

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Status of Telework in the Federal Government Report to Congress

Fiscal Year 2021



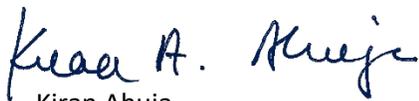
Message from the Director

I am pleased to present the Fiscal Year 2021 Status of Telework in the Federal Government report—the tenth 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 2021, and it shows that Federal agencies continue to make progress in their use of telework to deliver mission outcomes, provide excellent customer service, manage human capital, and demonstrate efficient stewardship of our taxpayer dollars.

The COVID-19 pandemic has forever changed the Federal government’s approach to telework. At the beginning of the pandemic, most Federal agencies and workers had to navigate a new way of delivering on agency missions for the American people. For nearly half of the Federal workforce, that meant operating in a maximum telework footing. Those workers who previously had not teleworked regularly (or at all) had to adapt to new ways of performing their job functions. Federal Agencies, which may have had limited telework uptake in the past, had to put in place new technologies, tools, and processes to support workers who would be performing their day-to-day functions at home rather than in the office. These efforts allowed the Federal government to continue delivering the services and support needed by the American public—and all while supporting the health and safety of Federal employees, a top priority for the Biden-Harris Administration.

The Federal government remained in a maximum telework posture through fiscal year (FY) 2021, the period covered by this report. FY 2021 was an eventful year in the pandemic, as the country faced new COVID-19 variants, but also saw COVID-19 vaccines become widely available to the American public, as well as other medical interventions. As the country continued to deal with the challenges that COVID-19 presented, the Federal workforce remained resilient throughout FY 2021, balancing work needs and family obligations, such as elder care and virtual school. Federal workers showed that if Federal agencies could provide them flexibility on where they work and when they work, they will get the job done.

Now, there is no going back. The Federal Government is not the only employer that expanded telework opportunities during the pandemic. All employers that have work that can be done from home also embraced telework. As a result, there has been a sea change in the American labor market. Federal agencies must continue to embrace workplace flexibilities, such as telework, to remain competitive for top talent. Decisions about telework, however, must be driven by delivery of mission. We all work for the American public, and how we best serve them needs to be the paramount consideration. Accordingly, Federal agencies should continue to evaluate how they can most effectively leverage telework and other workplace flexibilities to compete for top talent and deliver on their missions efficiently, effectively, and resiliently.



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 2021 and provides critical insights on telework trends and agency effectiveness during the COVID-19 pandemic.

As with last year's report, this report covers a period when most Federal agencies were operating in a maximum telework posture as a result of the COVID-19 pandemic, and therefore includes significant variations from historical data.

This report includes the following key findings, highlighting the current trends and improvements related to Executive Agency telework programs:

Total Telework Participation Has Increased

Federal agencies reported 47 percent of all Federal employees participated in routine or situational telework in fiscal year 2021. This is a two percent increase from the previous year and continues a positive trend in overall participation over the previous ten years. Qualitative responses suggest the expansion of telework eligibility, policy changes, and the response to providing maximum telework were key drivers in these increases.

Telework Participation for Eligible Employees is Growing

The number of eligible employees who participated in telework increased in fiscal year 2021. Federal agencies reported that, of the 47 percent of Federal employees who were eligible for routine or situational telework, 94 percent participated this year, a four percent increase from fiscal year 2020.

Positive Trends in Goal Achievement and Goal Outcome Rates

Every year individual Federal agencies set numeric goals for telework participation in the areas of total participation. In fiscal year 2021, 63 percent of agencies met their identified total participation goal. As in previous years, total participation goals were the most common goal for agencies within the reporting period and overall achievement displayed a 25 percent increase from the previous year. Consistent with Fiscal Year 2020, goal achievement was only measured for total participation to account for the variances in data reporting agencies experienced with the shift to a maximum telework posture. Additionally, agencies set telework outcome goals identifying telework's impact on key operational areas. In fiscal year 2021, Federal agencies displayed a notable shift in goal priorities toward human capital goals with employee recruitment (59 percent), employee attitudes (58 percent), and employee retention (51 percent) all seeing increases.

