, and Clint Sidwell, U.S. Office of Personnel Management.

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 (2017-2020) were identical to the 2016 Data Call, apart from 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.¹¹ 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 ensure 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.

¹¹ Section 6501(2) states that Executive agencies are those set forth in section 105.

From a total of 89 agencies that responded to OPM's request for a survey POC, OPM received responses from 87 agencies and 152 subagencies for the current report. As in prior years, data were not collected from a few agencies with reasons given including security concerns (e.g., the intelligence community), or because they self-identified as not subject to the Act's reporting requirements.

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

Access to the electronic Call was gained through a unique password assigned to each agency data entry POC. To protect data integrity, only one agency POC was supplied with access to the data entry system. Links to the electronic data entry platform for the Data Call were forwarded to agencies in an email invitation to POCs on November 1, 2020, with an initial deadline December 12, 2020. To maximize participation, the deadline was extended in a few cases. To encourage participation, reminder emails were sent throughout the data collection period.

Data Quality Control. Prior to issuance of the Data Call, data POCs were invited to attend an in-person Telework Coordinator's Forum at OPM headquarters on October 18, 2020. This event was designed to brief agencies on the Data Call's content and timeframe as well as to address any questions. A virtual training was also held as a make-up opportunity for POCs who could not attend the in-person event. Through this training, agency POCs and others involved in telework data collection were familiarized with the Data Call content. In the discussion, specific attention was given to definitions, instructions for data collection, changes to the survey, and the importance of data quality in an effort to support reporting of valid and reliable telework data.

In addition, the training included guidance on goal setting and evaluation, including a review of the *Standards for Setting and Evaluation Telework Program Goals* included as an appendix to the Data Call. Handouts and slides from these sessions were distributed to all invitees. Although OPM does not have the authority to require attendance at these sessions, every effort was made to encourage participation through multiple reminder emails.

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 revise their responses even after they had been submitted prior to the closing date. Third, OPM produced and distributed individual reports for each agency data entry point of

contact. Agencies were advised to review and make any necessary corrections to these reports. Responses were updated in the database as needed.

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

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

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

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

Frequency of participation. Computing frequency of participation can be challenging. For example, an employee may report different numbers of telework instances across pay periods due to reporting errors, schedule changes, or other factors. Particularly for routine telework, agencies often find it difficult to assign each employee a single frequency category. OPM discussed several strategies for doing so in the 2020 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. 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 2020, while the FEVS was administered during the previous spring. Finally question wording varies by survey.

Appendix 5. List of Responding Agencies to the 2020 Data Call and Agencies Required under the Act to Participate

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Access Board	Yes	Yes	No	No
Agency for International Development	Yes	Yes	No	No
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	Yes	No	No	No
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Yes	No	No
Broadcasting Board of Governors	Yes	Yes	No	No
Central Intelligence Agency	Yes	Yes	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	No
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	No	No	No
Commodity Futures Trading Commission	Yes	Yes	No	No
Consumer Financial Protection Bureau	Yes	Yes	No	No
Consumer Product Safety Commission	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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
Department of Treasury	Yes	Yes	Yes	Yes

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Department of Veterans Affairs	Yes	Yes	Yes	No***
Election Assistance Commission	Yes	Yes	No	No
Environmental Protection Agency	Yes	Yes	No	No
Equal Employment Opportunity Commission	Yes	Yes	No	No
Export-Import Bank of the United States	Yes	Yes	No	No
Farm Credit Administration	Yes	Yes	No	No
Farm Credit System Insurance Corporation	Yes	Yes	No	No
Federal Communications Commission	Yes	Yes	No	No
Federal Deposit Insurance Corporation	Yes	Yes	No	No
Federal Election Commission	Yes	Yes	No	No
Federal Energy Regulatory Commission	Yes**	Yes	No	No
Federal Housing Finance Agency	Yes	Yes	No	No
Federal Labor Relations Authority	Yes	No	No	No
Federal Maritime Commission	Yes	Yes	No	No
Federal Mediation and Conciliation Service	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Federal Mine Safety and Health Review Commission	Yes	No	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
National Capital Planning Commission	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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	No
Office of National Drug Control Policy (EOP)	No	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Office of Navajo and Hopi Indian Relocation	Yes	Yes	No	No
Office of Personnel Management	Yes	Yes	No	No
Office of Science and Technology Policy (EOP)	No	Yes	No	No
Office of Special Counsel	Yes	Yes	No	No
Office of the Director of National Intelligence	No	Yes	Yes	No
Office of the United States Trade Representative (EOP)	No	Yes	No	No
Overseas Private Investment Corporation	Yes	Yes	No	No
Patent and Trademark Office	No*	Yes	No	No
Peace Corps	Yes	Yes	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	No	No
Postal Regulatory Commission	No	Yes	No	No
Privacy and Civil Liberties Oversight Board	Yes	Yes	No	No
Railroad Retirement Board	Yes	Yes	No	No
Securities and Exchange Commission	Yes	Yes	No	No
Selective Service System	Yes	No	No	No
Small Business Administration	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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
Udall Foundation	No	Yes	No	No
Commission on Fine Arts	Yes	No	No	No
Office of Federal Housing Enterprise Oversight	Yes	No	No	No
Woodrow Wilson Center	Yes	No	No	No
Board of Governors of the Federal Reserve System	No	No	No	No

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

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

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

Appendix 6. List of Responding Subagencies

Agency	Subagency
Department of Agriculture	Departmental Administration (DA/DM)
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)
Department of Agriculture	Food Safety (FS)
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)
Department of Agriculture	Marketing and Regulatory Programs (MRP)
Department of Agriculture	National Appeals Division (NAD)
Department of Agriculture	Natural Resources and Environment (NRE)
Department of Agriculture	Office of 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	Office of The Deputy Secretary of Education (EB)
Department of Education	Federal Student Aid (EN)
Department of Education	Imm Office of Sec of Education (EA)
Department of Education	Institute of Education Sciences (ER)
Department of Education	National Assessment Governing Board (EZ)
Department of Education	Office for Civil Rights (EC)

Agency	Subagency
Department of Education	Office of Career, Technical, and Adult Education (EV)
Department of Education	Office of Communications and Outreach (EO)
Department of Education	Office of Elem and Sec Ed (ES)
Department of Education	Office of Innovation and Improvement (EU)
Department of Education	Office of Inspector General (EF)
Department of Education	Office of Legis and Congressional Affairs (EJ)
Department of Education	Office of Management (EM)
Department of Education	Office of Planning, Eval and Policy Develop (ED)
Department of Education	Office of Postsecondary Education (EP)
Department of Education	Office of Spec Ed and Rehab Serv (EH)
Department of Education	Office of The Chief Financial Officer (EL)
Department of Education	Office of The Chief Information Officer (EI)
Department of Education	Office of The General Counsel (EG)
Department of Education	Office of The Under Secretary (EE)
Department of Energy	National Nuclear Security Administration
Department of Health and Human Services	Administration for Children and Families
Department of Health and Human Services	Administration on Community Living
Department of Health and Human Services	Agency for Health Care Research and Quality
Department of Health and Human Services	Centers for Disease Control and Prevention
Department of Health and Human Services	Centers for Medicare and Medicaid Services
Department of Health and Human Services	Food and Drug Administration
Department of Health and Human Services	Health Resources and Services Administration
Department of Health and Human Services	Indian Health Service
Department of Health and Human Services	National Institutes of Health
Department of Health and Human Services	Office of the Inspector General
Department of Health and Human Services	Office of the Secretary
Department of Health and Human Services	Program Support Center
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration
Department of Homeland Security	DHS Headquarters
Department of Homeland Security	Federal Emergency Management Agency
Department of Homeland Security	Federal Law Enforcement Training Center
Department of Homeland Security	National Protection and Programs Directorate
Department of Homeland Security	Transportation Security Administration
Department of Homeland Security	US Citizenship and Immigration Services
Department of Homeland Security	US Coast Guard
Department of Homeland Security	US Customs and Border Protection
Department of Homeland Security	US Immigration and Customs Enforcement
Department of Homeland Security	US Secret Service
Department of Justice	Antitrust Division

Agency	Subagency
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
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)

Agency	Subagency
Department of State	International Boundary and Water Commission: United States and Mexico
Department of State	International Boundary Commission: United States and Canada
Department of State	International Joint Commission: United States and Canada
Department of the Interior	Bureau of Indian Affairs
Department of the Interior	Bureau of Land Management
Department of the Interior	Bureau of Ocean Energy Management
Department of the Interior	Bureau of Reclamation
Department of the Interior	Bureau of Safety and Environmental Enforcement
Department of the Interior	Fish and Wildlife Service
Department of the Interior	National Park Service
Department of the Interior	Office Natural Resource Revenue
Department of the Interior	Office of Indian Ed Programs
Department of the Interior	Office of Surface Mining, Reclamation & Enf
Department of the Interior	Office of The Inspector General
Department of the Interior	Office of The Sec, IBC
Department of the Interior	Office of The Secretary of The Interior
Department of the Interior	Office of The Solicitor
Department of the Interior	Office of the Special Trustee
Department of the Interior	OS, Asst Sec Indian Affairs
Department of the Interior	U.S. Geological Survey
Department of the Treasury	Bureau of Engraving & Printing (BEP)
Department of the Treasury	Bureau of the Fiscal Service (BFS)
Department of the Treasury	Departmental Offices
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)
Department of the Treasury	Internal Revenue Service (IRS)
Department of the Treasury	IRS Chief Counsel
Department of the Treasury	Office of Inspector General (OIG)
Department of the Treasury	Office of The Comptroller of The Currency (OCC)
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)
Department of the Treasury	U.S. Mint
Department of Transportation	Federal Aviation Administration
Department of Transportation	Federal Highway Administration
Department of Transportation	Federal Motor Carrier Safety Administration
Department of Transportation	Federal Railroad Administration

Agency	Subagency
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 2020

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 the number of employees who participated in telework over the course of the fiscal year.

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Access Board	27	27	-	-	-	27	100%	100%
Agency for International Development	3,811	2,578	-	-	-	3,918	152%	103%
AmeriCorps	535	535	-	-	-	535	100%	100%
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	14	14	-	-	-	14	100%	100%
Central Intelligence Agency	-	-	-	-	-	1,480	-	-
Chemical Safety and Hazard Investigation Board	34	27	-	-	-	27	100%	79%
Commodity Futures Trading Commission	695	695	-	-	-	692	100%	100%
Consumer Financial Protection Bureau	1,599	1,599	-	-	-	1,148	72%	72%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Consumer Product Safety Commission	588	454	-	-	-	445	98%	76%
Court Services and Offender Supervision Agency	1,117	1,117	-	-	-	1,066	95%	95%
Denali Commission	13	-	-	-	-	7	-	54%
Department of Agriculture	108,638	33,578	60,512	180%	56%	-	-	-
Department of Commerce	41,079	30,000	-	-	-	29,415	98%	72%
Department of Defense	807,296	388,729	-	-	-	351,259	90%	44%
Department of Education	4,003	4,001	3,722	93%	93%	-	-	-
Department of Energy	13,036	12,088	9,964	82%	76%	-	-	-
Department of Health and Human Services	74,850	64,925	-	-	-	56,838	88%	76%
Department of Homeland Security	212,329	-	-	-	-	100,763	-	47%
Department of Housing and Urban Development	7,360	6,824	-	-	-	6,564	96%	89%
Department of Justice	117,039	45,796	-	-	-	34,863	76%	30%
Department of Labor	14,015	13,805	-	-	-	13,200	96%	94%
Department of State	15,191	13,581	-	-	-	13,581	100%	89%
Department of the Interior	74,702	62,741	35,710	57%	48%	-	-	-
Department of the Treasury	103,353	80,630	-	-	-	80,068	99%	77%
Department of Transportation	54,417	36,639	-	-	-	36,526	100%	67%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Veterans Affairs	413,818	70,806	-	-	-	59,297	84%	14%
Election Assistance Commission	46	46	-	-	-	46	100%	100%
Environmental Protection Agency	14,372	-	-	-	-	14,983	-	104%
Equal Employment Opportunity Commission	1,959	1,955	-	-	-	2,045	105%	104%
Office of Science and Technology Policy (EOP)	22	22	22	100%	100%	-	-	-
Export-Import Bank of the United States	391	391	-	-	-	391	100%	100%
Farm Credit Administration	312	312	-	-	-	312	100%	100%
Farm Credit System Insurance Corporation	11	11	-	-	-	11	100%	100%
Federal Deposit Insurance Corporation	6,029	6,029	-	-	-	6,206	103%	103%
Federal Election Commission	308	302	-	-	-	302	100%	98%
Federal Energy Regulatory Commission	1,604	1,593	-	-	-	1,565	98%	98%
Federal Housing Finance Agency	700	611	-	-	-	611	100%	87%
Federal Maritime Commission	127	122	-	-	-	113	93%	89%
Federal Mediation and Conciliation Service	220	219	-	-	-	219	100%	100%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Federal Mine Safety and Health Review Commission	59	64	-	-	-	64	100%	108%
Federal Retirement Thrift Investment Board	289	280	289	103%	100%	-	-	-
Federal Trade Commission	1,161	1,148	-	-	-	1,143	100%	98%
General Services Administration	11,293	11,117	-	-	-	11,005	99%	97%
Institute of Museum and Library Services	57	57	-	-	-	57	100%	100%
Inter-American Foundation	45	45	-	-	-	45	100%	100%
Japan-United States Friendship Commission	4	4	-	-	-	4	100%	100%
Marine Mammal Commission	12	11	-	-	-	11	100%	92%
Merit Systems Protection Board	199	160	-	-	-	203	127%	102%
Millennium Challenge Corporation	319	292	-	-	-	303	104%	95%
National Aeronautics and Space Administration	18,065	17,866	-	-	-	15,930	89%	88%
National Archives and Records Administration	2,397	-	-	-	-	2,397	-	100%
National Capital Planning Commission	38	38	-	-	-	38	100%	100%
National Council on Disability	11	11	-	-	-	11	100%	100%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
National Credit Union Administration	1,141	544	-	-	-	543	100%	48%
National Endowment for the Arts	149	149	-	-	-	149	100%	100%
National Endowment for the Humanities	162	162	-	-	-	162	100%	100%
National Labor Relations Board	1,254	1,254	1,125	90%	90%	-	-	-
National Mediation Board	38	38	-	-	-	37	97%	97%
National Science Foundation	1,566	1,566	-	-	-	1,526	97%	97%
National Transportation Safety Board	404	404	-	-	-	404	100%	100%
Nuclear Regulatory Commission	2,728	2,855	-	-	-	2,770	97%	102%
Nuclear Waste Technical Review Board	21	12	-	-	-	12	100%	57%
Occupational Safety and Health Review Commission	53	53	-	-	-	53	100%	100%
Office of Government Ethics	70	68	-	-	-	70	103%	100%
Office of National Drug Control Policy	72	69	-	-	-	69	100%	96%
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	10	-	-
Office of Personnel Management	2,506	2,316	1,894	82%	76%	-	-	-

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Office of the United States Trade Representative (EOP)	284	284	-	-	-	284	100%	100%
Patent and Trademark Office	12,911	12,911	-	-	-	6,219	48%	48%
Peace Corps	975	975	-	-	-	975	100%	100%
Pension Benefit Guaranty Corporation	-	-	-	-	-	988	-	-
Postal Regulatory Commission	69	69	-	-	-	69	100%	100%
Privacy and Civil Liberties Oversight Board	36	32	-	-	-	32	100%	89%
Railroad Retirement Board	825	501	-	-	-	779	155%	94%
Securities and Exchange Commission	4,493	4,467	-	-	-	4,566	102%	102%
Small Business Administration	11,338	-	-	-	-	8,788	-	78%
Social Security Administration	60,779	59,795	-	-	-	57,211	96%	94%
Surface Transportation Board	115	113	-	-	-	113	100%	98%
Tennessee Valley Authority	10,091	10,091	-	-	-	4,154	41%	41%
Trade and Development Agency	59	59	-	-	-	59	100%	100%
U.S. AbilityOne Commission	25	25	-	-	-	25	100%	100%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
U.S. Agency for Global Media	1,390	1,390	-	-	-	1,275	92%	92%
U.S. Commission on Civil Rights	31	40	-	-	-	31	78%	100%
U.S. International Development Finance Corporation	372	360	-	-	-	359	100%	97%
U.S. International Trade Commission	475	460	-	-	-	460	100%	97%
U.S. Office of Special Counsel	130	130	-	-	-	130	100%	100%
Udall Foundation	28	28	-	-	-	28	100%	100%

Appendix 8. Agency Telework Frequency Data for 2020

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

*Indicates that remote workers are included in reported telework totals

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

Agency	FY 2020					September 2020						
	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	-	27 (0%)	27 (100%)	27 (100%)	-		-	-	-	-		
Agency for International Development	3689 (143%)	12 (0%)	217 (8%)	217 (8%)	40 (2%)	*	^	-	-	-	-	
AmeriCorps	-	1 (0%)	0 (0%)	535 (100%)	535 (100%)	*	^	-	-	-	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	14 (100%)	0 (0%)	0 (0%)	0 (0%)	14 (100%)	*	^	-	-	-	-	
Central Intelligence Agency	-	-	-	-	-		^	-	-	-	-	
Chemical Safety and Hazard Investigation Board	1 (4%)	8 (30%)	1 (4%)	10 (37%)	8 (30%)		^	-	-	-	-	
Commodity Futures Trading Commission	692 (100%)	-	-	692 (100%)	-			-	-	-	-	
Consumer Financial Protection Bureau	1104 (69%)	23 (1%)	21 (1%)	1120 (70%)	454 (28%)	*	^	-	-	-	-	

Agency	FY 2020						September 2020					
	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	
Consumer Product Safety Commission	454 (100%)	0 (0%)	0 (0%)	454 (100%)	119 (26%)		-	-	-	-	-	
Court Services and Offender Supervision Agency	166 (15%)	429 (38%)	12 (1%)	1065 (95%)	0 (0%)	* ^	-	-	-	-	-	
Denali Commission	-	-	-	-	-		-	-	-	-	-	
Department of Agriculture	-	-	-	-	-		-	-	-	1 (0%)	-	
Department of Commerce	11744 (39%)	2175 (7%)	541 (2%)	26370 (88%)	-		-	-	-	-	-	
Department of Defense	228936 (59%)	41122 (11%)	24710 (6%)	274276 (71%)	2428 (1%)	^	-	-	-	-	-	
Department of Education	-	-	-	-	-		-	-	-	1 (0%)	117 (3%)	* ^
Department of Energy	-	-	-	-	-		3840 (32%)	4850 (40%)	1274 (11%)	0 (0%)	114 (1%)	* ^
Department of Health and Human Services	31792 (49%)	13877 (21%)	-	15931 (25%)	12655 (19%)	* ^	-	-	-	-	-	
Department of Homeland Security	-	-	-	-	-		-	-	-	-	-	
Department of Housing and Urban Development	1967 (29%)	4597 (67%)	-	4964 (73%)	-		-	-	-	-	-	
Department of Justice	3131 (7%)	4111 (9%)	1136 (2%)	30688 (67%)	230 (1%)	* ^	-	-	-	-	-	
Department of Labor	13181 (95%)	19 (0%)	0 (0%)	-	-		-	-	-	-	-	

Agency	FY 2020						September 2020						
	3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of State	0 (0%)	0 (0%)	0 (0%)	13581 (100%)	183 (1%)	* ^	-	-	-	-	-	-	-
Department of the Interior	-	-	-	-	-		32501 (52%)	3209 (5%)	-	1 (0%)	405 (1%)		^
Department of the Treasury	40614 (50%)	4067 (5%)	2302 (3%)	74700 (93%)	-		-	-	-	-	-	-	
Department of Transportation	9944 (27%)	5672 (15%)	629 (2%)	26166 (71%)	314 (1%)	* ^	-	-	-	-	-	-	
Department of Veterans Affairs	24619 (35%)	4242 (6%)	219 (0%)	30218 (43%)	6838 (10%)	* ^	-	-	-	-	-	-	
Election Assistance Commission	46 (100%)	-	0 (0%)	0 (0%)	-		-	-	-	-	-	-	
Environmental Protection Agency	-	-	-	-	-		-	-	-	-	-	-	
Equal Employment Opportunity Commission	2039 (104%)	2 (0%)	4 (0%)	1955 (100%)	20 (1%)	* ^	-	-	-	-	-	-	
Office of Science and Technology Policy (EOP)	-	-	-	-	-		-	-	-	1 (5%)	22 (100%)		
Export-Import Bank of the United States	398 (102%)	0 (0%)	0 (0%)	398 (102%)	5 (1%)	* ^	-	-	-	-	-	-	
Farm Credit Administration	66 (21%)	133 (43%)	0 (0%)	311 (100%)	10 (3%)	* ^	-	-	-	-	-	-	
Farm Credit System Insurance Corporation	-	5 (45%)	-	11 (100%)	-		-	-	-	-	-	-	
Federal Deposit Insurance Corporation	936 (16%)	583 (10%)	14 (0%)	5960 (99%)	-		-	-	-	-	-	-	