Capacity to Assess Cost-Savings Continues to Improve

The findings in this report continue a period of exponential improvement in the assessment of cost savings attributed to telework programs. Data for fiscal year 2021 show that 72 percent of Federal agencies reported an ability to track cost savings, signaling a 20 percent improvement over the past two fiscal years. Of the agencies that could not track cost savings, the most common barrier reported was a

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 (47 percent) and reduced employee absences (16 percent).

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Fiscal Year 2021 Status of Telework in the Federal Government

Report to Congress – RESULTS REPORT

Introduction

The Telework Enhancement Act (the Act) directs the U.S. Department of Personnel Management (OPM) to annually report to Congress on the status of Federal telework programs (5 U.S.C. § 6506). This report satisfies OPM’s reporting requirements under the law for fiscal year 2021. Specifically, this report addresses:

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

The FY 2021 Status of Telework in the Federal Government report, just like the FY 2020 report, covers a period when most Federal agencies were operating under a maximum telework posture for the duration of the fiscal year.

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 2021 Telework Data Call (Data Call), an online survey administered by OPM from January 10 to February 11, 2022, 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 promising practices for fiscal year 2021. OPM distributed the survey to 91 Federal agencies and 84 agencies responded to the survey (see Appendices 5-6 for lists of responding agencies and subagencies).

As in previous years, this report also includes information from the 2021 OPM Federal Employee Viewpoint Survey (FEVS). The FEVS is an annual survey of Federal employees, and it provides employee-level data on telework participation, satisfaction, and teleworker characteristics. The FEVS also allows

comparisons of teleworkers' and non-teleworkers' experiences and perceptions to assess the correlation between telework and employee outcomes. While these correlations do not reflect causal relationships, they provide helpful information for linkages between programs and outcomes.

Analysis

Most of the data collected through the Data Call consisted of numeric or categorical information. OPM used common statistical methods such as frequencies, percentages, and cross-tabulations to analyze these items. Data was analyzed utilizing best practices to ensure the highest level of validity and reliability, including the use of a comprehensive data verification process and restricted sampling to ensure data accuracy. 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 2021 OPM FEVS analysis focused primarily on outcomes derived from the COVID-19 pandemic and employee wellness. Respondents were questioned on telework program participation, with particular attention on the relationship between telework and employee wellness. All OPM FEVS' analyses used survey weights to produce estimates representative of the Federal workforce.

Acknowledgement of the Requirements of the Fiscal Year 2022 Consolidated Appropriations Act

The *Fiscal Year 2022 Consolidated Appropriations Act* (the Appropriations Act), published in March 2022, directs OPM to include information on "telework successes, best practices, and lessons learned during the COVID-19 pandemic, as well as recommendations and guidance for remote work post-pandemic, within its annual telework report" (PL 117-103: JES DIV.E, p 47). The Appropriations Act was passed and published after the 2021 Data Call was completed, but OPM has, within the data limitations, sought to provide as comprehensive a response as possible to the items requested by Congress. OPM intends to expand on this information in its FY 2022 telework report.

Considerations for the FY 2022 Data Call in Response

OPM will expand its 2022 Telework Data Call to better understand Agency response and outcomes related to the COVID-19 pandemic and the "Future of Work". In addition to the standard January Telework Data Call, OPM will seek lessons learned and best practices for employee re-entry into the workplace, as well as an analysis of the impact of telework and remote work on employee productivity and agency performance. OPM also will analyze quantitative and qualitative data to determine whether new trends or observation support a revision of the [2021 Guide to Telework and Remote Work in the Federal Government](#), guidance that OPM issued in November 2021 to aid agencies in the equitable implementation of telework and remote work post-COVID-19.

Revisiting Lessons Learned from the COVID-19 Pandemic

In the [Fiscal Year 2020 Status of Telework in the Federal Government Report to Congress](#) OPM asked agencies to report on their success in transitioning to a maximum telework posture resulting from the COVID-19 pandemic—providing myriad data points to inform lessons learned and considerations for the future. The key outcomes of this data provided a snapshot of the positive impact of Continuity of Operations Plans (COOP) and the efficiency of agencies in responding to ensuring the safety of the Federal workforce:

- In FY2020, 93 percent of agencies included telework into their existing COOP, paving the way for efficient transition into a maximum telework posture resulting in 79 percent of respondents reporting minimal-to-no barriers inhibiting broadened telework postures. Furthermore, 86 percent of agencies were able to successfully transition at least 80 percent of their workforce into maximum telework. *(Note: the 11 agencies that did not identify as able to transition 80 percent of the workforce include large agencies with high employee counts including Department of Agriculture, Department of Homeland Security, and Department of Transportation, among others.)*
- An overwhelming majority of agencies 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 telework-specific training programs 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 reporting an intention to increase the use of 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 their existing telework policies.

The fiscal year 2021 Telework Data Call did not offer a supplemental questionnaire assessing COVID-19, as it was assumed that the collected data was all going to be evaluated with a COVID-19 specific lens considering that all agencies were in a maximum telework posture for the duration of the year. As a result, we found that that qualitative data received from agencies provided an excellent look into the implications of the COVID-19 pandemic on the current and future state of the workforce. We provide key headlines below and note that more data is provided in the body of this report and the subsequent appendices:

- Some organizations have seen positive trends in the areas of recruitment and retention related to the agency's response to the COVID-19 pandemic and the subsequent expansion of telework and remote work. Respondents routinely cited the availability of broader telework and remote work as a critical tool for attracting new and diverse talent. Additionally, on multiple occasions remote work and telework were cited as reasons that agencies were able to retain employees who may have otherwise left the organization or retired.
- Anecdotal evidence suggest that employee sentiment and engagement has increased because of the maximum telework posture. However, as is noted by multiple agencies, correlation of positive outcomes in goal areas (e.g., cost savings, employee attitudes, energy savings) cannot confidently be linked to a causal relationship with telework. OPM will need to work with

agencies to evaluate trends in goal outcomes with specific attention to comparative data associated with the pre-Covid, maximum telework, and re-entry workplace.

Results

Pandemic Response Considerations

In March 2020, in response to the COVID-19 pandemic, 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 continued throughout fiscal year 2021 and led to significant changes to telework eligibility, participation, and data collection methodologies. Any comparisons to prior years (except for FY2020) should take this difference into account.

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. As such, OPM’s 2021 online data collection tool required agencies to certify their inability to collect and aggregate telework data across the fiscal year. For the overall fiscal year, **76 agencies** reported a total of **1,033,267** teleworkers in 2021. For September estimates, **8** agencies reported a total of **42,799** teleworkers. Combined, this is a total of **1,076,066** teleworkers reported for the 2021 reporting cycle.

Table 1. Telework Eligibility, Participation, and Frequency, FY 2021.

Telework Category	Number of Employees	Number of Responding
Total number of employees	2,271,961	84
Employees deemed eligible to telework	956,616	76
Employees teleworking		
Fiscal year data	1,033,235	76
September data	42,799	8
Total (FY and September)	1,076,034	84

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.