Agency	FY 2020						September 2020					
	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	
Federal Election Commission	302 (100%)	0 (0%)	0 (0%)	302 (100%)	0 (0%)		-	-	-	-	-	
Federal Energy Regulatory Commission	834 (52%)	279 (18%)	-	1550 (97%)	4 (0%)	^	-	-	-	-	-	
Federal Housing Finance Agency	-	-	-	-	-		-	-	-	-	-	
Federal Maritime Commission	36 (30%)	10 (8%)	-	113 (93%)	0 (0%)		-	-	-	-	-	
Federal Mediation and Conciliation Service	216 (99%)	4 (2%)	0 (0%)	220 (100%)	-		-	-	-	-	-	
Federal Mine Safety and Health Review Commission	32 (50%)	-	-	61 (95%)	0 (0%)		-	-	-	-	-	
Federal Retirement Thrift Investment Board	-	-	-	-	-		289 (103%)	-	-	0 (0%)	-	
Federal Trade Commission	1143 (100%)	0 (0%)	0 (0%)	1143 (100%)	-		-	-	-	-	-	
General Services Administration	6864 (62%)	2745 (25%)	219 (2%)	7250 (65%)	630 (6%)	* ^	-	-	-	-	-	
Institute of Museum and Library Services	57 (100%)	0 (0%)	0 (0%)	57 (100%)	0 (0%)		-	-	-	-	-	
Inter-American Foundation	0 (0%)	42 (93%)	3 (7%)	5 (11%)	0 (0%)	* ^	-	-	-	-	-	
Japan-United States Friendship Commission	-	2 (50%)	1 (25%)	4 (100%)	4 (100%)	*	-	-	-	-	-	

Agency	FY 2020						September 2020						
	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		
Marine Mammal Commission	2 (18%)	1 (9%)	3 (27%)	11 (100%)	1 (9%)		^	-	-	-	-	-	
Merit Systems Protection Board	190 (119%)	12 (8%)	20 (13%)	40 (25%)	0 (0%)			-	-	-	-	-	
Millennium Challenge Corporation	59 (20%)	80 (27%)	-	303 (104%)	27 (9%)		^	-	-	-	-	-	
National Aeronautics and Space Administration	2557 (14%)	15 (0%)	13 (0%)	13345 (75%)	76 (0%)		^	-	-	-	-	-	
National Archives and Records Administration	-	-	-	-	-	*	^	-	-	-	-	-	
National Capital Planning Commission	38 (100%)	-	-	19 (50%)	0 (0%)			-	-	-	-	-	
National Council on Disability	2 (18%)	5 (45%)	0 (0%)	11 (100%)	0 (0%)			-	-	-	-	-	
National Credit Union Administration	166 (31%)	122 (22%)	0 (0%)	434 (80%)	109 (20%)	*	^	-	-	-	-	-	
National Endowment for the Arts	20 (13%)	50 (34%)	0 (0%)	79 (53%)	-			-	-	-	-	-	
National Endowment for the Humanities	8 (5%)	15 (9%)	28 (17%)	18 (11%)	2 (1%)	*		-	-	-	-	-	
National Labor Relations Board	-	-	-	-	-			169 (13%)	516 (41%)	29 (2%)	0 (0%)	2 (0%)	^

Agency	FY 2020						September 2020					
	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 Mediation Board	0 (0%)	31 (82%)	-	37 (97%)	-		-	-	-	-	-	
National Science Foundation	376 (24%)	279 (18%)	329 (21%)	1479 (94%)	60 (4%)	* ^	-	-	-	-	-	
National Transportation Safety Board	191 (47%)	73 (18%)	140 (35%)	404 (100%)	93 (23%)	* ^	-	-	-	-	-	
Nuclear Regulatory Commission	2770 (97%)	-	-	2770 (97%)	115 (4%)	^	-	-	-	-	-	
Nuclear Waste Technical Review Board	-	1 (8%)	-	12 (100%)	0 (0%)		-	-	-	-	-	
Occupational Safety and Health Review Commission	10 (19%)	22 (42%)	-	43 (81%)	10 (19%)	* ^	-	-	-	-	-	
Office of Government Ethics	34 (50%)	20 (29%)	0 (0%)	70 (103%)	1 (1%)	* ^	-	-	-	-	-	
Office of National Drug Control Policy	0 (0%)	57 (83%)	15 (22%)	41 (59%)	1 (1%)	^	-	-	-	-	-	
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	* ^	-	-	-	-	-	
Office of Personnel Management	-	-	-	-	-		1213 (52%)	413 (18%)	24 (1%)	0 (0%)	241 (10%)	^
Office of the United States Trade Representative (EOP)	2 (1%)	22 (8%)	0 (0%)	284 (100%)	-		-	-	-	-	-	
Patent and Trademark Office	2963 (23%)	750 (6%)	-	6219 (48%)	6692 (52%)	^	-	-	-	-	-	

Agency	FY 2020						September 2020					
	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	
Peace Corps	72 (7%)	182 (19%)	0 (0%)	975 (100%)	-		-	-	-	-	-	
Pension Benefit Guaranty Corporation	-	-	-	-	-	* ^	-	-	-	-	-	
Postal Regulatory Commission	6 (9%)	37 (54%)	0 (0%)	69 (100%)	4 (6%)	* ^	-	-	-	-	-	
Privacy and Civil Liberties Oversight Board	-	32 (100%)	-	32 (100%)	0 (0%)	* ^	-	-	-	-	-	
Railroad Retirement Board	331 (66%)	68 (14%)	11 (2%)	307 (61%)	3 (1%)	* ^	-	-	-	-	-	
Securities and Exchange Commission	1978 (44%)	2510 (56%)	0 (0%)	4396 (98%)	248 (6%)	* ^	-	-	-	-	-	
Small Business Administration	-	-	-	-	-		-	-	-	-	-	
Social Security Administration	56683 (95%)	339 (1%)	189 (0%)	57211 (96%)	165 (0%)	* ^	-	-	-	-	-	
Surface Transportation Board	36 (32%)	65 (58%)	12 (11%)	21 (19%)	-		-	-	-	-	-	
Tennessee Valley Authority	134 (1%)	6 (0%)	8 (0%)	4108 (41%)	0 (0%)		-	-	-	-	-	
Trade and Development Agency	59 (100%)	-	-	59 (100%)	2 (3%)	* ^	-	-	-	-	-	
U.S. AbilityOne Commission	19 (76%)	-	-	23 (92%)	2 (8%)	* ^	-	-	-	-	-	

Agency	FY 2020						September 2020					
	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	
U.S. Agency for Global Media	7 (1%)	370 (27%)	178 (13%)	1256 (90%)	-		-	-	-	-	-	
U.S. Commission on Civil Rights	9 (23%)	7 (18%)	-	15 (38%)	2 (5%)	*	-	-	-	-	-	
U.S. International Development Finance Corporation	9 (3%)	82 (23%)	0 (0%)	359 (100%)	-		-	-	-	-	-	
U.S. International Trade Commission	437 (95%)	8 (2%)	15 (3%)	466 (101%)	6 (1%)	^	-	-	-	-	-	
U.S. Office of Special Counsel	25 (19%)	65 (50%)	30 (23%)	10 (8%)	4 (3%)	* ^	-	-	-	-	-	
Udall Foundation	0 (0%)	0 (0%)	0 (0%)	28 (100%)	4 (14%)	*	-	-	-	-	-	

Appendix 9. Subagency Telework Participation Data for 2020

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Office of Management and Budget (EOP)	NA	586	590	565	96%	96%	-	-	-
Department of Agriculture	Departmental Administration (DA/DM)	421	365	-	-	-	340	93%	81%
Department of Agriculture	Farm Production and Conservation (FPAC)	21,230	11,028	-	-	-	20579	187%	97%
Department of Agriculture	Food Safety (FS)	8,836	1,366	-	-	-	1318	96%	15%
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	1,389	853	-	-	-	853	100%	61%
Department of Agriculture	Marketing and Regulatory Programs (MRP)	11,011	7,766	-	-	-	6392	82%	58%
Department of Agriculture	Office of Hearings and Appeals (OHA)	72	72	-	-	-	72	100%	100%
Department of Agriculture	Office of the Chief Information Officer (OCFO)	1,163	1,163	-	-	-	1163	100%	100%
Department of Agriculture	Office of the General Counsel (OGC)	249	249	-	-	-	249	100%	100%
Department of Agriculture	Office of Inspector General (OIG)	452	452	-	-	-	449	99%	99%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	97	97	-	-	-	97	100%	100%
Department of Agriculture	Research, Education and Economics (REE)	8,246	7,342	6512	89%	79%	-	-	-
Department of Agriculture	Rural Development (RD)	4,417	4,417	-	-	-	4417	100%	100%
Department of Commerce	Bureau of Economic Analysis	459	-	-	-	-	485	-	106%
Department of Commerce	Bureau of Industry and Security	359	-	-	-	-	266	-	74%
Department of Commerce	Economic Development Administration (EDA)	264	-	-	-	-	250	-	95%
Department of Commerce	International Trade Administration (ITA)	1,402	-	-	-	-	1469	-	105%
Department of Commerce	Minority Business Development Agency (MBDA)	47	-	-	-	-	47	-	100%
Department of Commerce	National Institute of Standards and Technology (NIST)	3,414	-	-	-	-	3484	-	102%
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,582	-	-	-	-	12825	-	111%
Department of Commerce	National Technical Information Service (NTIS)	40	-	-	-	-	50	-	125%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Commerce	National Telecommunications and Information Administration (NTIA)	491	64	-	-	-	444	694%	90%
Department of Commerce	Office of the Inspector General	175	175	-	-	-	175	100%	100%
Department of Commerce	Office of the Secretary	926	-	-	-	-	936	-	101%
Department of Commerce	U.S. Census Bureau	21,914	10,966	-	-	-	10966	100%	50%
Department of Defense	Department of Air Force	180,900	64,904	-	-	-	42122	65%	23%
Department of Defense	Department of Army	256,173	143,054	-	-	-	144723	101%	56%
Department of Defense	Department of Navy	221,396	87,228	-	-	-	70362	81%	32%
Department of Defense	Other Department of Defense	148,827	93,543	-	-	-	94052	101%	63%
Department of Education	Edet-Office of English Language Acquisition (ET)	18	18	16	89%	89%	-	-	-
Department of Education	Federal Student Aid (EN)	1,457	1,456	1399	96%	96%	-	-	-
Department of Education	Office of Secretary (EA)	79	79	75	95%	95%	-	-	-
Department of Education	Institute of Education Sciences (ER)	162	162	147	91%	91%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Education	National Assessment Governing Board (EZ)	16	16	16	100%	100%	-	-	-
Department of Education	Office For Civil Rights (EC)	559	559	518	93%	93%	-	-	-
Department of Education	Office of Career, Technical, and Adult Education (EV)	64	64	59	92%	92%	-	-	-
Department of Education	Office of Communications and Outreach (EO)	93	93	79	85%	85%	-	-	-
Department of Education	Office of Elem and Sec Ed (ES)	274	274	244	89%	89%	-	-	-
Department of Education	Office of Inspector General (EF)	215	215	200	93%	93%	-	-	-
Department of Education	Office of Legis and Congressional Affairs (EJ)	14	14	14	100%	100%	-	-	-
Department of Education	Office of Finance and Operations (EK)	432	432	392	91%	91%	-	-	-
Department of Education	Office of Planning, Eval and Policy Develop (ED)	56	56	56	100%	100%	-	-	-
Department of Education	Office of Postsecondary Education (EP)	153	153	139	91%	91%	-	-	-
Department of Education	Office of Spec Ed and Rehab Serv (EH)	170	170	166	98%	98%	-	-	-
Department of Education	Office of The Chief Information Officer (EI)	95	95	91	96%	96%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Education	Office of The General Counsel (EG)	114	114	105	92%	92%	-	-	-
Department of Education	Office of The Under Secretary (EE)	10	10	6	60%	60%	-	-	-
Department of Health and Human Services	Administration for Children and Families	1,354	1,354	-	-	-	1354	100%	100%
Department of Health and Human Services	Administration on Community Living	185	185	-	-	-	178	96%	96%
Department of Health and Human Services	Agency for Health Care Research and Quality	264	260	-	-	-	193	74%	73%
Department of Health and Human Services	Centers for Disease Control and Prevention	12,573	11,914	-	-	-	10522	88%	84%
Department of Health and Human Services	Centers for Medicare and Medicaid Services	6,318	6,318	-	-	-	4235	67%	67%
Department of Health and Human Services	Food and Drug Administration	17,534	17,534	-	-	-	14732	84%	84%
Department of Health and Human Services	Health Resources and Services Administration	2,257	2,255	-	-	-	2246	100%	100%
Department of Health and Human Services	Indian Health Service	8,103	2,069	-	-	-	2029	98%	25%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Health and Human Services	National Institutes of Health	18,306	16,502	-	-	-	15320	93%	84%
Department of Health and Human Services	Office of the Inspector General	1,666	1,666	-	-	-	1666	100%	100%
Department of Health and Human Services	Office of Medicare Hearings and Appeals	1,148	1,139	-	-	-	1067	94%	93%
Department of Health and Human Services	Office of the Secretary	4,681	3,268	-	-	-	2895	89%	62%
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	461	461	-	-	-	401	87%	87%
Department of Homeland Security	DHS Headquarters	6,303	-	-	-	-	4685	-	74%
Department of Homeland Security	Federal Law Enforcement Training Center	1,283	528	-	-	-	1189	225%	93%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Homeland Security	Cybersecurity and Infrastructure Security Agency	2,120	2,120	-	-	-	2016	95%	95%
Department of Homeland Security	Transportation Security Administration	61,281	-	-	-	-	3760	-	6%
Department of Homeland Security	US Citizenship and Immigration Services	19,330	19,330	-	-	-	19862	103%	103%
Department of Homeland Security	US Coast Guard	8,853	6,681	-	-	-	6796	102%	77%
Department of Homeland Security	US Customs and Border Protection	63,685	-	-	-	-	17081	-	27%
Department of Homeland Security	US Immigration and Customs Enforcement	20,845	-	-	-	-	18258	-	88%
Department of Homeland Security	US Secret Service	7,574	5,180	-	-	-	5154	99%	68%
Department of Justice	Antitrust Division	650	650	-	-	-	631	97%	97%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	5,077	2,768	-	-	-	2768	100%	55%
Department of Justice	Civil Division	1,339	1,337	-	-	-	1320	99%	99%
Department of Justice	Civil Rights Division	584	584	-	-	-	584	100%	100%
Department of Justice	Criminal Division	1,113	-	-	-	-	1110	-	100%
Department of Justice	Drug Enforcement Administration	9,079	6,654	-	-	-	6654	100%	73%
Department of Justice	Environment and Natural Resources Division	592	-	-	-	-	614	-	104%
Department of Justice	Federal Bureau of Investigation	36,353	22,821	-	-	-	447	2%	1%
Department of Justice	Federal Bureau of Prisons	37,066	1,875	-	-	-	1472	79%	4%
Department of Justice	Justice Management Division Offices Boards and Divisions	2,885	1,338	-	-	-	1237	92%	43%
Department of Justice	Office of Justice Programs	639	639	-	-	-	608	95%	95%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Justice	Office of the Inspector General	495	495	-	-	-	495	100%	100%
Department of Justice	Tax Division	445	445	-	-	-	445	100%	100%
Department of Justice	US Marshals Service	5,515	5,420	-	-	-	4047	75%	73%
Department of Justice	Executive Office for Immigration Review	2,297	805	-	-	-	604	75%	26%
Department of Justice	Executive Office for the US Attorneys	12,025	-	-	-	-	11827	-	98%
Department of Labor	Adjudicatory Boards	100	97	-	-	-	101	104%	101%
Department of Labor	Bureau of International Labor Affairs (ILAB)	125	125	-	-	-	125	100%	100%
Department of Labor	Bureau of Labor Statistics (BLS)	2,209	2,191	-	-	-	2191	100%	99%
Department of Labor	Employee Benefits Security Administration (EBSA)	844	805	-	-	-	815	101%	97%
Department of Labor	Employment and Training Administration (ETA)	943	920	-	-	-	923	100%	98%
Department of Labor	Mine Safety and Health Administration (MSHA)	1,707	1,690	-	-	-	1170	69%	69%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Labor	Occupational Safety and Health Administration (OSHA)	1,877	1,881	-	-	-	1847	98%	98%
Department of Labor	Office of Administrative Law Judges (OALJ)	151	146	-	-	-	149	102%	99%
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	29	29	-	-	-	21	72%	72%
Department of Labor	Office of Disability Employment Policy (ODEP)	52	52	-	-	-	53	102%	102%
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	441	441	-	-	-	438	99%	99%
Department of Labor	Office of Labor-Management Standards (OLMS)	194	171	-	-	-	171	100%	88%
Department of Labor	Office of Public Affairs (OPA)	54	53	-	-	-	47	89%	87%
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	1,019	974	-	-	-	1000	103%	98%
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	48	48	-	-	-	49	102%	102%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Labor	Office of the Chief Financial Officer (OCFO)	86	86	-	-	-	85	99%	99%
Department of Labor	Office of the Inspector General (OIG)	308	306	-	-	-	301	98%	98%
Department of Labor	Office of the Secretary (OSEC)	66	63	-	-	-	45	71%	68%
Department of Labor	Office of the Solicitor (SOL)	644	616	-	-	-	613	100%	95%
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,342	1,330	-	-	-	1353	102%	101%
Department of Labor	Veterans Employment and Training Services (VETS)	226	223	-	-	-	223	100%	99%
Department of Labor	Wage and Hour Division (WHD)	1,512	1,520	-	-	-	1441	95%	95%
Department of Labor	Women's Bureau (WB)	38	38	-	-	-	39	103%	103%
Department of State	International Boundary Commission: United States and Canada	8	8	-	-	-	8	100%	100%
Department of State	International Joint Commission: United States and Canada	-	-	-	-	-	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of the Interior	Bureau of Indian Affairs	4,269	3,622	1958	54%	46%	-	-	-
Department of the Interior	Bureau of Land Management	12,093	10,811	4519	42%	37%	-	-	-
Department of the Interior	Bureau of Ocean Energy Management	607	607	541	89%	89%	-	-	-
Department of the Interior	Bureau of Reclamation	5,873	5,407	3615	67%	62%	-	-	-
Department of the Interior	Bureau of Safety and Environmental Enforcement	828	828	696	84%	84%	-	-	-
Department of the Interior	Fish and Wildlife Service	9,142	9,043	5430	60%	59%	-	-	-
Department of the Interior	National Park Service	24,664	15,448	7225	47%	29%	-	-	-
Department of the Interior	Office Natural Resource Revenue	632	632	569	90%	90%	-	-	-
Department of the Interior	Office Of Indian Ed Programs	3,465	3,401	1269	37%	37%	-	-	-
Department of the Interior	Office Of Surface Mining, Reclamation & Enforcement	400	399	305	76%	76%	-	-	-
Department of the Interior	Office Of The Inspector General	288	288	249	86%	86%	-	-	-
Department of the Interior	Office Of The Sec, IBC	935	922	745	81%	80%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of the Interior	Office Of The Secretary Of The Interior	1,538	1,532	1196	78%	78%	-	-	-
Department of the Interior	Office Of The Solicitor	553	553	489	88%	88%	-	-	-
Department of the Interior	Office of the Special Trustee	426	424	356	84%	84%	-	-	-
Department of the Interior	OS, Asst Sec Indian Affairs	208	208	165	79%	79%	-	-	-
Department of the Interior	U.S. Geological Survey	8,780	8,616	6383	74%	73%	-	-	-
Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,792	699	-	-	-	593	85%	33%
Department of the Treasury	Bureau of the Fiscal Service (BFS)	3,516	3,406	-	-	-	3505	103%	100%
Department of the Treasury	Departmental Offices	2,186	1,661	-	-	-	1972	119%	90%
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	274	255	-	-	-	243	95%	89%
Department of the Treasury	Internal Revenue Service (IRS)	86,420	66,700	-	-	-	65821	99%	76%
Department of the Treasury	IRS Chief Counsel	2,236	2,156	-	-	-	2184	101%	98%
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	3,805	3,748	-	-	-	3701	99%	97%
Department of the Treasury	Office of Inspector General (OIG)	156	146	-	-	-	179	123%	115%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	70	70	-	-	-	70	100%	100%
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	498	495	-	-	-	504	102%	101%
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	799	790	-	-	-	752	95%	94%
Department of the Treasury	U.S. Mint	1,601	504	-	-	-	544	108%	34%
Department of Transportation	Federal Aviation Administration	44,943	27,676	-	-	-	27676	100%	62%
Department of Transportation	Federal Highway Administration	2,767	2,607	-	-	-	2600	100%	94%
Department of Transportation	Federal Motor Carrier Safety Administration	1,140	1,136	-	-	-	1140	100%	100%
Department of Transportation	Federal Railroad Administration	888	888	-	-	-	888	100%	100%
Department of Transportation	Federal Transit Administration	583	582	-	-	-	583	100%	100%
Department of Transportation	Maritime Administration	852	615	-	-	-	516	84%	61%
Department of Transportation	National Highway Traffic Safety Administration	618	615	-	-	-	618	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2020	Percentage of all eligible employees teleworking in Sept. 2020	Percentage of employees teleworking in Sept. 2020	Number of employees teleworking in FY 2020	Percentage of eligible employees teleworking in FY 2020	Percentage of employees teleworking in FY 2020
Department of Transportation	Office of Inspector General	398	398	-	-	-	401	101%	101%
Department of Transportation	Office of Secretary of Transportation	1,536	1,517	-	-	-	1507	99%	98%
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	566	566	-	-	-	566	100%	100%
Department of Transportation	St. Lawrence Seaway Dev Corp	126	39	-	-	-	31	79%	25%
Department of Agriculture	United States Forest Service (USFS)	40,442	25,707	-	-	-	25707	100%	64%

Appendix 10. Subagency Telework Frequency Data for 2020

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

*Indicates that remote workers are included in reported telework totals

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

Department	Subagency	FY 2020					September 2020					
		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 Management and Budget (EOP)	NA	-	-	-	-	-	565 (96%)	-	25 (4%)	0 (0%)	8 (1%)	*
Department of Agriculture	Departmental Administration (DA/DM)	196 (54%)	66 (18%)	-	66 (18%)	-	-	-	-	-	-	-
Department of Agriculture	Farm Production and Conservation (FPAC)	16332 (148%)	4247 (39%)	-	20579 (187%)	-	-	-	-	-	-	-
Department of Agriculture	Food Safety (FS)	0 (0%)	451 (33%)	0 (0%)	867 (63%)	-	-	-	-	-	-	-
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	928 (109%)	229 (27%)	0 (0%)	206 (24%)	-	-	-	-	-	-	-
Department of Agriculture	Marketing and Regulatory Programs (MRP)	-	-	-	-	-	-	-	-	-	-	-
Department of Agriculture	Office of Hearings and Appeals (OHA)	51 (71%)	11 (15%)	10 (14%)	11 (15%)	-	-	-	-	-	-	-
Department of Agriculture	Office of the Chief Information Officer (OCFO)	-	974 (84%)	-	1163 (100%)	0 (0%)	-	-	-	-	-	-
Department of Agriculture	Office of the General Counsel (OGC)	41 (16%)	99 (40%)	0 (0%)	249 (100%)	-	-	-	-	-	-	-

Department	Subagency	FY 2020						September 2020							
		3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers			
Department of Agriculture	Office of Inspector General (OIG)	274 (61%)	38 (8%)	-	134 (30%)	18 (4%)	*	^	-	-	-	-	-	-	-
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	97 (100%)	-	-	0 (0%)	2 (2%)	*	^	-	-	-	-	-	-	-
Department of Agriculture	Research, Education and Economics (REE)	-	-	-	-	-			-	857 (12%)	-	0 (0%)	-	-	-
Department of Agriculture	Rural Development (RD)	4417 (100%)	-	-	-	-			-	-	-	-	-	-	-
Department of Agriculture	United States Forest Service (USFS)	324 (1%)	2675 (10%)	22708 (88%)	22708 (88%)	-			-	-	-	-	-	-	-
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	Subagency	FY 2020						September 2020							
		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	National Technical Information Service (NTIS)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Telecommunications and Information Administration (NTIA)	236 (369%)	39 (61%)	175 (273%)	446 (697%)	-			-	-	-	-	-		
Department of Commerce	Office of the Inspector General	96 (55%)	11 (6%)	68 (39%)	175 (100%)	7 (4%)			-	-	-	-	-		
Department of Commerce	Office of the Secretary	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	U.S. Census Bureau	3574 (33%)	381 (3%)	434 (4%)	4916 (45%)	-			-	-	-	-	-		
Department of Defense	Department of Air Force	36194 (56%)	4459 (7%)	1469 (2%)	39204 (60%)	-			-	-	-	-	-		
Department of Defense	Department of Army	104376 (73%)	18542 (13%)	12475 (9%)	92646 (65%)	-			-	-	-	-	-		
Department of Defense	Department of Navy	57672 (66%)	9213 (11%)	3478 (4%)	64351 (74%)	801 (1%)	*	^	-	-	-	-	-		
Department of Defense	Other Department of Defense	30694 (33%)	8908 (10%)	7288 (8%)	78075 (83%)	1627 (2%)			-	-	-	-	-		
Department of Education	Edet-Office of English Language Acquisition (ET)	-	-	-	-	-			-	-	-	1 (6%)	4 (22%)	*	^
Department of Education	Federal Student Aid (EN)	-	-	-	-	-			-	-	-	1 (0%)	38 (3%)	*	^
Department of Education	Office of Secretary (EA)	-	-	-	-	-			-	-	-	1 (1%)	5 (6%)	*	^
Department of Education	Institute of Education Sciences (ER)	-	-	-	-	-			-	-	-	1 (1%)	12 (7%)	*	^

Department	Subagency	FY 2020						September 2020						
		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	National Assessment Governing Board (EZ)	-	-	-	-	-		-	-	-	1 (6%)	0 (0%)	*	^
Department of Education	Office for Civil Rights (EC)	-	-	-	-	-		-	-	-	1 (0%)	13 (2%)	*	^
Department of Education	Office of Career, Technical, and Adult Education (EV)	-	-	-	-	-		-	-	-	1 (2%)	1 (2%)	*	^
Department of Education	Office of Communications and Outreach (EO)	-	-	-	-	-		-	-	-	1 (1%)	4 (4%)	*	^
Department of Education	Office of Elem and Sec Ed (ES)	-	-	-	-	-		-	-	-	1 (0%)	10 (4%)	*	^
Department of Education	Office of Inspector General (EF)	-	-	-	-	-		-	-	-	1 (0%)	1 (0%)	*	^
Department of Education	Office of Legis and Congressional Affairs (EJ)	-	-	-	-	-		-	-	-	1 (7%)	0 (0%)	*	^
Department of Education	Office of Finance and Operations (EK)	-	-	-	-	-		-	-	-	1 (0%)	9 (2%)	*	^
Department of Education	Office of Planning, Eval and Policy Develop (ED)	-	-	-	-	-		-	-	-	1 (2%)	2 (4%)	*	^
Department of Education	Office of Postsecondary Education (EP)	-	-	-	-	-		-	-	-	1 (1%)	8 (5%)	*	^
Department of Education	Office of Spec Ed and Rehab Serv (EH)	-	-	-	-	-		-	-	-	1 (1%)	1 (1%)	*	^
Department of Education	Office of The Chief Information Officer (EI)	-	-	-	-	-		-	-	-	1 (1%)	1 (1%)	*	^

Department	Subagency	FY 2020						September 2020						
		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 The General Counsel (EG)	-	-	-	-	-		-	-	-	1 (1%)	7 (6%)	*	^
Department of Education	Office of The Under Secretary (EE)	-	-	-	-	-		-	-	-	1 (10%)	1 (10%)	*	^
Department of Health and Human Services	Administration for Children and Families	0 (0%)	0 (0%)	-	1354 (100%)	-		-	-	-	-	-		
Department of Health and Human Services	Administration on Community Living	0 (0%)	0 (0%)	-	178 (96%)	-		-	-	-	-	-		
Department of Health and Human Services	Agency for Health Care Research and Quality	152 (58%)	41 (16%)	-	55 (21%)	-		-	-	-	-	-		
Department of Health and Human Services	Centers for Disease Control and Prevention	6219 (52%)	4303 (36%)	-	2146 (18%)	123 (1%)	* ^	-	-	-	-	-		
Department of Health and Human Services	Centers for Medicare and Medicaid Services	3482 (55%)	753 (12%)	-	3371 (53%)	939 (15%)	* ^	-	-	-	-	-		
Department of Health and Human Services	Food and Drug Administration	7401 (42%)	5253 (30%)	-	14732 (84%)	1518 (9%)	* ^	-	-	-	-	-		
Department of Health and Human Services	Health Resources and Services Administration	2228 (99%)	18 (1%)	-	-	1898 (84%)	* ^	-	-	-	-	-		
Department of Health and Human Services	Indian Health Service	2017 (97%)	52 (3%)	-	6 (0%)	1559 (75%)	* ^	-	-	-	-	-		

Department	Subagency	FY 2020						September 2020								
		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	National Institutes of Health	3713 (23%)	2840 (17%)	-	8702 (53%)	1101 (7%)	*	^	-	-	-	-	-	-	-	-
Department of Health and Human Services	Office of the Inspector General	0 (0%)	0 (0%)	-	1666 (100%)	-			-	-	-	-	-	-	-	-
Department of Health and Human Services	Office of Medicare Hearings and Appeals	646 (57%)	122 (11%)	-	303 (27%)	354 (31%)	*	^	-	-	-	-	-	-	-	-
Department of Health and Human Services	Office of the Secretary	2737 (84%)	291 (9%)	-	1288 (39%)	1966 (60%)	*	^	-	-	-	-	-	-	-	-
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	-	203 (44%)	-	60 (13%)	-			-	-	-	-	-	-	-	-
Department of Homeland Security	DHS Headquarters	-	-	-	-	-			-	-	-	-	-	-	-	-
Department of Homeland Security	Federal Emergency Management Agency	9340 (76%)	3513 (29%)	525 (4%)	-	-			-	-	-	-	-	-	-	-

Department	Subagency	FY 2020					September 2020						
		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	748 (142%)	343 (65%)	22 (4%)	-	-	-	-	-	-	-	-	-
Department of Homeland Security	Cybersecurity and Infrastructure Security Agency	1531 (72%)	330 (16%)	91 (4%)	-	-	-	-	-	-	-	-	-
Department of Homeland Security	Transportation Security Administration	-	-	-	-	-	-	-	-	-	-	-	-
Department of Homeland Security	US Citizenship and Immigration Services	16606 (86%)	2841 (15%)	108 (1%)	-	-	-	-	-	-	-	-	-
Department of Homeland Security	US Coast Guard	3829 (57%)	2245 (34%)	248 (4%)	-	-	-	-	-	-	-	-	-
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	2637 (51%)	2165 (42%)	135 (3%)	-	-	-	-	-	-	-	-	-

Department	Subagency	FY 2020					September 2020							
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers			
Department of Justice	Antitrust Division	3 (0%)	126 (19%)	-	503 (77%)	1 (0%)	*	^	-	-	-	-	-	-
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	190 (7%)	716 (26%)	-	1862 (67%)	34 (1%)			-	-	-	-	-	-
Department of Justice	Civil Division	34 (3%)	543 (41%)	-	1314 (98%)	67 (5%)			-	-	-	-	-	-
Department of Justice	Civil Rights Division	319 (55%)	165 (28%)	90 (15%)	594 (102%)	13 (2%)	*	^	-	-	-	-	-	-
Department of Justice	Criminal Division	-	-	-	-	-	*	^	-	-	-	-	-	-
Department of Justice	Drug Enforcement Administration	118 (2%)	338 (5%)	232 (3%)	5966 (90%)	-			-	-	-	-	-	-
Department of Justice	Environment and Natural Resources Division	-	-	-	-	-			-	-	-	-	-	-
Department of Justice	Federal Bureau of Investigation	424 (2%)	23 (0%)	0 (0%)	394 (2%)	-			-	-	-	-	-	-
Department of Justice	Federal Bureau of Prisons	226 (12%)	370 (20%)	0 (0%)	1385 (74%)	-			-	-	-	-	-	-
Department of Justice	Justice Management Division Offices Boards and Divisions	-	-	-	-	-			-	-	-	-	-	-
Department of Justice	Office of Justice Programs	577 (90%)	22 (3%)	9 (1%)	608 (95%)	19 (3%)	*	^	-	-	-	-	-	-

Department	Subagency	FY 2020						September 2020								
		3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers				
Department of Justice	Office of the Inspector General	61 (12%)	-	-	227 (46%)	41 (8%)	*	^	-	-	-	-	-	-		
Department of Justice	Tax Division	2 (0%)	61 (14%)	0 (0%)	469 (105%)	0 (0%)	*	^	-	-	-	-	-	-		
Department of Justice	US Marshals Service	115 (2%)	415 (8%)	0 (0%)	4001 (74%)	46 (1%)	*	^	-	-	-	-	-	-		
Department of Justice	Executive Office for Immigration Review	381 (47%)	324 (40%)	-	-	-			-	-	-	-	-	-		
Department of Justice	Executive Office for the US Attorneys	-	-	-	-	-	*	^	-	-	-	-	-	-		
Department of Labor	Adjudicatory Boards	101 (104%)	-	-	-	-			-	-	-	-	-	-		
Department of Labor	Bureau of International Labor Affairs (ILAB)	125 (100%)	-	-	-	-			-	-	-	-	-	-		
Department of Labor	Bureau of Labor Statistics (BLS)	2191 (100%)	-	-	-	-			-	-	-	-	-	-		
Department of Labor	Employee Benefits Security Administration (EBSA)	815 (101%)	-	-	-	-			-	-	-	-	-	-		
Department of Labor	Employment and Training Administration (ETA)	921 (100%)	-	-	-	-			-	-	-	-	-	-		
Department of Labor	Mine Safety and Health Administration (MSHA)	1157 (68%)	13 (1%)	-	-	-			-	-	-	-	-	-		
Department of Labor	Occupational Safety and Health Administration (OSHA)	1845 (98%)	2 (0%)	-	-	-			-	-	-	-	-	-		

Department	Subagency	FY 2020						September 2020							
		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 Administrative Law Judges (OALJ)	149 (102%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	21 (72%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of Disability Employment Policy (ODEP)	53 (102%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	438 (99%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of Labor-Management Standards (OLMS)	171 (100%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of Public Affairs (OPA)	47 (89%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	1001 (103%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	48 (100%)	1 (2%)	-	-	-			-	-	-	-	-		
Department of Labor	Office of the Chief Financial Officer (OCFO)	86 (100%)	-	-	-	-			-	-	-	-	-		
Department of Labor	Office of the Inspector General (OIG)	301 (98%)	-	-	-	-			-	-	-	-	-		

Department	Subagency	FY 2020						September 2020					
		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 Secretary (OSEC)	45 (71%)	1 (2%)	-	-	-		-	-	-	-	-	
Department of Labor	Office of the Solicitor (SOL)	613 (100%)	-	-	-	-		-	-	-	-	-	
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1354 (102%)	-	-	-	-		-	-	-	-	-	
Department of Labor	Veterans Employment and Training Services (VETS)	223 (100%)	-	-	-	-		-	-	-	-	-	
Department of Labor	Wage and Hour Division (WHD)	1437 (95%)	2 (0%)	-	-	-		-	-	-	-	-	
Department of Labor	Women's Bureau (WB)	39 (103%)	-	-	-	-		-	-	-	-	-	
Department of State	International Boundary Commission: United States and Canada	1 (13%)	4 (50%)	3 (38%)	8 (100%)	0 (0%)		-	-	-	-	-	
Department of State	International Joint Commission: United States and Canada	-	-	-	-	-	* ^	-	-	-	-	-	
Department of the Interior	Bureau of Indian Affairs	-	-	-	-	-		1775 (49%)	183 (5%)	-	1 (0%)	4 (0%)	^
Department of the Interior	Bureau of Land Management	-	-	-	-	-		3919 (36%)	600 (6%)	-	1 (0%)	24 (0%)	^
Department of the Interior	Bureau of Ocean Energy Management	-	-	-	-	-		538 (89%)	3 (0%)	-	1 (0%)	12 (2%)	^
Department of the Interior	Bureau of Reclamation	-	-	-	-	-		3356 (62%)	259 (5%)	-	1 (0%)	102 (2%)	^

Department	Subagency	FY 2020						September 2020							
		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 Safety and Environmental Enforcement	-	-	-	-	-		626 (76%)	70 (8%)	-	1 (0%)	3 (0%)			^
Department of the Interior	Fish and Wildlife Service	-	-	-	-	-		5032 (56%)	398 (4%)	-	1 (0%)	8 (0%)			^
Department of the Interior	National Park Service	-	-	-	-	-		6231 (40%)	994 (6%)	-	1 (0%)	67 (0%)			^
Department of the Interior	Office Natural Resource Revenue	-	-	-	-	-		564 (89%)	5 (1%)	-	1 (0%)	49 (8%)			^
Department of the Interior	Office of Indian Ed Programs	-	-	-	-	-		1091 (32%)	178 (5%)	-	1 (0%)	5 (0%)			^
Department of the Interior	Office of Surface Mining, Reclamation & Enforcement	-	-	-	-	-		297 (74%)	8 (2%)	-	1 (0%)	26 (7%)			^
Department of the Interior	Office of The Inspector General	-	-	-	-	-		246 (85%)	3 (1%)	-	1 (0%)	3 (1%)			^
Department of the Interior	Office of The Sec, IBC	-	-	-	-	-		717 (78%)	28 (3%)	-	1 (0%)	2 (0%)			^
Department of the Interior	Office of The Secretary of The Interior	-	-	-	-	-		1162 (76%)	34 (2%)	-	1 (0%)	71 (5%)			^
Department of the Interior	Office of The Solicitor	-	-	-	-	-		481 (87%)	8 (1%)	-	1 (0%)	20 (4%)			^
Department of the Interior	Office of the Special Trustee	-	-	-	-	-		349 (82%)	7 (2%)	-	1 (0%)	3 (1%)			^
Department of the Interior	OS, Asst Sec Indian Affairs	-	-	-	-	-		164 (79%)	1 (0%)	-	1 (0%)	1 (0%)			^

Department	Subagency	FY 2020						September 2020							
		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	-	-	-	-	-			5953 (69%)	430 (5%)	-	1 (0%)	5 (0%)		^
Department of the Treasury	Bureau of Engraving & Printing (BEP)	182 (26%)	156 (22%)	255 (36%)	255 (36%)	5 (1%)			-	-	-	-	-		
Department of the Treasury	Bureau of the Fiscal Service (BFS)	1977 (58%)	707 (21%)	-	1977 (58%)	16 (0%)	*	^	-	-	-	-	-		
Department of the Treasury	Departmental Offices	507 (31%)	439 (26%)	28 (2%)	1627 (98%)	-			-	-	-	-	-		
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	47 (18%)	64 (25%)	-	268 (105%)	4 (2%)	*	^	-	-	-	-	-		
Department of the Treasury	Internal Revenue Service (IRS)	36196 (54%)	1736 (3%)	1238 (2%)	64578 (97%)	494 (1%)			-	-	-	-	-		
Department of the Treasury	IRS Chief Counsel	785 (36%)	90 (4%)	0 (0%)	1485 (69%)	0 (0%)			-	-	-	-	-		
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	73 (2%)	250 (7%)	597 (16%)	3693 (99%)	20 (1%)	*	^	-	-	-	-	-		
Department of the Treasury	Office of Inspector General (OIG)	62 (42%)	94 (64%)	1 (1%)	125 (86%)	-			-	-	-	-	-		
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	29 (41%)	10 (14%)	2 (3%)	70 (100%)	0 (0%)			-	-	-	-	-		
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	382 (77%)	63 (13%)	-	124 (25%)	107 (22%)	*	^	-	-	-	-	-		
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	287 (36%)	414 (52%)	6 (1%)	372 (47%)	15 (2%)			-	-	-	-	-		