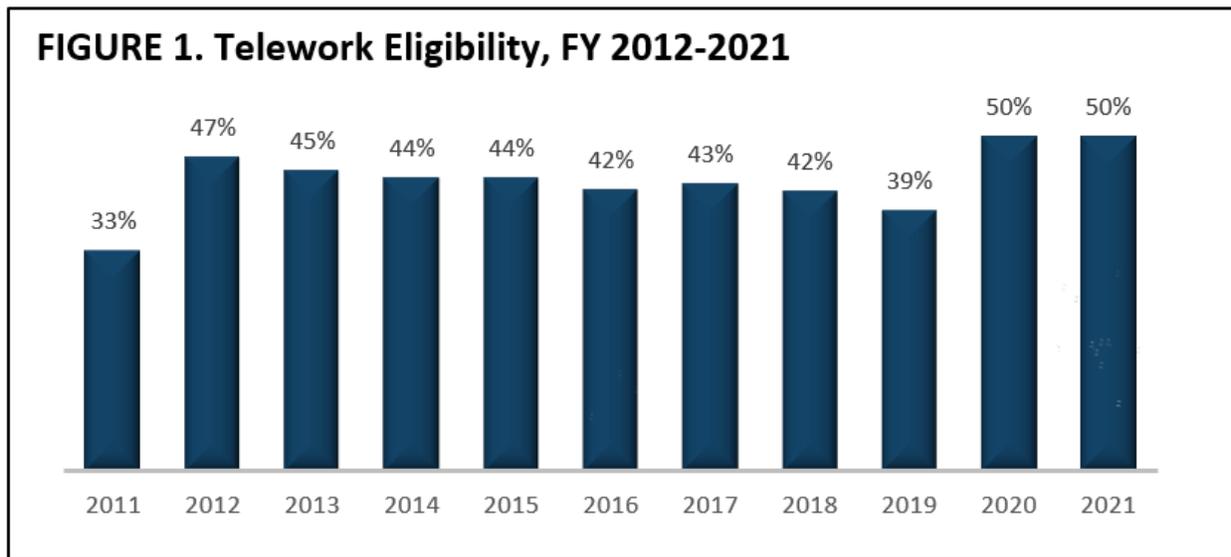
Some agencies (approximately 9 percent) were unable to provide data for every question asked by OPM, as is evident from the varying number of agencies providing data for different questions shown in the above table. To mitigate the issue of uneven data availability, this analysis restricts incomplete responses from agencies within the comparative analysis to optimize reliability and validity in sharing data outcomes—meaning responses that do not provide complete data (total employees, eligibility, and participation) cannot be considered when conducting comparative analysis (e.g., we are unable to

determine telework eligibility percentages for agencies who do not report a total number of employees). Data for individual agencies and subagencies are available in the corresponding appendices.

Eligibility

Agencies reported that **50 percent** of all Federal employees were eligible to telework in fiscal year 2021—the same percentage reported in fiscal year 2020. This percentage is calculated through employee eligibility and does not consider all employees that may have teleworked as a result of COOP or emergency authorizations, such as the COVID-19 pandemic.

Figure 1. Telework Eligibility, FY 2012-2021.

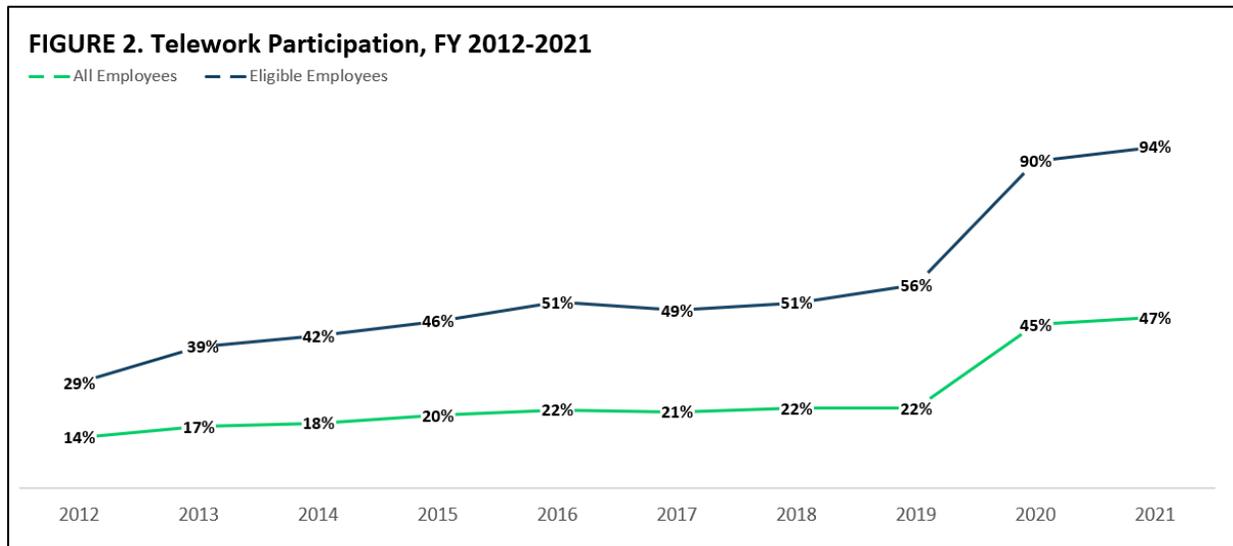


Note: Because OPM encourages agencies to report fiscal year data and non-fiscal year counts are typically low, September counts were not historically included in eligibility percentages.