Department	Subagency	FY 2020						September 2020							
		3 or more days	1-2 days	Once a month	Situational	Remote workers		3 or more days	1-2 days	Once a month	Situational	Remote workers			
Department of the Treasury	U.S. Mint	87 (17%)	44 (9%)	175 (35%)	126 (25%)	6 (1%)	*	^	-	-	-	-	-		
Department of Transportation	Federal Aviation Administration	5404 (20%)	3499 (13%)	0 (0%)	18773 (68%)	-			-	-	-	-	-		
Department of Transportation	Federal Highway Administration	2576 (99%)	8 (0%)	16 (1%)	2533 (97%)	167 (6%)			-	-	-	-	-		
Department of Transportation	Federal Motor Carrier Safety Administration	0 (0%)	982 (86%)	0 (0%)	247 (22%)	-			-	-	-	-	-		
Department of Transportation	Federal Railroad Administration	497 (56%)	202 (23%)	97 (11%)	413 (47%)	-			-	-	-	-	-		
Department of Transportation	Federal Transit Administration	164 (28%)	153 (26%)	148 (25%)	582 (100%)	-			-	-	-	-	-		
Department of Transportation	Maritime Administration	144 (23%)	69 (11%)	46 (7%)	498 (81%)	-			-	-	-	-	-		
Department of Transportation	National Highway Traffic Safety Administration	53 (9%)	238 (39%)	149 (24%)	615 (100%)	3 (0%)			-	-	-	-	-		
Department of Transportation	Office of Inspector General	213 (54%)	99 (25%)	86 (22%)	401 (101%)	10 (3%)	*	^	-	-	-	-	-		
Department of Transportation	Office of Secretary of Transportation	762 (50%)	188 (12%)	15 (1%)	1507 (99%)	41 (3%)	*	^	-	-	-	-	-		
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	102 (18%)	234 (41%)	70 (12%)	566 (100%)	91 (16%)	*	^	-	-	-	-	-		
Department of Transportation	St. Lawrence Seaway Dev Corp	29 (74%)	0 (0%)	2 (5%)	31 (79%)	2 (5%)	*	^	-	-	-	-	-		

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

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Access Board	Yes	The reason telework has increased is due to Covid-19 pandemic.	
Agency for International Development	Yes	Increase in participation is due to the pandemic-ordered telework for all domestic and the majority of overseas Civil Service (CS) and Foreign Service (FS) employees in the Agency. USAID employees serving overseas must adhere to the authority and guidance of the Chief of Mission for the U.S. Embassy in their country of assignment.	
AmeriCorps	No		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	We increased by two employees in FY20.	
Central Intelligence Agency	Yes	Due to the unprecedented challenges of COVID-19, CIA launched two pilot programs to expand temporary telework opportunities. CIA experienced a significant increase in both teleworkers (1480) and remote workers (348). Most of the increase (88.5%) is due to professional training of a temporary nature, which allowed staff officers to perform from home.	
Chemical Safety and Hazard Investigation Board	Yes	The agency gained several new employees that started teleworking because they joined after COVID and existing employees started teleworking due to COVID.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Commodity Futures Trading Commission	Yes	With the declaration of a pandemic, we encouraged widespread telework for all CFTC employees.	
Consumer Financial Protection Bureau	No		
Consumer Product Safety Commission	Yes	Our percentage change is due to the Agency conducting working groups to analyze the telework program. The Agency implemented a new telework policy that offers an increase in the number of allowable telework days and a decrease in the waiting period for new employees to begin teleworking. The Agency also conducted new position and employee eligibility determinations for all personnel/positions. Additionally, the Agency was able to support maximum telework during the pandemic and continue to meet its mission.	
Court Services and Offender Supervision Agency	Yes	The reason for the increase was the Agency's transition to maximum telework in response to the COVID-19 pandemic. Many employees who do not routinely telework were placed on ad hoc telework at the beginning of the pandemic to ensure that the Agency could continue performing mission critical activities.	
Denali Commission			
Department of Agriculture	Yes		

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Department of Commerce	Yes	Due to COVID-19, the Department of Commerce implemented mandatory telework for all telework eligible employees; therefore, our participation increased significantly.	
Department of Defense	Yes	The increase is connected to response to COVID-19	
Department of Education	Yes		
Department of Energy	Yes		
Department of Health and Human Services	Yes	The Department assumed a maximum telework posture in response to the COVID-19 pandemic.	
Department of Homeland Security	Yes	Due to the COVID 19 pandemic, employees who have the ability to work from home are doing so to decrease the risk of employees getting and/or spreading COVID.	
Department of Housing and Urban Development	Yes		
Department of Justice	Yes		

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Department of Labor	Yes	The increase in telework participation at DOL was a result of the maximum telework posture in response to the COVID-19 National pandemic emergency.	
Department of State	Yes	Due to the FY2020 goal of increasing the number of teleworking employees and ramping up telework quickly in response to the COVID-19 pandemic, the Department prioritized educating supervisors and managers to encourage the use of telework as a workplace flexibility that is mutually beneficial to their mission/office needs and employees. The Department also prioritized the development and execution of innovative new IT tools and applications, conferencing and collaboration platforms, and investment into IT systems and resources to facilitate successful telework experiences for a more agile and technically savvy workforce over the long-term to maximize employee engagement, productivity, and performance.	
Department of the Interior	Yes		

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Department of the Treasury	Yes	COVID-19	
Department of Transportation	Yes	During FY 2020, telework participation increased substantially due to the agency's implementation of a 'maximum telework' strategy in response to the COVID-19 pandemic.	
Department of Veterans Affairs	Yes	During the COVID-19 pandemic VA maximized telework for all telework eligible employees to the maximum extent practicable. VA also expanded the use of telehealth services, enabling employees previously ineligible to telework, to work from home seeing veteran patients. In addition, the positive increase in telework participation is due to the Office of Chief Human Capital Officer, Work life and Benefits Service conducting quarterly telework conference calls and providing training on how to properly code telework.	
Election Assistance Commission	Yes	We increased our staff by 132% (represents 32 new hires from 3/2020-9/2020).	
Environmental Protection Agency	Yes	The positive increase in EPA's telework participation is attributed to the COVID-19 pandemic. Between 2017 and 2019, EPA's average participation rate change was 2%.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Equal Employment Opportunity Commission	Yes	Increase is due to the pandemic and maximum telework policy which began on March 14, 2020. Employees who ordinarily did not telework did so.	
Office of Science and Technology Policy (EOP)	No		
Export-Import Bank of the United States	Yes	Due to COVID-19, maximum participation of telework was authorized.	
Farm Credit Administration	Yes	The increase in telework was due to COVID-19.	
Farm Credit System Insurance Corporation	No		
Federal Deposit Insurance Corporation	Yes	Due to the ongoing Coronavirus (COVID-19) pandemic, FDIC has operated under mandatory telework for all employees, including those who would ordinarily be ineligible. Our agency COOP deems all employees eligible to telework when the COOP/Emergency plan is activated.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Federal Election Commission	Yes	Telework participation increased between FY 2019 and FY 2020 in large part due to the COVID-19 pandemic. Agency wide efforts were made to ensure all employees submitted telework applications, completed mandatory telework training, and were telework-ready since the agency was under a mandatory telework status after March 20. Due to the pandemic, the agency waived certain ineligibility factors and used the Evacuation Pay authority to reassign work to people in positions that were previously deemed ineligible for telework so that those employees could continue working during the health crisis.	
Federal Energy Regulatory Commission	Yes	Our large increase in telework was due to emergency telework due to the covid-19 pandemic.	
Federal Housing Finance Agency	Yes	Due to COVID-19 the agency is on a Mandatory Telework for all employees	
Federal Maritime Commission	Yes	The increase from FY19 to FY20 is primarily due to the pandemic as the agency moved into a virtual work environment in March 2020. Prior to the pandemic, employees continued taking advantage of the various flexible work schedules the agency offers.	
Federal Mediation and Conciliation Service	No		

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Federal Mine Safety and Health Review Commission	Yes	Due to the pandemic, the number of teleworkers increased to 100%.	
Federal Retirement Thrift Investment Board	Yes		
Federal Trade Commission	Yes	Due to the COVID-19 pandemic, the agency transitioned to maximum telework beginning on March 12, 2020. The agency currently remains on maximum telework.	
General Services Administration	Yes	The increase in GSA's telework participation can be attributed to the issuance of an evacuation order mandating telework in response to the COVID-19 pandemic. GSA also had an increase in the number of employees onboard compared to FY19 (11,094) and an increase in the number of eligible employees compared to FY19 (10,716).	
Institute of Museum and Library Services	No		
Inter-American Foundation	Yes	Added 4 staff members overall, and the lone (1) non-teleworking employee moved to telework once COVID shifted work to virtual.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Japan-United States Friendship Commission	Yes	The Japan-U.S. Friendship Commission is a nano agency of 4 FTEs. In non-pandemic circumstances, only three of the four FTEs were eligible for telework. However, due to the pandemic, the office has transitioned to 100% telework, and all four FTEs are on fulltime telework. There was a retirement at the end of FY19, and a new hire in mid FY20. The current staff count is at capacity - 4 FTEs.	
Marine Mammal Commission	Yes	The reason for the increase is that the agency was on maximum telework.	
Merit Systems Protection Board	Yes	The Agency moved to maximum telework following the pandemic to include employees and positions that are normally not eligible to participate in telework under agency policy due to the nature of their work. The numbers also include onboarding and departing employees during the period, which can be seen in the overall 203 number which is higher than the total number of employees onboard as of September 30, 2020.	
Millennium Challenge Corporation	No		

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
National Aeronautics and Space Administration	Yes	As a result of COVID-19, effective March 2020, NASA transitioned to mandatory telework for all Centers which increased the number of employees coding to telework.	
National Archives and Records Administration	Yes	Due to COVID-19 pandemic, maximum telework has been authorized for those employees with work that could be done remotely.	
National Capital Planning Commission	Yes	The agency's higher participation rate is due to a combination of an increase in staff hiring and the pandemic declaration which implemented a "full-time telework" status for our entire staff.	
National Council on Disability	Yes	Due to the COVID, maximum flexibilities were extended to all staff.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
National Credit Union Administration	Yes	<p>NCUA moved to a 100 percent telework posture effective 03/15/2020. Employees previously designated as not eligible for telework (only 3 individuals) were approved for telework. All other employees that previously did not telework due to their personal preferences, or workload requirements, signed telework agreements and began 100% emergency teleworking.</p> <p>When needed, NCUA amended duties/assignments to accommodate telework. Only one employee did not sign a telework agreement and continues to report to a regional office.</p>	
National Endowment for the Arts	No		
National Endowment for the Humanities	Yes	Due to the COVID-19 pandemic, all NEH employees were found eligible to telework.	
National Labor Relations Board	Yes		
National Mediation Board	Yes	The increase in telework participation is due to the COVID-19 pandemic.	
National Science Foundation	No	N/A	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
National Transportation Safety Board	No		
Nuclear Regulatory Commission	Yes	More employees participated due to the public health event.	
Nuclear Waste Technical Review Board	No		
Occupational Safety and Health Review Commission	Yes	Due to COVID 19 participation.	
Office of Government Ethics	Yes	Due to the pandemic and effort to maintain the safety of our staff all employees were on mandatory telework as of March 12.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Office of National Drug Control Policy	Yes	ONDCP amended its telework policy in October 2019. Through the amendment process, it became clear to leadership and certain supervisors that more employees than previously believed were in positions whose duties could be successfully performed through telework. Therefore, more employees were able to take advantage of the revised telework program/policy. Furthermore, due to the pandemic and the implementation of "max telework," the vast majority of our employees were not only deemed eligible to participate in our telework program, but were *strongly encouraged* to participate in telework in order to maintain social distancing to the greatest extent possible.	
Office of Navajo and Hopi Indian Relocation	Yes	Telework participation at this office increased due to the COVID-19 health crisis. Majority of employees were given the option to telework from home starting after March 10, 2020.	
Office of Personnel Management	no		
Office of the United States Trade Representative (EOP)	Yes	Telework participation for FY2020 increased due to the Covid-19 pandemic. All USTR employees were authorized for maximum telework flexibilities during the pandemic to increase employee safety while continuing business operations.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Patent and Trademark Office	Yes	Increase in number of teleworkers due to mandatory/maximum telework in 2020.	
Peace Corps	Yes	This change is due to the COVID-19 pandemic. All employees were required to work from home following WHO and OPM guidelines as opposed to telework as privilege and agreement between supervisor and employee.	
Pension Benefit Guaranty Corporation	Yes	The increase of telework participation occurred because of the pandemic; our agency maximized telework as a workplace flexibility.	
Postal Regulatory Commission	Yes	The Commission attributes the pandemic and the move to a full-time remote work situation for all staff as the reason for the 13 percent increase in telework participation in FY 2020.	
Privacy and Civil Liberties Oversight Board	yes	Increase in staff and pandemic.	
Railroad Retirement Board	Yes	We had more people eligible for telework contingent upon supervisor's approval. Eligibility also increased as a result of an OIG telework audit.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
Securities and Exchange Commission	Yes	The positive increase in telework participation from FY2019 to FY2020 was due to the agency's mandatory telework posture for all employees due to the COVID-19 pandemic.	
Small Business Administration	Yes	The Agency's positive percent change in FY2020 is due to the COVID-19 Pandemic. In FY 2019 employees worked in accordance with their established telework schedules.	
Social Security Administration	Yes	Due to the COVID-19 pandemic, beginning in March 2020 and for the remainder of fiscal year 2020, the majority of SSA employees (approximately 95 percent) worked from their alternate duty stations (ADS).	
Surface Transportation Board	No		
Tennessee Valley Authority	Yes	COVID-19 resulted in mandatory telework for many employees in our agency.	
Trade and Development Agency	Yes	The positive increase in participation is reflective of the addition of staff as well as the post-March mandatory telework requirement imposed on all federal agencies.	
U.S. AbilityOne Commission	Yes	We have had many of the staff retire, move on to better jobs, and go out on disability.	

Agency	More than 10% increase or decrease from 2019 to 2020?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2019 and FY 2020	Comparison Between September 2019 and September 2020
U.S. Agency for Global Media	Yes	Prior to COVID more employees could telework as technologies, changing work requirements, and other factors allowed. After COVID, USAGM tried to allow everyone to telework at least some amount of time depending on requirements. Also, we went from a two-week reporting period to full year.	
U.S. Commission on Civil Rights	No		
U.S. International Development Finance Corporation	Yes	DFC counted telework due to the COVID pandemic which greatly increased utilization. In addition, our employee population grew in FY20.	
U.S. International Trade Commission	Yes	The increase in telework participation is due to the COVID-19 pandemic and agency-wide mandatory full-time telework under evacuation orders.	
U.S. Office of Special Counsel	No		
Udall Foundation	No	I'm not aware a data call was completed in FY19. Regardless, telework was not formally implemented in our agency until March 2020.	

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

Agency	Consider Fiscal Year 2020. 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 has a plan to update policies regarding telework soon due to the covid-19 pandemic. The agency has had agency-wide meeting updating employees regularly.
Agency for International Development	USAID's TMO will continue utilizing Agency Notices and policy updates to communicate new and revised telework information, along with continuing to incorporate interactive virtual telework training sessions to all Agency employees.
AmeriCorps	Due to the success of the telework program for FY2020, the agency will evaluate the overall effectiveness and productivity level of the program for FY21.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	We have been working remotely since October 2018 and feel that it has been successful thus far. The TMO has not been made aware of any issues by our Director, Board, supervisors, or employees.
Central Intelligence Agency	Management continues to promote telework options, where feasible. One way we have increased telework options is 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 space in the greater Washington D.C. area that many employees, on an ad-hoc basis, utilize. Tracking indicates approximately 1143 separate system accesses per week at the flexible work centers. Due to COVID, (distancing requirements and staffing), this represents a 26% decrease from last year's separate system accesses per week.
Chemical Safety and Hazard Investigation Board	Managers encourage employees to use telework as a workplace flexibility as outlined in our policy (up to four days per pay period).
Commodity Futures Trading Commission	This year in response to pandemic, the agency sent out several communications strongly encouraging telework throughout the agency. To date we only have 3 people agency-wide that do not want to participate in the program and are continuing to go into the office on a daily basis.
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.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Consumer Product Safety Commission	Management has conducted position and employee eligibility determinations to promote the adoption of telework to the fullest extent. Chief leaders will be meeting to reevaluate our telework program after the findings of telework throughout the pandemic
Court Services and Offender Supervision Agency	Given the unique challenges in FY20, the Agency leadership provided a plan to staff, which included maximum telework, rotational on-site assignments, and a promotion of flexibilities for employees in the vulnerable population, or with childcare needs. The Agency strongly encouraged (and provided access to) virtual communication tools that allowed team meetings, online training, and the virtual sharing of projects (e.g., utilizing Microsoft Teams, Zoom, Skype, and other acquired technology tools). Teams that normally would have provided in-person support (e.g., IT support and Training) successfully transitioned to this new maximum telework environment, including the establishment of some "on-site" units (e.g., hardware support). The TMO produced reports to monitor the status of telework. The Agency plans to review the telework-specific questions on the 2020 "Federal Employee Viewpoint Survey", as well as other employee/customer feedback, to help evaluate the telework program's effectiveness during this period of maximum telework.
Denali Commission	By updating the telework policy and COOP plan.
Department of Agriculture	NA.
Department of Commerce	Currently, the Department of Commerce does not have a formal plan to promote and evaluate more telework as we are still under a mandatory telework policy. However, we will explore, post-pandemic, developing a plan to increase routine telework across the DOC.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Defense	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. Agency telework coordinators meet monthly to disseminate new information, conduct a telework pulse check, and discuss best practices and procedures. This has been especially helpful during the COVID-19 response when information was coming in rapidly from multiple sources (OPM, OMB, CDC, etc.). 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 few 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 telework program and evaluate barriers to teleworking and establish telework participation goals.
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 or emergency, leadership sends out a notification to alert eligible employees that telework is available.
Department of Homeland Security	FEMA: Plans: Conduct yearly telework survey; Implements: Utilize telework coordinators across the Agency to share best practices and raise concerns; Evaluate: Engage employees in another sampled telework survey and measure the changes; compare findings with the Federal Employee. Viewpoint scores assessment tools: Develop dashboard to record all of teleworkers improvements in the agency, annually. FLETC: Telework opportunities have expanded and are anticipated to continue to be in place.
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 inform strategies and actions to promote the adoption of telework in the agency. The agency's management also includes Telework initiatives in the Human Capital Operating Plan (HCOP) on which progress is reported quarterly. Senior leadership has actively promoted wide use of telework in a post pandemic environment. In addition, HUD has invested in the design, development, and deployment of training to help supervisors feel more comfortable with robust telework.