Participation

Agencies reported 47 percent of all Federal employees participated in fiscal year 2021— an increase of two percentage points from fiscal year 2020. Agencies reported 94 percent of telework eligible employees participated in fiscal year 2021—four percentage points higher than in fiscal year 2020.

Figure 2. Telework Participation, FY 2012-2021.



In the 2021 OPM Federal Employee Viewpoint Survey, 69 percent of all Federal employees reported teleworking¹. The different telework participation estimates from the FEVS, and Data Call likely reflect the differences in the level of data collection, question wording, and survey administration time frame. The FEVS asked individual employees about their telework participation at the time of survey administration, while the Data Call asked agency-level respondents to report participation using administrative records for the fiscal year.

Reasons for Changes in Participation

Agencies that reported changes in participation (increase or decrease) of more than 10 percent between fiscal years 2020 and 2021 were asked to provide reasons for the change, as required by the Act. Detailed agency responses are included in Appendix 11. Of the 75 agencies that reported a change in fiscal year data, 48 agencies reported a telework increase and 27 reported a decrease.

The most common explanations for those agencies that increased participation included the response to the maximum telework posture, workforce growth, and policy changes to increase eligibility for situational telework. Among the five agencies reporting a decrease, employee turnover was the most common explanation.

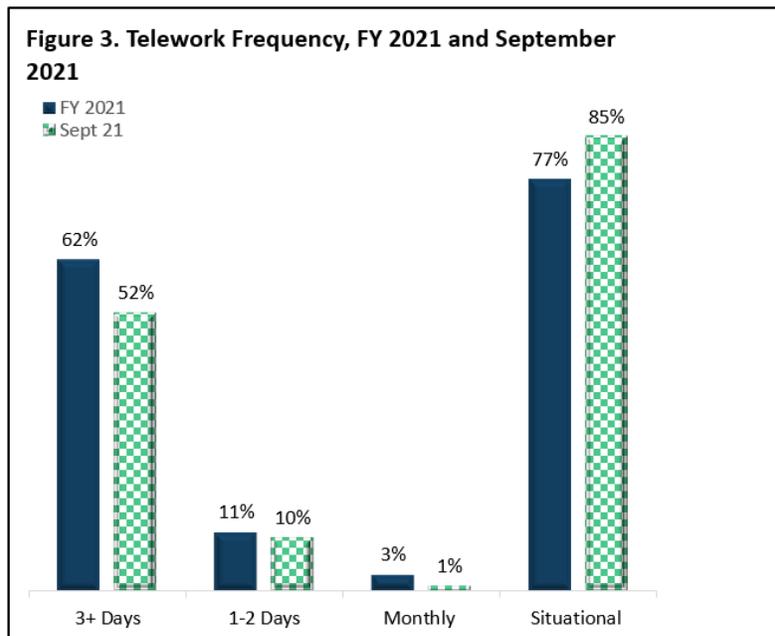
¹ The 2021 FEVS collected data on telework frequency by asking employees to self-report participation in five categories: (1) I telework very infrequently, on an unscheduled or short-term basis (9 percent of teleworkers); (2) I telework, but only about 1 or 2 days per month (3 percent of teleworkers); (3) I telework 1 or 2 days per week (10 percent); (4) I telework 3 or 4 days per week (11 percent of teleworkers); and (5) I telework every work day (36 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.

Frequency of Participation

To accurately capture telework outcomes occurring as part of the maximum telework posture, OPM advised agencies to record employee participation in telework as situational if those employees would not otherwise be eligible for routine telework. This guidance was provided as a means to overcome data variance from fiscal year 2020 where all agencies did not have the same ability to track emergency or pandemic telework participation.

For fiscal year 2021, agencies reported that 77 percent of teleworkers teleworked on a situational basis. In terms of routine telework, 62 percent teleworked three or more days per two-week period, 11 percent teleworked one to two days per two-week period, and three percent teleworked no more than once per month. For September 2021, agencies reported that 85 percent of teleworkers teleworked on a situational basis, 52 percent teleworked three or more days per two-week pay period, 10 percent teleworked one to two days per two-week period, and one percent teleworked no more than once per month.