Agency	Consider Fiscal Year 2020. 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 Justice	Leadership is increasing work flexibilities as a result of maximizing telework and flexibilities due to the COVID pandemic. Managers are seeing an increase in productivity. Work that was once deemed not eligible for telework is now being supported for increased telework opportunities due to the pandemic.
Department of Labor	In FY 2020 DOL continued to use telework as a flexibility or employees to complete their work. Telework has been a critical asset during the COVID-19 pandemic. DOL has never closed; instead, we easily used our existing telework policies and procedures to quickly and successfully shift to a maximum telework posture and continue to deliver on our mission and provide service to the American people. As a result, these efforts contributed to an increase in telework at the Department of Labor. As it became clear that COVID-19's impact would require significant modifications to Departmental operations, OASAM's Office of Human Resources (OHR) had the tools available to support the Department in moving to a maximum telework posture, modifying guidance as necessary. DOL issued HR guidance, focused its resources, and increased technical assistance to employees and managers, and responded to hundreds of inquiries from management and employees regarding questions on the full gamut of HR matters including pay, leave, benefits, staffing, telework, work schedules, and other workplace flexibilities. DOL expanded its authority to require telework eligible employees to telework, as needed, to maintain continuity of operations and ensure employee safety.
Department of State	Department leadership has been promoting workplace flexibilities, including telework, well before FY 2020; however, there are no set program evaluation milestones or timelines by which the agency currently uses to evaluate telework. That said, the Department conducted a survey during the pandemic asking employees to provide information on their telework experience and to seek feedback on areas for improvement and/or best practices.
Department of the Interior	During the COVID-19 pandemic, the Department of the Interior (DOI) management encouraged the use of maximum telework to ensure that there was no adverse impact to mission accomplishment and agency operations. In addition, we regularly briefed leadership on telework participation by reviewing telework participation data captured by the T&A system to track the number of teleworking employees.
Department of the Treasury	Agency leadership promoted and supported a maximum telework stance in response to the pandemic.
Department of Transportation	DOT continued to support telework during FY 2020 in a number of ways, including: 1. Internally marketing and encouraging telework as a means to continue operations during the COVID-19 pandemic; 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 (e.g., computers, Virtual Private Networks, and other remote access technologies, etc.) to contend with increased demand, emerging data security threats and allowing employees to connect securely to DOT systems in several ways (e.g., via Virtual Private Networks, remote access technologies, and DOT webmail services). The Department monitors employee participation and satisfaction with the program as indicators of success, as measured by this telework data call and the Federal Employee Viewpoint Survey.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Veterans Affairs	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	Telework is widely used, accepted, and promoted at the EAC by senior leadership. It is used to recruit and retain valued staff, and to address work-life balance issues.
Environmental Protection Agency	EPA management contributes to program success by ensuring new telework applications are acted on timely and appropriate reviews/renewals of telework applications are conducted regularly. EPA's program is compliant and consistent with applicable regulation and laws.
Equal Employment Opportunity Commission	While the pandemic skews the role of management for FY 2020 since all employees have been teleworking since March, the EEOC does employ dedicated staff to promote the benefits of telework and provides counseling to employees in terms of technology to assist employees in getting the most out of telework. EEOC/OCHCO sends out information on telework as frequently as possible and offers training on telework services such as MS Teams.
Executive Office of the President(Science and Technology)	OSTP has a high turnover of staff and will with the new administration in January 2021. All staff will have the option to telework.

Agency	Consider Fiscal Year 2020. 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.
Export-Import Bank of the United States	EXIM Bank has always and will continue to promote telework through our Intranet Homepage, and "All Hands" meeting and during new employee orientation briefings.
Farm Credit Administration	The Agency leadership encourages 100% telework to keep employees safe during COVID-19.
Farm Credit System Insurance Corporation	.
Federal Deposit Insurance Corporation	<p>2020, 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. In response to the pandemic, the FDIC has allowed maximum telework. Senior management ensured telework is an integral part of Continuity of Operations Plan (COOP)/pandemic. All employees, including those who are not eligible were required to have an active telework agreement until the pandemic/COOP is no longer in effect. We have operated under mandatory telework since the beginning of the pandemic, allowing only those who are in critical positions that require onsite presence to access the buildings under limited circumstances. We also allowed employees to alter their work schedules, as needed to respond to personal and dependent care needs as related to the pandemic. In addition, we provided guidance and support to managers and employees on working in a telework environment and utilizing technology – to include, frequently asked questions, webinars, and other services. The FDIC continued to track 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 also 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.</p>

Agency	Consider Fiscal Year 2020. 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 2020, the FEC's Telework Coordinator continued to perform an annual 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. This review is used to evaluate compliance with current agency telework policies and to support further expansion of the program, as necessary. In FY 2020, the agency continued 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 extenuating circumstances 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 may include potential changes to the agency's telework policy for bargaining unit employees. As stated above, the agency administered an internal survey to assess satisfaction with telework during mandatory telework status. The survey also assessed how comfortable staff was returning to the office during phased re-opening of the building.
Federal Energy Regulatory Commission	CHCO and TMO discuss telework issues with agency senior leadership in the Human Capital Accountability Team and develops action plans or guidance as necessary.
Federal Housing Finance Agency	Since the implementation of the new telework policy the agency continues to promote work-life balance to its employees. FHFA reviews results of the Federal Employee Viewpoint Survey to evaluate the adoption of telework.
Federal Maritime Commission	The FMC provided employees with agency specific information on the telework program via the agency's telework policy. In 2020, a revised telework policy was provided. Senior leadership reviews the annual FEVS results to evaluate the satisfaction and participation of agency employees.
Federal Mediation and Conciliation Service	All employees received a laptop and a mobile phone, so all employees are telework ready. Upon request, monitors, printers, and any other equipment has been sent to employee's home addresses.
Federal Mine Safety and Health Review Commission	Telework and Alternate Work Schedule (AWS) policy(s) were update in FY2019.

Agency	Consider Fiscal Year 2020. 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 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 are 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.
Federal Trade Commission	The agency encourages management to use workplace flexibility options, including telework, to the maximum extent possible without diminished employee performance. Prior to the pandemic, employees and managers received telework training that described expectations during agency closures due to inclement weather and other emergencies. Following the training, an agency-wide re-execution of telework agreements was required. This opened an agency-wide discussion on telework eligibility and options between employees and managers. All eligible employees interested in teleworking updated their telework agreements during the re-execution. When the unexpected COVID-19 pandemic required employees to go into maximum telework, agency management ensured that IT trainings were provided and created opportunities to discuss successes and challenges during all-hands meetings. The Human Capital Management Office provided information on resources such as Worklife4You, the Employee Assistance Program (EAP), and leave options. The Executive Director conducted frequent "Ask Me Anything" sessions, which allowed agency employees to ask any questions that they had in real time or by submitting their questions in advance of each session.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
General Services Administration	<p>GSA leadership supports and encourages telework as a tool to help GSA complete its mission. GSA leadership supports the updates of telework policy, and supporting training, including: Annual reminder to agency supervisors to review employee telework agreements; Clarification of the requirement to telework in response to emergency situations and COVID-19 response; 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 GSA is successful in meeting its mission during the COVID-pandemic. To facilitate and evaluate a virtual environment the following activities were accomplished: A virtual onboarding process was established for new hires. An automated process to document employees' daily work status was created. A video series was launched where GSA leaders shared their telework experiences and personal stories. GSA Administrator and Deputy Administrator hosted town hall meetings, which focused on employee engagement, GSA's current telework environment, and GSA's Return to Facilities Plan. Pulse surveys that focused on telework, remote tools, employee engagement and leadership communication were conducted. During the COVID-pandemic, GSA took the following actions to facilitate widespread maximum telework: Network Systems and Support: Increased Network Bandwidth in San Francisco; Purchased VPN Concentrators to allow for more concurrent use of VPN; Modified systems to support telework environment; Increased hours at IT Help Desk to support additional calls; & Purchased additional Bomgar (remote help desk support software) licensing in support of help desk operations. Hardware and Wireless Solutions: Upgraded mobile device plans to include additional cellular/voice minutes; Purchased new MiFi Hotspot devices (with data plans) for non-telework ready employees; & Purchased Google Chromebooks to facilitate break/fix. Conferencing and Collaboration Tools: Purchased and implemented various FedRAMP-Authorized Cloud software solutions (i.e., Zoom, Adobe, Trello, Slack) to further enable and/or improve collaboration & Increased number of large-virtual conference rooms to allow for greater participation.</p>
Institute of Museum and Library Services	<p>Telework has been widely adopted at IMLS for several years, and most of the Staff participated in the program prior to the pandemic. Leadership planned a drill on March 16th to have all Staff to work remotely to test capacity, and due to prior planning (because of our COOP) with has the equipment and connections IMLS was able to implement maximum telework status even since. Leadership has surveyed Staff over the past 9 months for feedback about teleworking.</p>
Inter-American Foundation	<p>Management continues to fully support telework. All positions have been eligible; until pandemic it was employee/supervisor discretion re timing, implementation, etc.</p>

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Japan-United States Friendship Commission	During the pandemic, keeping public health concerns in mind, the agency head has advised all employees to telework until further notice. The Japan-U.S. Friendship Commission is a nano agency of 4 FTEs. In non-pandemic circumstances, only three of the four FTEs were eligible for telework. However, due to the pandemic, the office has transitioned to 100% telework, and all four FTEs are on fulltime telework.
Marine Mammal Commission	Agency leadership is supportive of telework and encourages employees to participate.
Merit Systems Protection Board	Agency leadership and managers strongly support and utilize telework for employees whenever applicable.
Millennium Challenge Corporation	MCC continues to support a healthy employee work-life balance. EVS and internal pulse surveys include specific questions to evaluate overall telework effectiveness agency-wide. Senior Leadership is currently reviewing the MCC Flexible Work Program Policy to enhance work schedule flexibilities and increase opportunities for expanded telework participation.
National Aeronautics and Space Administration	NASA continues to promote and evaluate its Telework Program to the workforce by the following: 1. An annual notice is sent to all employees encouraging telework and for awareness of the telework flexibilities at NASA. 2. NASA management promotes telework readiness allowing employees the ability to achieve work-life balance. 3. Annual drills are conducted to determine the effectiveness of the program. NASA emphasizes telework as part of Continuity of Operations Plan (COOP). 4. NASA's HR Directors and Telework Coordinators assist in improving the program effectiveness by providing recommendations for consideration and implementation. 5. NASA currently monitors the overall success of the program by using time and attendance data and results from the Federal Employee Viewpoint Survey.
National Archives and Records Administration	NARA has aligned the telework program with the strategic goal, "Make Access Happen" and ensured continuity of operations in case of emergencies.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
National Capital Planning Commission	<p>In planning our agency Telework Program, our policy adheres to Sec. 359 of P.L. 106-346 and the Telework Enhancement Act of 2010 (P.L. 111-292) and provides our agency employees and managers guidance on telework options; participation criteria such as eligibility requirements and mandatory training; basic parameters; access; performance; and impacts, including benefits of telework participation. In implementing the program, participating employees and managers are required to complete OPM Telework Training with certification and the Telework Agreement which includes policy terms & conditions and the Safety Self-Certification Checklist of the alternate worksite. The TMO has final review and authorization of the Telework Agreements. Also, as part of the onboarding process, new hires are informed of the option to participate in our Telework Program and its policy and procedures. Of course, new hires during the pandemic have been required to telework at the start of their appointment and are prepared in advance. Also, FAQs are included as part of the policy to provide supplemental guidance. One such FAQ covers the TMO's communication of the agency's expectation of telework-ready participation in cases of emergency federal closings (i.e., inclement weather, public health & safety). It is an agency requirement that telework-ready employees must telework on closures or use their leave. In evaluating our program participation, we normally monitor and evaluate telework through our daily email tracking system, telework agreement log, and web-based time & attendance reporting system, as well as throughout the performance review and evaluation cycle. The program participation is also evaluated in alignment with our agency's mission and strategic goals.</p>
National Council on Disability	<p>NCD offers telecommuting as a legitimate work alternative for managers and their employees, the goal of which is to optimize the benefits of telecommuting while facilitating the accomplishment of work and assuring continued productivity. 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. Supervisors and Employees must complete OPM's relative web-based interactive training program provided annually prior to submitting their request to telework for review and approval. Telework training is included as a training goal for all employees and certificates of telework training fulfill this performance goal.. All teleworkers and their supervisors agree, by entering 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.</p>

Agency	Consider Fiscal Year 2020. 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	NCUA does not foresee the 100 percent telework posture ending until measures identified by the CDC have been achieved in the localities where NCUA employees are assigned. NCUA has developed a phased approach for returning to on-site work. On-site work is anticipated at some point in 2021; however, in the meantime NCUA will provide 100 percent telework and remote exam posture for our employees.
National Endowment for the Arts	Annual review of data call information provides a basis to highlight opportunities to promote and support telework participation.
National Endowment for the Humanities	Telework has been adopted by our agency, CHCO and leadership.
National Labor Relations Board	Directed an Agency-wide IT Stress Test; Created SharePoint sites to support the Agency's new videoconferencing capabilities; Upgraded the Agency's internet bandwidth to 1 gig and transitioning our wide area network provider from CenturyLink to Verizon (on track to be completed next month); Upgraded computers and other hardware, including providing much-needed scanners to our field agents.
National Mediation Board	Agency leadership.
National Science Foundation	In FY20, the agency worked collaboratively with our Union to issue a new Collective Bargaining Agreement (CBA) and a revised agency telework policy which included telework training modules for supervisors and employees. NSF continued offering training and guidance to help the workforce familiarize themselves with the agency telework program and identify best practices to be an effective teleworker. NSF continues issuing guidance to the workforce encouraging supervisory support for increased workplace flexibilities, including the increased use of recurring telework, to help with impacts of the ongoing pandemic. The NSF Telework Managing Officer (TMO) continues to deliver numerous briefings to senior leadership and customer organizations and facilitate 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 FY20, NSF continued to provide agency specific training for supervisors of teleworkers.

Agency	Consider Fiscal Year 2020. 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 Transportation Safety Board	Our agency recently updated the telework agreements and the program is monitored and tracked regularly. During the pandemic, the agency has been in a state of maximum telework to provide continuity of operations.
Nuclear Regulatory Commission	As part of a COVID 19 Task Force, Office of the Chief Human Capital Officer management was instrumental in pushing forward updated telework information to organizations across the agency. Other OCHCO staff members 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 the needs of the employee. The NWTRB uses its COOP exercises to evaluate our telework program.
Occupational Safety and Health Review Commission	The agency's telework policy is reviewed and updated on a yearly basis. Discussion during meeting and emails to staff.

Agency	Consider Fiscal Year 2020. 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 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	Our leadership was instrumental in reviewing, approving, and implementing our recently revised telework policy. Communication and support from leadership was key in fostering a telework-friendly work environment.
Office of Navajo and Hopi Indian Relocation	The agency does not plan implement or evaluate the agency telework program until recently during the COVID-19 health epidemic.
Office of Personnel Management	Telework policies and procedures are shared with employees using various HR and supervisor communication mediums, including weekly supervisory calls, weekly HR updates via agency newsletter, intranet, and agency-wide e-mails (as needed). OPM HR shared communications with Associate Directors, Office Heads, and supervisors, directing them to ensure all telework-eligible employees have an updated telework agreement and have the ability to telework, and to encourage telework-eligible employees to enter into written telework agreements if they have not already done so. These communications also included additional telework requirements for new teleworkers (e.g., telework training, communication of telework expectations, and testing employees' ability to access agency networks from home). The CHCO, TMO, and Employee Relations team conducted Strategic Human Capital meetings with each organization's leadership to advise on the development of maxi-flex programs and creative solutions to identify, as appropriate, work assignments that could be accomplished via telework, even for employees whose work might not obviously appear to lend itself to a telework arrangement or for employees whose duties/responsibilities place them in the Temporarily or Permanently Ineligible category, to support their employee and business needs.

Agency	Consider Fiscal Year 2020. 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)	USTR complies with OPM's policy of a telework-ready workforce. In FY2020, Agency leadership encouraged all employees to use maximum telework flexibilities that were available to them during the COVID-19 Pandemic by sending out guidance, technology resources available, and best practices for successful telework. USTR's Telework Policy was revised and a Telework Best Practices resource was created for manager and employee use. The Assistant U.S. Trade Representative for Administration, the CHCO and TMO monitor for new policies, updates, trends announced by OPM and share telework best practices with other federal agencies to incorporate them into the Agency's Telework Program as appropriate. Employees are introduced to USTR's Telework Program during onboarding orientation.
Patent and Trademark Office	The USPTO continued to enhance its telework environment in FY 2020 by expanding telework opportunities 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 collecting 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 policy clarifications. The Office of the CIO sends emails on software updates and tips on keeping connected while teleworking for long periods of time. We have also updated a telework FAQ that is available on the intranet for employees.
Pension Benefit Guaranty Corporation	Agency's management encouraged employees to utilize maximum telework flexibilities. Guidance was planned and coordinated with the agency's Human Resources Department, Office of Information Technology, Payroll Travel Office, and the Workforce Solutions Department. Employees were kept up to date with available resources, and potential plans.
Postal Regulatory Commission	The Commission's senior leadership, consisting of the Chairman, Secretary and CAO and office heads, plan and evaluate the telework program as part of the Commission's strategic planning. The Commission had a robust telework program prior to the impact of COVID-19 and the program has continued to strengthen and improve with 100% of its staff in maximum telework status. Throughout FY 2020, the Commission's Secretary and CAO (who also serves as the CHCO) reviewed the technology and support provided to the remote workforce and made adjustments to procure additional videoconferencing services and government laptops in order to improve the Commission's telework capabilities. The Secretary and CAO also evaluates all policies and programs yearly and issued a survey in late FY 2020 to all staff in order to determine whether telework should be expanded permanently to agency staff.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Privacy and Civil Liberties Oversight Board	At an agency as small as the PCLOB, agency leadership routinely works with the CHCO. The CHCO, like all agency leadership, encourages telework. Right now, the PCLOB is at maximum telework flexibility due to the ongoing pandemic.
Railroad Retirement Board	We request senior managers to review positions for telework eligibility and keep the information updated.
Securities and Exchange Commission	In FY2020, the SEC continued to plan and implement activities to strengthen the telework program and ensure compliance with the Telework Enhancement Act of 2010. In the first half of the fiscal year (pre-COVID-19), 94.5% of the staff were on a telework agreement. Due to the pandemic, SEC staff were directed to telework since early March 2020, except for essential personnel as approved by a division/office/regional director. In the second half of the fiscal year, while we were under mandatory telework, 98.4% of the staff were on a telework agreement and teleworking full time. In this unprecedented time, the agency had to plan and implement flexibilities to support employees. The SEC leadership fully supported a telework environment. The SEC Chairman sent weekly agency-wide email messages to support the SEC staff's health and safety and encourage employees to be productive while working from home. Many staff incurred expenses to perform their SEC work from their alternative worksites, including expenses for such items as a monitor, printer, headset, task chair, or desk, or for internet service charges. Therefore, the SEC implemented a telework stipend program. Under this program, the SEC provided eligible employees with a stipend to help defray the costs that they incurred during this time in order to perform their SEC work. In addition to teleworking, the SEC implemented 'Daily Flex' which allowed employees' maximum flexibility in their daily work hours. The Office of Human Resources established a COVID-19 webpage that included all communications from the Chairman, telework technology job aids, and information on other programs available to support employees while they worked from home.
Small Business Administration	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. In the past year SBA conducted two telework readiness surveys to get feedback and to help us identify whether additional support was needed. From that survey we identified the need to provide training to supervisors. We provided two HR cafes during the past year on telework tips for success. We engaged the work-life engagement network to share information around telework and we are in the process of developing an internal website for employees and managers with tools and tips. SBA also monitors cost savings and we monitor our EVS scores.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Social Security Administration	In FY 2020, we continued to review how telework affects our vital public service mission. The COVID-19 pandemic allowed our agency to exemplify business continuity/resiliency. Within 3 weeks of the declared pandemic, 95 percent of our workforce was working from their ADS. In addition to employee performance assessment, we are working to modernize our business processes that present challenges for remote work (e.g., handling physical mail, requirements for in-person service, sending out printed notices in local offices, etc.). We are exploring additional tools for video hearings, remote collection of evidence, identity proofing, mail handling, and additional equipment to make work seamless, whether in-person or remote.
Surface Transportation Board	For planning purposes, established telework policy is reviewed and revised accordingly. Staff is advised on the implementation and administration of the telework program and policies. Telework agreements are in place for eligible employees and reviewed/updated bi-annually. The telework program is evaluated by maintaining and reporting on telework data and statistics.
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 management enthusiastically supported situational telework prior to March 2020 and considered it essential to the continuation of mission-critical work in the period afterward.
U.S. AbilityOne Commission	Advocates telework in agency-wide meetings (e.g., all-hands meetings).
U.S. Agency for Global Media	The pandemic forced an evaluation of how we do our work and the lessons learned include possibilities for increased telework. Input from the CHCO, TMO, COOP Coordinator, and our Emergency Action Committee will define appropriate telework capabilities going forward.
U.S. Commission on Civil Rights	The agency's executive team reviews the telework policy once a year to ensure that it meets the needs of the agency and employees.
U.S. International Development Finance Corporation	DFC will continue to promote telework when recruiting new employees as part of employee benefits offerings. Telework options are available and widely supported by DFC management. In addition, DFC will continue to offer telework in response to the pandemic, as needed.

Agency	Consider Fiscal Year 2020. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
U.S. International Trade Commission	Our agency is small and has limited resources for planning telework goals and measuring outcomes.
U.S. Office of Special Counsel	We will be conducting telework agreement awareness annually.
Udall Foundation	Telework was implemented out of necessity due to COVID-19. Future plans, implementation, evaluation, and promotion will be determined.

Appendix 13. Agency Management Efforts to Promote Telework in Fiscal Year 2020

Note: Cells with “-” indicate that option was not selected.

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Access Board	X	X	-	-	-	X	-	
Agency for International Development	X	X	-	X	X	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	X	X	-	X	-	-	-	
Central Intelligence Agency	-	-	-	-	-	-	-	
Chemical Safety and Hazard Investigation Board	-	-	-	-	-	-	-	The Agency has given additional consideration to ways in which telework opportunities could be increased.
Commodity Futures Trading Commission	-	X	-	-	-	-	-	100% telework was encouraged and allowed during COVID-19.

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Consumer Financial Protection Bureau	-	-	-	X	-	X	-	
Consumer Product Safety Commission	-	-	-	X	-	-	-	
Corporation for National and Community Service	X	X	-	X	X	X	X	
Court Services and Offender Supervision Agency	-	-	-	X	-	X	-	
Defense Nuclear Facilities Safety Board	-	-	-	X	-	-	-	
Denali Commission	-	-	-	-	-	-	-	
Department of Agriculture	-	X	-	-	-	X	-	Due to COVID-19, the Department of Commerce mandated telework for all telework eligible employees.
Department of Commerce	X	X	-	X	-	X	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Department of Defense	-	X	-	X	-	-	-	
Department of Education	-	-	-	X	X	X	-	
Department of Energy	-	-	-	X	-	-	-	
Department of Health and Human Services	X	X	-	X	X	X	X	
Department of Homeland Security	X	-	X	X	X	X	-	
Department of Housing and Urban Development	X	X	X	X	X	-	-	
Department of Justice	X	X	X	X	X	X	X	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Department of Labor	X	X	-	-	-	X	-	Strategic communications including frequent Department Notices, cables, webinars, briefings and trainings, special messages/updates from leadership, updated telework policies and procedures, resulting in a strategic investment of resources and time.
Department of State	-	X	-	X	-	X	-	
Department of the Interior	X	X	-	X	-	X	-	
Department of the Treasury	X	X	-	X	-	X	-	The agency provided additional resources and trainings related to conferencing and collaboration tools (e.g., Microsoft Teams, Skype, Adobe, etc.)
Department of Transportation	X	X	-	X	-	-	-	
Department of Veterans Affairs	X	X	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Election Assistance Commission	-	X	-	X	-	X	-	New Employee Orientation and Job Announcements
Environmental Protection Agency	-	-	-	-	X	X	-	
Equal Employment Opportunity Commission	-	-	-	-	-	-	-	
Executive Office of the President (Science and Technology)	X	X	-	X	-	-	-	
Export-Import Bank of the United States	X	X	-	X	X	X	-	
Farm Credit Administration	X	-	-	X	-	-	X	
Farm Credit System Insurance Corporation	X	X	X	X	X	X	-	
Federal Deposit Insurance Corporation	-	X	-	X	X	X	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Federal Election Commission	X	X	-	X	-	X	-	
Federal Energy Regulatory Commission	X	-	-	X	-	X	-	Articles in weekly newsletter outlining telework requirements.
Federal Housing Finance Agency	-	X	-	X	-	X	-	
Federal Labor Relations Authority	-	X	-	X	-	-	-	
Federal Maritime Commission	X	X	-	X	-	-	-	
Federal Mediation and Conciliation Service	X	X	-	X	X	-	-	
Federal Mine Safety and Health Review Commission	X	X	-	X	X	X	X	
Federal Retirement Thrift Investment Board	X	X	-	X	X	X	-	Address Mandatory Telework in response to COVID-19

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Federal Trade Commission	-	-	-	X	-	-	-	
General Services Administration	-	-	-	-	-	-	-	
Institute of Museum and Library Services	X	X	-	X	-	X	-	
Japan-United States Friendship Commission	-	X	-	X	-	X	-	
Marine Mammal Commission	-	X	-	X	-	-	-	
Merit Systems Protection Board	X	X	-	X	-	X	-	
Millennium Challenge Corporation	X	X	-	X	X	X	-	
National Aeronautics and Space Administration	X	-	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
National Archives and Records Administration	-	-	-	X	-	-	-	Since our agency has been in a 100% telework status for most of FY20 since the pandemic declaration, specific promotion of the telework program has not been entirely necessary.
National Capital Planning Commission	X	X	-	X	X	X	-	All updates or information from OPM or GSA relative to the telework program is shared with all staff.
National Council on Disability	X	X	-	X	X	X	-	
National Credit Union Administration	-	-	-	X	-	X	-	
National Endowment for the Arts	-	-	-	-	-	X	-	
National Endowment for the Humanities	X	X	-	X	X	X	-	
National Labor Relations Board	X	X	X	X	X	X	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
National Mediation Board	X	X	-	X	-	X	X	
National Science Foundation	-	X	-	X	-	X	-	
National Transportation Safety Board	X	X	-	X	-	-	-	
Nuclear Regulatory Commission	X	-	-	X	-	-	-	
Nuclear Waste Technical Review Board	X	X	X	X	-	X	-	
Occupational Safety and Health Review Commission	-	X	-	X	-	X	-	
Office of Government Ethics	-	X	-	X	-	-	-	Revised our telework policy and disseminated the new policy and best practices to all staff.
Office of National Drug Control Policy	-	-	-	-	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Office of Navajo and Hopi Indian Relocation	-	X	-	-	-	X	-	TMO facilitated training with agency telework liaisons in telework policy and best practices.
Office of Personnel Management	X	X	-	X	-	X	-	Created an employee resource guide for telework available on the Agency's intranet.
Office of the United States Trade Representative (EOP)	X	X	X	X	-	-	-	
Overseas Private Investment Corporation	-	X	-	X	-	-	X	
Patent and Trademark Office	X	X	-	X	X	X	X	
Peace Corps	X	-	-	X	-	-	-	
Pension Benefit Guaranty Corporation	-	X	-	X	-	-	-	
Postal Regulatory Commission	-	-	-	-	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Privacy and Civil Liberties Oversight Board	X	X	-	X	X	X	-	
Railroad Retirement Board	X	X	-	X	X	X	-	
Securities and Exchange Commission	-	-	-	X	-	X	-	
Small Business Administration	X	-	-	X	-	X	-	
Social Security Administration	-	-	-	X	-	X	-	leveraged internal communications newsletter; IT sponsored technical training on how to leverage technology for telework.
Tennessee Valley Authority	-	X	-	X	-	-	-	
Trade and Development Agency	X	X	X	X	X	X	-	
U.S. AbilityOne Commission	X	X	-	X	-	X	-	
U.S. Agency for Global Media	-	X	-	X	X	X	-	

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

Appendix 14. OPM's Assessments of Agencies' Progress towards Meeting 2020 Participation Goals

The following tables show agency's stated total participation goals for 2020, agency self-assessments of whether they met their goal, and an assessment by OPM of whether agencies met their goals according to reported participation data. Agencies were given the opportunity to set both numeric and percentage goals. 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 2020 participation goal (numeric or percentage) was met
- No, not met: OPM's assessment showed the agency did not meet its established numeric or percentage 2020 participation goal
- No goal: the agency participated in the 2019 Data Call but was unable or elected not to provide a 2020 participation goal
- Unable to verify: OPM was unable to verify goal achievement, either because the agency did not set any goal, provided incomplete 2020 participation data, or the method for assessment was unclear

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 (*). Additionally, blank cells indicate that no data were reported.

Assessment of Total Participation Goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2019 Data Call	Agency's reported total percentage goal from 2019 Data Call	OPM's assessment
Access Board	Yes			Yes, met
Agency for International Development	Yes		50	Yes, met
AmeriCorps	Yes	490	98	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	12		Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2019 Data Call	Agency's reported total percentage goal from 2019 Data Call	OPM's assessment
Central Intelligence Agency	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No	18		Yes, met
Commodity Futures Trading Commission	Yes		90	Yes, met
Consumer Financial Protection Bureau	Yes		60	Yes, met
Consumer Product Safety Commission	Yes	315		Yes, met
Court Services and Offender Supervision Agency	Yes	750		Yes, met
Denali Commission	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Department of Commerce	Yes	15192		Yes, met
Department of Defense	Yes		36	Yes, met
Department of Education	Yes		10	Yes, met
Department of Energy	Yes		48	Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2019 Data Call	Agency's reported total percentage goal from 2019 Data Call	OPM's assessment
Department of Health and Human Services	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Department of Homeland Security	Yes		30	Unable to verify
Department of Housing and Urban Development	Yes	6574		Yes, met
Department of Justice	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Department of Labor	Yes		65	Yes, met
Department of State	Yes	6400		Yes, met
Department of the Interior	Yes		25	Yes, met
Department of the Treasury	Yes		81	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Department of Veterans Affairs	No		72	Yes, met
Election Assistance Commission	Yes	0	100	Yes, met
Environmental Protection Agency	Yes		85	Unable to verify
Equal Employment Opportunity Commission	Yes		95	Yes, met
Executive Office of the President (Science and Technology)	Yes	24	100	Yes, met
Export-Import Bank of the United States	Yes	325		Yes, met
Farm Credit Administration	Yes	100	100	Yes, met
Farm Credit System Insurance Corporation	Yes			No goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2019 Data Call	Agency's reported total percentage goal from 2019 Data Call	OPM's assessment
Federal Deposit Insurance Corporation	Yes		40	Yes, met
Federal Election Commission	Yes		80	Yes, met
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Federal Housing Finance Agency	Yes		80	Yes, met
Federal Maritime Commission	Yes		65	Yes, met
Federal Mediation and Conciliation Service	Yes		100	Yes, met
Federal Mine Safety and Health Review Commission	Yes	50	80	Yes, met
Federal Retirement Thrift Investment Board	Yes	125		Yes, met
Federal Trade Commission	Yes		86	Yes, met
General Services Administration	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Institute of Museum and Library Services	Yes	54		Yes, met
Inter-American Foundation	Yes			No goal
Japan-United States Friendship Commission	Yes	3	3	Yes, met
Marine Mammal Commission	Yes			No goal
Merit Systems Protection Board	Yes	155		Yes, met
Millennium Challenge Corporation	Yes		100	Yes, met
National Aeronautics and Space Administration	Yes	7052	40	Yes, met
National Archives and Records Administration	Yes		42	Unable to verify
National Capital Planning Commission	Yes	30		Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2019 Data Call	Agency's reported total percentage goal from 2019 Data Call	OPM's assessment
National Council on Disability	Yes	9	100	Yes, met
National Credit Union Administration	Yes	350		Yes, met
National Endowment for the Arts	Yes	139		Yes, met
National Endowment for the Humanities	Yes	125	61	Yes, met
National Labor Relations Board	Yes		75	Yes, met
National Mediation Board	Yes	51	51	Yes, met
National Science Foundation	No		94	Yes, met
National Transportation Safety Board	Yes		90	Yes, met
Nuclear Regulatory Commission	Yes		73	Yes, met
Nuclear Waste Technical Review Board	Yes	12		Yes, met
Occupational Safety and Health Review Commission	Yes	33		Yes, met
Office of Government Ethics	Yes	60		Yes, met
Office of National Drug Control Policy	Yes	63	100	Yes, met
Office of Navajo and Hopi Indian Relocation	Not applicable (no numeric goal provided in 2019 Data Call)	0	0	No goal
Office of Personnel Management	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		93	Yes, met
Patent and Trademark Office	Yes	4243		Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2019 Data Call	Agency's reported total percentage goal from 2019 Data Call	OPM's assessment
Peace Corps	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes	865		Yes, met
Postal Regulatory Commission	Yes	57		Yes, met
Privacy and Civil Liberties Oversight Board	Yes	26	100	Yes, met
Railroad Retirement Board	Yes		85	Yes, met
Securities and Exchange Commission	Yes		90	Yes, met
Small Business Administration	Yes	2000		Yes, met
Social Security Administration	Yes			No goal
Surface Transportation Board	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
Trade and Development Agency	Yes		90	Yes, met
U.S. AbilityOne Commission	Yes	27		Yes, met
U.S. Agency for Global Media	Yes	25		Yes, met
U.S. Commission on Civil Rights	Yes			No goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2019 Data Call	Agency's reported total percentage goal from 2019 Data Call	OPM's assessment
U.S. International Development Finance Corporation	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
U.S. International Trade Commission	Not applicable (no numeric goal provided in 2019 Data Call)			No goal
U.S. Office of Special Counsel	Yes	128		Yes, met
Udall Foundation	Not applicable (no numeric goal provided in 2019 Data Call)			No goal

Appendix 15. Agencies' Reported Reasons for Missing Fiscal Year 2020 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason agency did not meet FY 2020 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Chemical Safety and Hazard Investigation Board	Due to COVID the restrictions changed which forced everyone to telework which would not have happened under normal circumstances.	No barriers are in place. The agency guidelines allow employees to telework up to four days per pay period.
Department of Veterans Affairs	For fiscal year 2020, VA established a goal of 71.2% for telework eligible employees participating in telework, and 39.6% for participation two or more days per pay period. VA exceeded its goal of 71.2% for overall participation in fiscal year 2020, with 86.4% teleworking by the end of fiscal year. However, the number of employees participating in frequent, routine telework (defined as 2 or more days per pay period) decreased from 43.3% to 31.7% over the same time period. The decrease can be attributed to the increased use of ad hoc/situational telework, which decreased the participation rate in other forms of telework, such as frequent, routine telework of 2 or more days. During fiscal year 2020, VA increased the number of positions eligible to participate in telework, increased participation by those already telework eligible, and increased the total number of remote positions. More managers are opting to allow ad hoc/situational telework arrangements versus frequent, routine telework arrangements as ad hoc agreements offer the greatest flexibility to employees in mission critical positions during the public health emergency.	VA has taken numerous actions to identify and eliminate barriers to telework. Each fiscal quarter, the agency conducts a telework conference call with field human resources representatives to promote the benefits of teleworking and importance of recording accurate telework data. In addition to enhanced communication efforts, the COVID-19 pandemic required VA to realign work processes and reassess how the agency can effectively accomplish its mission. VA implemented new technology and work methods to be able to offer expanded services, such as virtual appointments through telehealth technology, acceptance of electronic signatures on documents, conducting virtual hearings for Veterans appeals, Equal Employment Opportunity claims, disciplinary appeals boards, and more.

Agency	Reason agency did not meet FY 2020 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
National Science Foundation	NSF met our FY20 participation goals for every category except for the “Frequent Routine” frequency category of ‘3 or more days during a two-week period.’ NSF’s achieved a participation of 24% which is a decrease of 3% points from our FY20 goal of 27%. The instances captured in our “Frequent Routine” category only include those instances of telework coded using the Regular telework code. This does not include any instances of FY20 telework using the Pandemic telework code. We suspect this number may be lower because some employees may have incorrectly coded instances of Regular telework using the pandemic telework code. Once the agency returns to normal operations following the pandemic, we expect to see a more accurate coding of FY21 instances of Regular telework within the “Frequent Routine” telework category.	We believe that the pandemic presented a barrier to telework participation because under normal circumstances our employees would be able to participate in and code situational telework. But because our entire workforce is operating under a 100% telework environment due the pandemic, our employees are not coding situational telework. Once our agency returns to normal operating procedures, we anticipate our data for telework participation to increase.

Appendix 16. Fiscal Year 2021 Participation Goals - Type of Goal Set

Organizations Required to Respond	Total Participation Goal Set for FY 2021?	Infrequent Participation Goal Set for FY 2021?	Frequent Participation Goal Set for FY 2021?	Situational Participation Goal Set for FY 2021?
Access Board	Yes	Yes	Yes	Yes
Agency for International Development	Yes	Yes	Yes	Yes
AmeriCorps	Yes	Yes	Yes	Yes
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	No	Yes	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	Yes
Consumer Financial Protection Bureau	Yes	Yes	Yes	Yes
Consumer Product Safety Commission	Yes	Yes	Yes	Yes
Court Services and Offender Supervision Agency	Yes	Yes	Yes	Yes
Denali Commission	No	Yes	No	Yes
Department of Agriculture	No	No	No	No
Department of Commerce	Yes	Yes	Yes	Yes
Department of Defense	Yes	Yes	Yes	Yes
Department of Education	Yes	Yes	No	Yes
Department of Energy	Yes	No	No	No
Department of Health and Human Services	No	No	No	No
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of Justice	No	No	No	No
Department of Labor	Yes	No	No	No
Department of State	Yes	No	No	No
Department of the Interior	Yes	No	No	No
Department of the Treasury	Yes	Yes	Yes	Yes
Department of Transportation	No	No	No	No
Department of Veterans Affairs	Yes	No	No	No
Election Assistance Commission	Yes	Yes	Yes	Yes
Environmental Protection Agency	Yes	No	No	Yes
Equal Employment Opportunity Commission	Yes	No	No	Yes

Organizations Required to Respond	Total Participation Goal Set for FY 2021?	Infrequent Participation Goal Set for FY 2021?	Frequent Participation Goal Set for FY 2021?	Situational Participation Goal Set for FY 2021?
Export-Import Bank of the United States	Yes	Yes	Yes	Yes
Farm Credit Administration	Yes	Yes	Yes	Yes
Farm Credit System Insurance Corporation	No	No	No	No
Federal Deposit Insurance Corporation	Yes	Yes	Yes	Yes
Federal Election Commission	Yes	Yes	Yes	Yes
Federal Energy Regulatory Commission	No	No	No	No
Federal Housing Finance Agency	Yes	Yes	Yes	Yes
Federal Maritime Commission	Yes	Yes	Yes	Yes
Federal Mediation and Conciliation Service	Yes	Yes	Yes	Yes
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes
Federal Retirement Thrift Investment Board	Yes	Yes	Yes	Yes
Federal Trade Commission	Yes	Yes	Yes	Yes
General Services Administration	No	No	No	No
Institute of Museum and Library Services	Yes	No	No	No
Inter-American Foundation	Yes	Yes	Yes	No
Japan-United States Friendship Commission	Yes	Yes	Yes	Yes
Marine Mammal Commission	Yes	Yes	Yes	Yes
Merit Systems Protection Board	Yes	Yes	Yes	Yes
Millennium Challenge Corporation	Yes	Yes	Yes	Yes
National Aeronautics and Space Administration	Yes	Yes	Yes	Yes
National Archives and Records Administration	No	No	No	No
National Capital Planning Commission	Yes	No	Yes	Yes
National Council on Disability	Yes	No	No	No
National Credit Union Administration	Yes	Yes	Yes	Yes
National Endowment for the Arts	Yes	Yes	Yes	Yes
National Endowment for the Humanities	Yes	Yes	Yes	No
National Labor Relations Board	Yes	Yes	Yes	Yes
National Mediation Board	Yes	Yes	Yes	Yes

Organizations Required to Respond	Total Participation Goal Set for FY 2021?	Infrequent Participation Goal Set for FY 2021?	Frequent Participation Goal Set for FY 2021?	Situational Participation Goal Set for FY 2021?
National Science Foundation	Yes	Yes	Yes	Yes
National Transportation Safety Board	Yes	No	No	Yes
Nuclear Regulatory Commission	Yes	Yes	Yes	Yes
Nuclear Waste Technical Review Board	Yes	Yes	No	Yes
Occupational Safety and Health Review Commission	Yes	Yes	Yes	Yes
Office of Government Ethics	Yes	Yes	Yes	Yes
Office of Navajo and Hopi Indian Relocation	Yes	Yes	Yes	Yes
Office of Personnel Management	No	No	No	No
Peace Corps	No	No	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	Yes	Yes
Railroad Retirement Board	Yes	Yes	Yes	Yes
Railroad Retirement Board	Yes	Yes	Yes	Yes
Securities and Exchange Commission	Yes	Yes	Yes	Yes
Small Business Administration	Yes	Yes	Yes	Yes
Social Security Administration	No	No	No	No
Surface Transportation Board	Yes	No	No	No
Tennessee Valley Authority	No	No	No	No
Trade and Development Agency	Yes	Yes	Yes	Yes
U.S. AbilityOne Commission	Yes	No	Yes	Yes
U.S. Agency for Global Media	Yes	Yes	Yes	Yes
U.S. Commission on Civil Rights	Yes	Yes	Yes	Yes
U.S. International Development Finance Corporation	No	No	No	No
U.S. International Trade Commission	No	No	No	No
U.S. Office of Special Counsel	Yes	Yes	Yes	Yes
Udall Foundation	No	No	No	No
<i>Total number of agencies reporting goals</i>	65	52	52	55
Percent of agencies reporting goals for Fiscal Year 2021 (of total respondent agencies)	79.27%	63.41%	63.41%	67.07%

Voluntary Participants	Total Participation Goal Set for FY 2021?	Infrequent Participation Goal Set for FY 2021?	Frequent Participation Goal Set for FY 2021?	Situational Participation Goal Set for FY 2021?
Office of Science and Technology Policy (EOP)	No	No	No	No
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 2021 Participation and Frequency Goals

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Access Board	Required	27	-	-	-	-	-	NA	NA	NA
Agency for International Development	Required	70	35	10	70%	35%	10%	NA	NA	NA
AmeriCorps	Required	-	-	-	100%	100%	90%	NA	NA	NA
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Required	14	-	14	100%	-	100%	NA	-	NA
Central Intelligence Agency	Required	-	-	-	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	Required	90	10	5	-	-	-	NA	NA	NA
Commodity Futures Trading Commission	Required	-	-	-	100%	100%	100%	NA	NA	NA

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Consumer Financial Protection Bureau	Required	-	-	-	60%	20%	35%	NA	NA	NA
Consumer Product Safety Commission	Required	-	-	-	95%	20%	75%	NA	NA	NA
Court Services and Offender Supervision Agency	Required	1065	441	166	-	-	-	NA	NA	NA
Denali Commission	Required	-	4	-	-	-	-	-	NA	-
Department of Agriculture	Required	-	-	-	-	-	-	-	-	-
Department of Commerce	Required	25000	10000	15000	90%	30%	50%	NA	NA	NA

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Department of Defense	Required	-	-	-	38%	29%	14%	NA	NA	NA
Department of Education	Required	-	-	-	20%	10%	-	NA	NA	-
Department of Energy	Required	-	-	-	75%	-	-	NA	NA	NA
Department of Health and Human Services	Required	-	-	-	-	-	-	-	-	-
Department of Homeland Security	Required	-	-	-	30%	30%	30%	NA	NA	NA
Department of Housing and Urban Development	Required	6774	4597	1967	-	-	-	NA	NA	NA
Department of Justice	Required	-	-	-	-	-	-	-	-	-
Department of Labor	Required	-	-	-	70%	-	-	NA	NA	NA
Department of State	Required	13800	-	-	-	-	-	NA	-	-
Department of the Interior	Required	-	-	-	27%	-	-	NA	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Department of the Treasury	Required	-	-	-	90%	19%	46%	NA	NA	NA
Department of Transportation	Required	-	-	-	-	-	-	-	NA	NA
Department of Veterans Affairs	Required	-	-	-	79%	-	-	NA	-	-
Election Assistance Commission	Required	-	-	-	100%	100%	50%	NA	NA	NA
Environmental Protection Agency	Required	85	-	-	-	-	-	NA	NA	NA
Equal Employment Opportunity Commission	Required	1959	-	-	100%	-	-	NA	NA	NA
Office of Science and Technology Policy (EOP)	Required	-	-	-	-	-	-	-	-	-
Export-Import Bank of the United States	Voluntary	-	-	-	100%	25%	70%	NA	NA	NA
Farm Credit Administration	Required	100	100	100	-	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non- Numeric Goal
Farm Credit System Insurance Corporation	Required	-	-	-	-	-	-	-	-	-
Federal Deposit Insurance Corporation	Required	-	-	-	40%	5%	5%	NA	NA	NA
Federal Election Commission	Required	-	-	-	80%	30%	50%	NA	NA	NA
Federal Energy Regulatory Commission	Required	-	-	-	-	-	-	-	-	-
Federal Housing Finance Agency	Required	80	-	-	-	-	-	NA	NA	NA
Federal Maritime Commission	Required	-	-	-	70%	10%	30%	NA	NA	NA
Federal Mediation and Conciliation Service	Required	100	100	100	100%	100%	100%	NA	NA	NA

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Federal Mine Safety and Health Review Commission	Required	65	15	10	65%	15%	10%	NA	NA	NA
Federal Retirement Thrift Investment Board	Required	150	125	-	-	-	-	NA	NA	NA
Federal Trade Commission	Required	-	-	-	98%	5%	98%	NA	NA	NA
General Services Administration	Required	-	-	-	-	-	-	-	-	-
Institute of Museum and Library Services	Required	57	-	-	-	-	-	NA	NA	NA
Inter-American Foundation	Required	-	-	-	100%	10%	90%	NA	NA	NA
Japan-United States Friendship Commission	Required	4	-	4	100%	-	100%	NA	-	NA

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Marine Mammal Commission	Required	10	5	2	-	-	-	NA	NA	NA
Merit Systems Protection Board	Required	155	85	50	-	-	-	NA	NA	NA
Millennium Challenge Corporation	Required	290	160	120	100%	-	-	NA	NA	NA
National Aeronautics and Space Administration	Required	16000	14200	400	-	-	-	NA	NA	NA
National Archives and Records Administration	Required	-	-	-	-	-	-	NA	NA	NA
National Capital Planning Commission	Required	-	-	-	100%	-	100%	NA	NA	NA
National Council on Disability	Required	-	-	-	100%	-	-	NA	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non- Numeric Goal
National Credit Union Administration	Required	350	50	110	-	-	-	NA	NA	NA
National Endowment for the Arts	Required	149	50	80	-	-	-	NA	NA	NA
National Endowment for the Humanities	Required	162	162	130	100%	100%	80%	NA	NA	NA
National Labor Relations Board	Required	-	-	-	90%	45%	35%	NA	NA	NA
National Mediation Board	Required	51	12	51	51%	12%	51%	NA	NA	NA
National Science Foundation	Required	-	-	-	94%	8%	27%	NA	NA	NA
National Transportation Safety Board	Required	-	-	-	100%	-	-	NA	-	-
Nuclear Regulatory Commission	Required	-	-	-	73%	21%	17%	NA	NA	NA

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Nuclear Waste Technical Review Board	Required	12	1	-	100%	1%	-	NA	NA	NA
Occupational Safety and Health Review Commission	Required	53	43	10	-	-	-	NA	NA	NA
Office of Government Ethics	Required	70	20	50	-	-	-	NA	NA	NA
Office of National Drug Control Policy	Required	-	-	-	100%	19%	-	NA	NA	NA
Office of Navajo and Hopi Indian Relocation	Voluntary	1	1	-	1%	1%	-	NA	NA	NA
Office of Personnel Management	Required	-	-	-	-	-	-	-	-	-
Office of the United States Trade Representative (EOP)	Required	284	57	43	100%	20%	15%	NA	NA	NA

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Patent and Trademark Office	Voluntary	4013	800	3213	-	-	-	NA	NA	NA
Peace Corps	Required	-	-	-	-	-	-	-	-	-
Pension Benefit Guaranty Corporation	Voluntary	-	-	-	100%	100%	100%	NA	NA	NA
Postal Regulatory Commission	Required	57	3	31	-	-	-	NA	NA	NA
Privacy and Civil Liberties Oversight Board		30	32	32	-	-	-	NA	NA	NA
Railroad Retirement Board	Voluntary	-	-	-	85%	60%	60%	NA	NA	NA
Securities and Exchange Commission	Required	-	-	-	90%	30%	30%	NA	NA	NA
Small Business Administration	Required	6000	2200	4000	-	-	-	NA	NA	NA
Social Security Administration	Required	-	-	-	-	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Surface Transportation Board	Required	113	-	-	100%	-	-	NA	-	-
Tennessee Valley Authority	Required	-	-	-	-	-	-	-	-	-
Trade and Development Agency	Required	-	2	-	100%	-	60%	NA	NA	NA
U.S. AbilityOne Commission	Required	23	-	23	-	-	-	NA	NA	NA
U.S. Agency for Global Media	Required	-	-	-	50%	34%	1%	NA	NA	NA
U.S. Commission on Civil Rights	Required	38	8	10	-	-	-	NA	NA	NA
U.S. International Development Finance Corporation	Required	-	-	-	-	-	-	-	-	-
U.S. International Trade Commission	Required	-	-	-	-	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
U.S. Office of Special Counsel	Required	100	-	-	100%	-	-	NA	NA	NA
Udall Foundation	Required	-	-	-	-	-	-	-	-	-

Appendix 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2021 Participation Goal

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	All staff are considered remote duty employees so situational and infrequent telework do not apply to our agency.
Central Intelligence Agency	Due to the classified nature of our mission, telework opportunities for employees to work at home remain limited. However, management continues to explore avenues to increase telework opportunities (i.e., increasing the use of flexible work centers and remote work opportunities).
Department of Agriculture	The telework policy changed to allow routine telework for a maximum of two days per pay period.
Department of Education	Prior to the COVID-19 pandemic, ED's telework policy reduced telework participation to one day per week therefore, frequent telework that is 3 or more days per week was not applicable to ED.
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	The Department has 17 Components and each Component is responsible for setting its own goals. Not all Components set goals because they are not tracking the required information.
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 and as needed basis with approval from their supervisor. This type of workplace flexibility may be arranged outside of our electronic telework database or tracking system. Therefore, there is no reliable or consistent mechanism in place currently in our decentralized telework program to assess the frequency of these arrangements.
Department of the Interior	The goals set in Q.16. are not for the fiscal year but are for the September 2021 pay period. 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. DOI will be working with its payroll provider to determine alternative solutions to mitigate the current reporting limitations once the COVID-19 pandemic is over and DOI employees return to work. DOI is optimistic that this issue will be resolved and DOI will return to providing fiscal year telework data.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Department of Transportation	Several years prior, 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. In fact, during FY 2020 with the onset of the COVID-19 pandemic, nearly 100 percent of DOT's eligible employees teleworked along with 67 percent of the total workforce. 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 or hard participation goal setting is necessary now. The Department retains the flexibility, however, to revisit its telework strategies as new work demands, supporting technologies, and contingencies such as COVID-19 emerge.
Department of Veterans Affairs	VA does not establish fiscal telework participation goals 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 FY2021 goal for telework is 32% of telework eligible employees.
Equal Employment Opportunity Commission	Due to the pandemic and maximum telework, all employees for FY 21 are working 100% remotely and that is the goal at that time. As FY 21 continues, should the Agency revert to a non-maximum telework schedule, fewer than full time telework may be easier to calculate.
Office of Science and Technology Policy (EOP)	We don't track staff telework schedules. All staff have a telework agreement in place and are eligible to telework. We only have 22 staff members on board, and all are eligible to telework.
Farm Credit Administration	The Agency has not provided specific measuring tools to establish measuring goals.
Farm Credit System Insurance Corporation	Due to the mission requirements and the small size of FCSIC (as of FY 2020 there are currently 11 FTE) A participation goal has not been established.
Federal Energy Regulatory Commission	Telework is voluntary; some eligible employees preferred not to telework prior to the pandemic.

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 telework 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. The results posted in this data call indicate that 98.9% of eligible GSA employees participated in either telework at some level, or in remote work (defined in GSA as full-time telework) during FY20. GSA continues to explore innovative and collaborative technology and tools to support a mobile/geographically dispersed workforce.
Japan-United States Friendship Commission	The Japan-U.S. Friendship Commission is a nano agency of 4 FTEs. In non-pandemic circumstances, only three of the four FTEs were eligible for telework. However, due to the pandemic, the office has transitioned to 100% telework, and all four FTEs are on fulltime telework. There was a retirement at the end of FY19, and a new hire in mid FY20. The current staff count is at capacity - 4 FTEs.
National Council on Disability	Due to COVID we are unable to provide an accurate participation goal without an approved transition plan according to OMB and OPM guidelines.
National Transportation Safety Board	Due to the pandemic, our goal is 100% situational.
Office of Personnel Management	The need to rely on multiple data sources to collect telework data has resulted in ineffective monitoring. Thus, we are unable to accurately benchmark telework participation to develop a meaningful agency goal. Additionally, there have been inconsistencies with the agency's telework guidance and how to monitor eligibility and participation. As stated in Question 16.2 below, deployment of an automated telework module will result in improved data collection, reporting, and accessibility.
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.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Social Security Administration	We are evaluating our 2020 pandemic experience and service. We do not break down goals for each category of telework (i.e., situational, episodic, routine), nor do we set frequency goals. Each respective component's Deputy Commissioner determines our employees' allowable number of telework days per week based on their workloads.
Surface Transportation Board	The Agency telework policy allows two days/week teleworking, but the Agency has not established a goal other than eligibility.
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.
U.S. International Development Finance Corporation	Outside of pandemic operations, many DFC employees conduct international travel as a routine part of their job. These travel obligations make it difficult for 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.
U.S. International Trade Commission	Our agency is small and has limited resources for planning telework goals and measuring outcomes.
Udall Foundation	The telework policy was not formally addressed and implemented until March 2020. Goals have not been set. COVID-19 has all our staff teleworking 100% of the time since early April 2020. What that might look like when things return to normal has not been determined at this point in time.

Appendix 19. Selected Outcome Goals by Agency

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

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Access Board	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Agency for International Development	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
AmeriCorps	Yes	Yes	Yes	Yes	No	No	No	No	No
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	Yes	No	No	Yes	No	Yes	Yes	No
Central Intelligence Agency	No	No	No	No	No	No	No	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	Yes	No	No	No	Yes	No
Commodity Futures Trading Commission	No	No	No	No	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
Consumer Financial Protection Bureau	No	No	No	No	Yes	No	No	No	No
Consumer Product Safety Commission	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No
Court Services and Offender Supervision Agency	No	No	No	No	Yes	No	No	Yes	No
Denali Commission	No	No	No	No	No	No	No	No	No
Department of Agriculture	No	No	No	No	No	No	No	No	No
Department of Commerce	Yes	Yes	Yes	Yes	Yes	No	No	No	No
Department of Defense	Yes	Yes	No	Yes	Yes	No	No	No	No
Department of Education	No	No	No	No	No	No	No	No	No
Department of Energy	Yes	Yes	No	No	Yes	No	No	No	Yes
Department of Health and Human Services	Yes	Yes	No	No	No	No	No	No	No
Department of Homeland Security	Yes	Yes	Yes	Yes	Yes	No	No	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
Department of Housing and Urban Development	Yes	No	No	No	Yes	No	No	No	No
Department of Justice	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Department of Labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Department of State	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes
Department of the Interior	Yes	Yes	No	No	Yes	No	No	No	No
Department of the Treasury	No	No	No	No	Yes	Yes	No	Yes	No
Department of Transportation	No	No	No	No	No	No	No	No	No
Department of Veterans Affairs	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No
Election Assistance Commission	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No
Environmental Protection Agency	No	No	No	No	Yes	No	No	No	No
Equal Employment Opportunity Commission	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Office of Science and Technology Policy (EOP)	No	No	No	No	No	No	No	No	No
Export-Import Bank of the United States	Yes	No	No	Yes	Yes	No	No	Yes	No
Farm Credit Administration	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
Farm Credit System Insurance Corporation	No	Yes	No	Yes	Yes	No	No	No	No
Federal Deposit Insurance Corporation	No	No	No	Yes	No	No	Yes	No	No
Federal Election Commission	No	No	No	Yes	Yes	No	No	Yes	No
Federal Energy Regulatory Commission	Yes	No	No	Yes	Yes	No	No	No	No
Federal Housing Finance Agency	Yes	Yes	Yes	Yes	Yes	No	No	No	No
Federal Maritime Commission	Yes	Yes	No	Yes	Yes	No	No	No	No
Federal Mediation and Conciliation Service	Yes	Yes	No	Yes	Yes	No	No	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
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes	Yes	No	No	No	No
Federal Retirement Thrift Investment Board	Yes	Yes	No	No	Yes	No	No	Yes	No
Federal Trade Commission	No	No	No	No	Yes	No	No	No	No
General Services Administration	No	No	No	Yes	Yes	No	Yes	No	Yes
Institute of Museum and Library Services	No	No	No	No	Yes	No	No	No	No
Inter-American Foundation	No	No	No	No	No	No	No	No	No
Japan-United States Friendship Commission	No	No	No	No	No	No	No	No	No
Marine Mammal Commission	No	No	No	Yes	Yes	No	No	Yes	No
Merit Systems Protection Board	No	No	No	No	No	No	No	No	Yes
Millennium Challenge Corporation	Yes	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
National Aeronautics and Space Administration	No	No	No	Yes	Yes	Yes	No	No	No
National Archives and Records Administration	Yes	Yes	No	Yes	Yes	No	No	Yes	No
National Capital Planning Commission	Yes	Yes	Yes	No	Yes	No	No	Yes	No
National Council on Disability	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes
National Credit Union Administration	Yes	No	No	No	Yes	No	No	No	No
National Endowment for the Arts	Yes	Yes	No	No	Yes	No	No	No	No
National Endowment for the Humanities	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
National Labor Relations Board	No	No	No	No	Yes	No	No	No	No
National Mediation Board	Yes	Yes	No	No	Yes	No	No	No	No
National Science Foundation	Yes	Yes	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
National Transportation Safety Board	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Nuclear Regulatory Commission	No	No	No	No	No	No	No	No	No
Nuclear Waste Technical Review Board	No	No	Yes	No	Yes	No	No	No	No
Occupational Safety and Health Review Commission	Yes	Yes	Yes	No	Yes	No	No	Yes	No
Office of Government Ethics	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Office of National Drug Control Policy	No	No	Yes	Yes	Yes	No	No	Yes	No
Office of Navajo and Hopi Indian Relocation	No	No	No	No	No	No	No	No	No
Office of Personnel Management	No	No	No	No	Yes	No	No	No	No
Office of the United States Trade Representative (EOP)	No	No	No	No	Yes	No	No	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
Patent and Trademark Office	No	No	No	Yes	Yes	No	Yes	No	No
Peace Corps	No	No	No	No	Yes	No	No	No	No
Pension Benefit Guaranty Corporation	No	No	No	Yes	Yes	No	No	Yes	No
Postal Regulatory Commission	Yes	Yes	No	Yes	Yes	No	No	No	No
Privacy and Civil Liberties Oversight Board	No	No	No	No	Yes	No	No	No	No
Railroad Retirement Board	No	No	No	Yes	Yes	No	No	Yes	No
Securities and Exchange Commission	No	Yes	No	Yes	Yes	No	No	No	No
Small Business Administration	Yes	No	Yes	Yes	Yes	No	No	No	No
Social Security Administration	Yes	No	No	No	Yes	No	No	No	No
Surface Transportation Board	Yes	No	No	No	Yes	No	No	No	No
Tennessee Valley Authority	Yes	No	No	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
Trade and Development Agency	Yes	No	Yes	Yes	Yes	No	No	No	No
U.S. AbilityOne Commission	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
U.S. Agency for Global Media	Yes	Yes	Yes	Yes	Yes	No	No	No	No
U.S. Commission on Civil Rights	No	No	No	No	Yes	No	Yes	No	No
U.S. International Development Finance Corporation	Yes	Yes	Yes	Yes	Yes	No	No	No	No
U.S. International Trade Commission	No	No	No	Yes	Yes	No	No	No	No
U.S. Office of Special Counsel	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
Udall Foundation	No	No	No	No	No	No	No	No	No

Appendix 20. Agency Methods for Collecting Telework Data

Note: Cells with “-” indicate that agency did not utilize that specific method to collect 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	-	
AmeriCorps	-	-	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	-	-	-	Our staff of 14 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	-	-	-	Information from personnel system.
Court Services and Offender Supervision Agency	X	-	-	-	
Denali Commission	-	-	X	-	
Department of Agriculture	-	-	-	-	
Department of Commerce	X	-	-	-	
Department of Defense	X	-	-	X	
Department of Education	X	-	-	-	
Department of Energy	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 Health and Human Services	-	-	-	X	
Department of Homeland Security	X	-	-	-	
Department of Housing and Urban Development	X	-	X	X	
Department of Justice	X	X	X	-	
Department of Labor	X	-	X	-	
Department of State	-	X	-	-	
Department of the Interior	X	-	-	-	
Department of the Treasury	X	X	-	-	
Department of Transportation	X	-	-	-	
Department of Veterans Affairs	-	-	-	-	HR Smart.
Election Assistance Commission	-	-	-	X	
Environmental Protection Agency	X	-	-	-	
Equal Employment Opportunity Commission	X	-	-	-	
Office of Science and Technology Policy (EOP)	-	-	-	-	We don't track staff telework schedules. All staff have a telework agreement in place. We have 22 staff members on board, and all are eligible to telework.
Export-Import Bank of the United States	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:
Farm Credit Administration	-	X	-	-	
Farm Credit System Insurance Corporation	X	-	-	-	
Federal Deposit Insurance Corporation	X	-	-	-	
Federal Election Commission	X	-	X	-	
Federal Energy Regulatory Commission	X	-	-	-	
Federal Housing Finance Agency	-	-	-	-	HRIS.
Federal Maritime Commission	X	-	X	-	
Federal Mediation and Conciliation Service	X	-	X	-	We can track through our T&A system as well as when then pandemic hit, we updated our telework agreements and work schedules.
Federal Mine Safety and Health Review Commission	-	-	-	-	
Federal Retirement Thrift Investment Board	X	-	-	-	
Federal Trade Commission	X	X	-	-	
General Services Administration	X	X	-	-	
Institute of Museum and Library Services	-	-	X	-	
Inter-American Foundation	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:
Japan-United States Friendship Commission	-	-	-	-	The Japan-U.S. Friendship Commission is a nano agency of 4 FTEs. The agency can manually track telework.
Marine Mammal Commission	X	-	-	-	
Merit Systems Protection Board	X	-	-	-	
Millennium Challenge Corporation	-	X	-	-	
National Aeronautics and Space Administration	X	-	-	-	
National Archives and Records Administration	X	X	-	-	
National Capital Planning Commission	-	-	X	-	In addition to the review of our agency telework agreements and log, the participation & frequency responses were also determined based on our agency's emergency telework status since the pandemic declaration in March.
National Council on Disability	X	X	X	X	
National Credit Union Administration	X	-	-	-	
National Endowment for the Arts	-	-	X	-	
National Endowment for the Humanities	-	-	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 Labor Relations Board	X	-	-	-	
National Mediation Board	X	-	X	-	
National Science Foundation	X	-	-	-	
National Transportation Safety Board	X	X	X	-	
Nuclear Regulatory Commission	X	-	-	-	Data from a Telework SharePoint site.
Nuclear Waste Technical Review Board	X	X	X	-	
Occupational Safety and Health Review Commission	X	X	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	X	X	-	
Patent and Trademark Office	-	X	-	-	
Peace Corps	-	-	X	-	
Pension Benefit Guaranty Corporation	X	-	X	X	
Postal Regulatory Commission	-	-	X	-	
Privacy and Civil Liberties Oversight Board	-	-	X	-	
Railroad Retirement Board	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Securities and Exchange Commission	X	X	-	-	
Small Business Administration	X	-	-	-	
Social Security Administration	-	-	X	X	A customized virtual private network (VPN) report that monitors and tracks VPN access.
Surface Transportation Board	X	-	X	-	Personnel reporting system.
Tennessee Valley Authority	-	-	X	-	
Trade and Development Agency	X	-	-	-	
U.S. AbilityOne Commission	X	-	-	-	
U.S. Agency for Global Media	X	-	-	-	
U.S. Commission on Civil Rights	-	-	X	-	
U.S. International Development Finance Corporation	X	-	-	-	
U.S. International Trade Commission	X	-	-	X	
U.S. Office of Special Counsel	X	-	X	-	
Udall Foundation	-	-	X	-	

Appendix 21. Calculating Days Teleworked

Note: Cells with “-” indicate that option was not selected.

Agency	Employees who only work full workdays from an alternative location	Employees who work any part of the workday from an alternative work location	Other. Please describe:
Access Board	X	-	
Agency for International Development	-	X	
AmeriCorps	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	
Court Services and Offender Supervision Agency	-	X	
Denali Commission	X	-	
Department of Agriculture	-	-	Our payroll system does not track telework.
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	X	
Department of Justice	X	X	
Department of Labor	-	X	
Department of State	X	X	
Department of the Interior	-	X	
Department of the Treasury	X	X	
Department of Transportation	-	X	

Agency	Employees who only work full workdays from an alternative location	Employees who work any part of the workday from an alternative work location	Other. Please describe:
Department of Veterans Affairs	-	X	
Election Assistance Commission	X	-	
Environmental Protection Agency	-	X	
Equal Employment Opportunity Commission	X	X	
Office of Science and Technology Policy (EOP)	-	X	We don't track staff telework schedules. We have 22 staff members on board, and all are eligible to telework.
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 timesheet.
Federal Maritime Commission	X	X	
Federal Mediation and Conciliation Service	X	X	
Federal Mine Safety and Health Review Commission	-	-	
Federal Retirement Thrift Investment Board	-	X	
Federal Trade Commission	-	X	
General Services Administration	-	X	
Institute of Museum and Library Services	X	-	
Inter-American Foundation	X	-	
Japan-United States Friendship Commission	-	X	
Marine Mammal Commission	X	-	

Agency	Employees who only work full workdays from an alternative location	Employees who work any part of the workday from an alternative work location	Other. Please describe:
Merit Systems Protection Board	-	X	
Millennium Challenge Corporation	-	X	
National Aeronautics and Space Administration	-	X	
National Archives and Records Administration	-	X	
National Capital Planning Commission	-	X	
National Council on Disability	-	X	
National Credit Union Administration	-	X	
National Endowment for the Arts	-	X	
National Endowment for the Humanities	-	X	
National Labor Relations Board	-	X	
National Mediation Board	-	X	
National Science Foundation	-	X	
National Transportation Safety Board	-	X	
Nuclear Regulatory Commission	X	X	
Nuclear Waste Technical Review Board	-	X	
Occupational Safety and Health Review Commission	X	-	
Office of Government Ethics	-	X	
Office of National Drug Control Policy	-	X	
Office of Navajo and Hopi Indian Relocation	-	X	
Office of Personnel Management	-	X	
Office of the United States Trade Representative (EOP)	-	X	
Patent and Trademark Office	-	X	
Peace Corps	X	-	
Pension Benefit Guaranty Corporation	X	-	

Agency	Employees who only work full workdays from an alternative location	Employees who work any part of the workday from an alternative work location	Other. Please describe:
Postal Regulatory Commission	X	X	
Privacy and Civil Liberties Oversight Board	-	X	
Railroad Retirement Board	X	X	
Securities and Exchange Commission	-	X	
Small Business Administration	-	X	
Social Security Administration	-	X	
Surface Transportation Board	X	X	
Tennessee Valley Authority	-	X	
Trade and Development Agency	-	X	
U.S. AbilityOne Commission	X	X	
U.S. Agency for Global Media	-	X	
U.S. Commission on Civil Rights	X	-	Our system does not allow us to track whether an employee teleworks during any part of the day. We track telework manually.
U.S. International Development Finance Corporation	-	X	
U.S. International Trade Commission	-	X	
U.S. Office of Special Counsel	X	X	
Udall Foundation	X	-	

Appendix 22. Cost Savings

Note: Only agency responses that included responses relevant to cost savings are reproduced. Cells with “-” indicate that the response was not selected.

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

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

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

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

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

Appendix 23. Cost Savings Descriptions

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Agency for International Development	The cost savings is unable to be described in dollar amounts. However, USAID’s technological capability to conduct training sessions via webinars has greatly reduced the travel time to/from USAID training offices and facilities. For example, a Telework training session performed in our Crystal City, VA office requires headquarters and other satellite office employees to commute, normally via a shuttle bus, which could take approximately 2.5-3 hours of commuting time to attend a one-hour training session. And for USAID overseas employees, training provided via a webinar has also a cost savings for the agency (i.e., travel costs from overseas to Washington, DC, for a one-hour training session is not cost effective). The amount of time employees are unexpectedly absent from performing work duties has been minimized using situational telework arrangements. Through telework training sessions, USAID employees have been highly encouraged to have a situational telework arrangement for work-life balance reasons. Employees have still been able to accomplish personal/family needs/emergencies, while still being able to perform critical duties through telework arrangements. Also, through telework arrangements, the need to commute to/from work is eliminated, thus reducing travel costs and daily commute times.	The Agency utilizes telework feedback from staff.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	We saved approximately \$204,000 (17,000 x 12) in office lease costs (which also included utilities). We pay approximately \$1,000/month for storage space and address/mailbox rental.	I based the information on costs provided by our Financial Manager.
Chemical Safety and Hazard Investigation Board	Not able to quantify the cost but employees are using less annual/sick leave.	Time and attendance data.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Consumer Financial Protection Bureau	Typically, before COVID-19, the Bureau spent an average of \$36,611 a month on transit subsidy expenses for employees. During the pandemic, when employees were able to utilize maximum telework, the monthly transit subsidy decreased to an average of \$721 dollars a month.	Internal tracking of transit subsidy expenses.
Consumer Product Safety Commission	We saved costs by requiring all employees to complete online training and educating them via the HR newsletter and an HR FAQ document. Full-time telework reduced utilities at our 2 offices (\$85K) and money spent on the transit benefit program.	Internal tracking.
Court Services and Offender Supervision Agency	We estimate that Agency employees saved a cumulative 1.49 million dollars in commuting costs alone.	Utilizing time and attendance data, in addition to the "2019 STATE OF THE COMMUTE SURVEY", published by the National Capital Region Transportation Planning Board, we estimated that the Agency saved 2.4 million commuter miles. According to the Bureau of Transportation Statistics, U.S. Department of Transportation, the 2019 "Per-Mile Costs of Owning and Operating an Automobile" is 62 cents per mile. We multiplied the estimated number of miles saved (2,392,632) by 62 cents, which equates to \$1,483,432 in cost savings. Note: this number does not include employee savings with regards to parking.

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 Commerce	We have not instituted a specific mechanism to track cost savings at this time; however, with mandatory telework and almost 30,000 employee teleworking, it is reasonable to assume cost savings on utilities such as electricity, water, sewer, heat, and overall building maintenance costs. In addition, with employees not working in a physical Federal office building, employees are not commuting and using public transportation; therefore, we are realizing cost savings on the transit benefit program. We have also realized a reduction in the use of sick leave, and fewer employees retiring.	We do not have a specific method currently for assessing the actual cost savings.
Department of Education	The Department incurred savings of \$3,661,661.87 in transit costs.	During Fiscal Year 2020, the Department increased its monthly transit allotment to \$270.00. This increase resulted in a cost savings incurred by participant's non usage due to COVID-19. The assessment of transit/commuting cost savings are tracked based on the participant's non-usage of the benefit thereby returning unused funding to the Agency.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Energy	There has been a significant reduction in transit benefit costs due to the reduced use of mass transit to commute to work because of increased telework related to the COVID-19 pandemic. Transit benefit (SEET) billing from the Department of Transportation was \$249,476 for the month of February 2020. However, SEET billing decreased to \$163,319 in March 2020, and further decreased to between \$44,000 to \$50,000 per month for the remainder of Fiscal Year 2020, resulting in substantial cost savings during Fiscal Year 2020.	Cost saving was determined by using the internal tracking of the Department's monthly SEET Billing from the Department of Transportation.
Department of Health and Human Services	Office Construction/Furniture: \$35,403,500 Transit costs: \$276,000 Rent: \$6,300,000	HR data was used to produce cost savings figures.
Department of Justice	We do not have a dollar amount for cost savings.	N/A

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 State	<p>The Department does not have a tracking mechanism to assess cost savings for the categories noted. However, as we expanded telework to the maximum extent possible, the Department saved utilities with the closure or reduced use of domestic facilities and/or expanded use of telework. This change in our operating posture reduced the use of office space and corresponding utility costs. In addition, our training costs related to travel, per diem and the use of training facilities [typically provided at our Foreign Service Institute (FSI)] to train our employees since March 2020 was reduced as we entered a maximum telework posture and successfully implemented virtual and remote learning opportunities. Due to our maximum telework posture, the Department estimates that it reduced absenteeism and lost work time associated with leave use as reported by an internal telework mobility and collaboratives survey conducted in August 2020. Moreover, the Department reduced absenteeism by offering flexible core work schedule hours to allow supervisors to adjust work schedules around family and personal needs to cope with added personal burdens precipitated by the pandemic.</p>	<p>The Department does not currently have a method or tracking mechanism to determine exact cost savings in dollars.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of the Treasury	OCC is a bureau of Treasury and reported: In FY2020, the agency saved \$313,913.62 from the budgeted amount allotted for transit subsidy expenses. This savings was directly related to the COVID-19 pandemic that resulted in the majority of the OCC population electing to telework instead of reporting to their assigned office. The agency also saved approximately one million dollars in real estate costs as a result of closing 3 offices and relocating 2 additional office locations.	The OCC is a Treasury bureau and reported: For transit/commuting cost savings and real estate cost savings, internal tracking is utilized to assess monthly cost savings for transit and commuting cost savings at the OCC. In regard to real estate cost savings, when an office is permanently closed, the OCC assesses how many months of rent were saved for the remainder of the lease for each respective location and any additional cost savings as a reduce of downsizing office space.
Election Assistance Commission	No dollar amount available.	No dollar amount available.
Equal Employment Opportunity Commission	During the pandemic there have been savings in training, commuting, retention and other areas (which cannot be accurately calculated at this time), due to the maximum telework situation and all employees working remotely.	HR data, tracking of commuting costs, energy costs.
Export-Import Bank of the United States	Daily utilities not used (electricity, water, absences, transit/commuting cost).	Info not available.
Farm Credit Administration	Information is not available.	Information is not available.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Federal Deposit Insurance Corporation	The FDIC identified cost savings for rental/office space. The FDIC has several leased building spaces 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 can 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 Election Commission	The agency saved approximately \$116,000 in transit subsidy costs that were not paid due to the agency's mandatory telework status.	These cost savings were determined by the amount the Office of the Chief Financial Officer deobligated from the transit benefit contract.
Federal Energy Regulatory Commission	In Fiscal Year 2019, our transit subsidy program actual expenses were \$1.78 million. In Fiscal Year 2020, our transit subsidy program actual expenses were \$1.1 million, a savings of \$680,000 from increased telework due to the pandemic. Currently in Fiscal Year 2021, we have not recorded any costs related to the transit subsidy program and we expect continued savings.	These cost savings were determined using actual cost data obtained from internal budget tracking by our Chief Financial Office.
Federal Housing Finance Agency	We do not have a system that tracks cost savings or activity-based costing concerns.	N/A
Federal Mine Safety and Health Review Commission	The agency has saved an average of \$4000-\$5000 per month in metro benefits.	NA
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. The use of leave decreased significantly from the same time periods last fiscal year.	The agency is comparing the use of annual and sick leave data for each fiscal year to see if there are any savings from 2019 vs 2020.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
General Services Administration	Rent/Office space and Utilities - GSA continues to explore 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 Weather and Safety leave across-the-board. Hours of Weather and Safety leave used have decreased over time, as telework participation has increased. A great accomplishment for GSA is the low usage of 0.5% Weather and Safety leave due to the COVID-19 pandemic 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	\$10,471 per month since March.	WMATA SmartBenefits account.
Inter-American Foundation	Metro transit subsidies average around \$40,000/year. We have not paid those for 9 months.	Financial reporting.
Japan-United States Friendship Commission	JUSFC is saving approximately \$200 per month per employee (four employees) on commuting benefits during fulltime telework resulting from the pandemic.	Parking garage fee. Metro Commuting fare.

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).
Marine Mammal Commission	The Marine Mammal Commission has saved about \$1,500 on transit benefits and \$8,000 in recruiting costs (if one employee had to be replaced).	Past experience, historical data.
National Aeronautics and Space Administration	\$1,785,000 dollars saved in utility \$410,000 dollars saved in training.	Significant cost savings in utilities were achieved this year because most employees were teleworking due to COVID restrictions and limited staff were on Center. However, it is not likely that the same cost savings will be the same for out years. Some Centers (e.g., Johnson Space Center and Marshall Space Flight Center) continue to capitalize on the success of their Super Flex program to reduce utility costs. It is difficult to accurately track significant cost savings across the agency, due to the unique mission requirements at each Center. We are currently in the early planning stages to develop a methodology to determine the cost savings of the telework program. As a result of the pandemic, training for employees was rescheduled to virtual or cancelled resulting in recovering of an estimated \$410,000 dollars in training funds based on internal agency tracking of training cost.

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 Capital Planning Commission	For FY20, the agency saved approximately \$30,000 in transit costs; \$13,000 in travel; and \$17,000 in training costs. The travel and training savings is attributed to the substitution of remote/virtual training.	These cost savings were assessed from internal tracking of expenditures.
National Council on Disability	Commuter benefits: Our commuter benefits are non-rollover, what is not used each month is returned to the agency: \$17,392.00. 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 Credit Union Administration	NCUA has seen lower than planned spending on travel, transit subsidy, parking, and utility costs due to the 100 percent emergency telework posture.	Internal cost tracking and spend data from the agency's accounting system of record.
National Endowment for the Arts	Transit subsidy and commuter cost significantly reduced due to maximized telework related to COVID-19 with approximately \$69,000 in savings.	Internal tracking of smart trip/commuter train payments.
National Endowment for the Humanities	N/A	N/A
National Labor Relations Board	The Agency's cost for the transit/commuting benefit decreased by \$424,835.21, between FY19 (\$816,666.89) to FY20 (\$391,831.68).	According to an annual comparison of the DOT Transit Report "Customer Statement, Transit Benefits."
National Transportation Safety Board	Due to the pandemic, employees are not utilizing transit subsidies. Therefore, the agency is saving that cost.	Department of Transportation returned money to the agency.
Nuclear Waste Technical Review Board	Reducing employee absences does not equate to a dollar amount; however, it contributes to continuous workflow and completion of projects.	Reducing employee absences does not equate to a dollar amount.
Occupational Safety and Health Review Commission	Transit/Commuting costs are less because our telework directive allows employees to telework more frequently therefore reducing the costs to/from the official duty station.	Internal tracking of transit/commuting costs reflect cost saving for the agency.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Patent and Trademark Office	The full-time telework initiatives have enabled the USPTO to increase the number of total employees without securing additional office space or additional parking facilities. In FY 2020 the agency avoided securing \$54.5 million (annual) in additional office space (less hoteling expenses) as a direct result of all of the USPTO's full-time telework programs. Each year USPTO's teleworkers have a dramatic impact on the environment in the Washington D.C. metropolitan area collectively saving \$8.4 million in gas per year and avoid driving 100.3 million miles a year.	The USPTO uses a calculation based on square footage determined by grade level that includes both office and common space and the current real estate cost per square foot in the Alexandria, Virginia area. Based on the former Mobile Work Exchange calculation: 49.35 miles round trip commute; 50 commuting weeks; 2.52 cost of gas per gallon; 7,324 employees working from home four to five days a week and 3,853 employees working from home one to three days a week.
Postal Regulatory Commission	Please find outlined below a description of the cost savings for the Commission along with the specific areas money was saved. FY 2020 Covid Savings - Supplies: \$29,953; Services: \$61,153; Travel: \$11,389; Total: \$102,495	The Commission's method for determining and assessing these cost savings was accomplished through internal financial tracking.

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 \$2,100,000 in transit benefit costs.	While the SEC has not received the final FY2020 costs from U.S. Department of Transportation (DoT), in FY2019, the SEC spent \$4,243,241.20 in transit benefit costs. Because SEC employees teleworked full time for six months of FY2020, the U.S. Department of Transportation returned \$2,000,000 to the SEC. If the FY2019 amount of \$4,243,241 is divided in half to account for the six months employees teleworked, the savings for FY2020 is approximately \$2,121,621.
Small Business Administration	Regarding savings for human capital costs, we reduced our time-to-hire to 48 days from 95 days in FY19. We were able to fill positions more quickly and respond to the surge work related to the pandemic. In total, \$659,746 was saved in FY20 on transit/commuting costs compared to FY19. Regarding training, we spent significantly less on travel to and from training agency wide. In total, \$200,944 was saved in FY20 on training related travel as compared to FY19.	Human capital cost savings were determined by internal tracking of our FY20 time-to-hire metric. Transit cost savings were internally tracked by our Office of the Chief Financial Officer. Training cost savings are also internally tracked.
U.S. Commission on Civil Rights	\$36,000 save in rent and utilities.	Budget and finance data.



U.S. Office of Personnel Management

Employee Services

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