Figure 3. Telework Frequency Percentages as Reported by Agencies for FY 2021 and September 2021.



(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.)

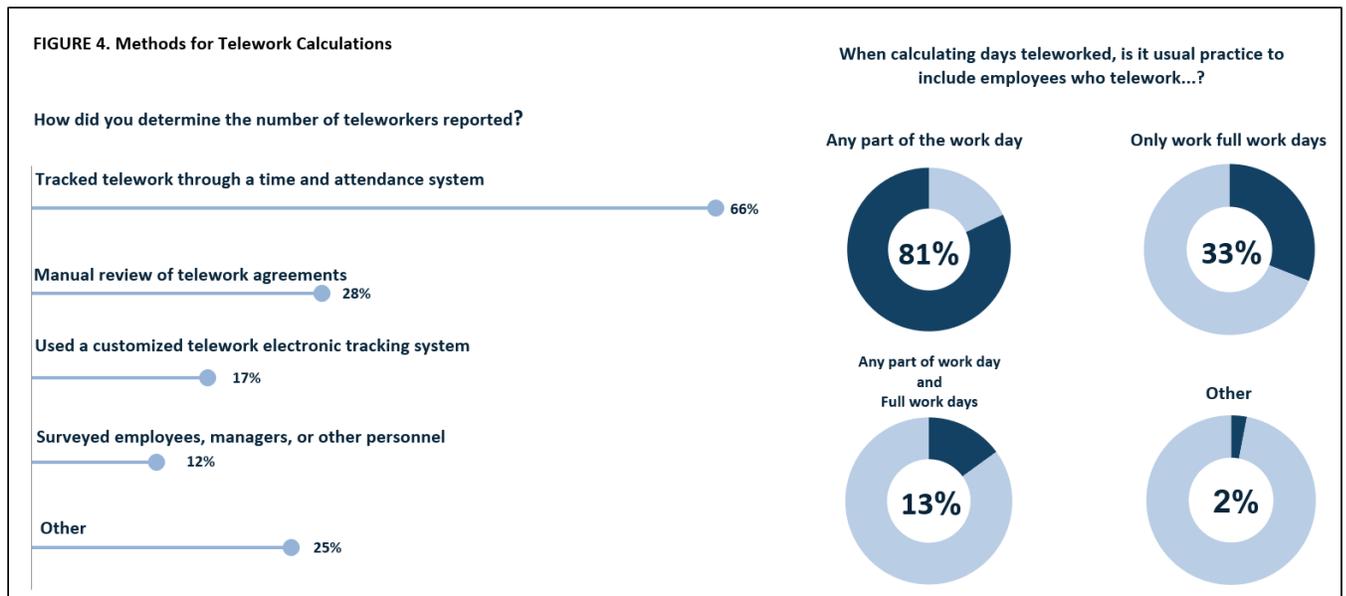
Telework frequency results should be interpreted cautiously because of wide variation in agency methods for computing frequency of participation, especially as it relates to telework completed during the COVID-19 pandemic. For instance, some agencies compute frequency through employee self-reporting 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 able to report any applicable data collection methods they use, and the large majority of agencies primarily rely on data from their time and attendance system (66 percent of agencies). A smaller proportion of agencies manually review telework agreements (28 percent), use a customized tracking system (17 percent), survey agency personnel (12 percent), or other methods (25 percent).

Figure 4. Methods Used for Telework Calculations.



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

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 (33 percent), while a larger percentage of agencies count employees who work any part of the day from an alternative location (81 percent). Some agencies (13 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. Agencies continue to report improvements in their tracking methodologies including limiting technological barriers and adhering to OPM provided data standards. OPM will continue to engage agencies to support efforts to increase the accuracy of data collection by providing guidance and resources on data collection and automation standards as they become available.

Participation and Outcome Goals

The Act directs OPM to assess agency progress in setting and achieving telework participation and outcome goals. OPM collected data on agency achievement of participation goals that were set for fiscal year 2021, and progress in setting and achieving telework outcome goals specified in the Act since the last Data Call.

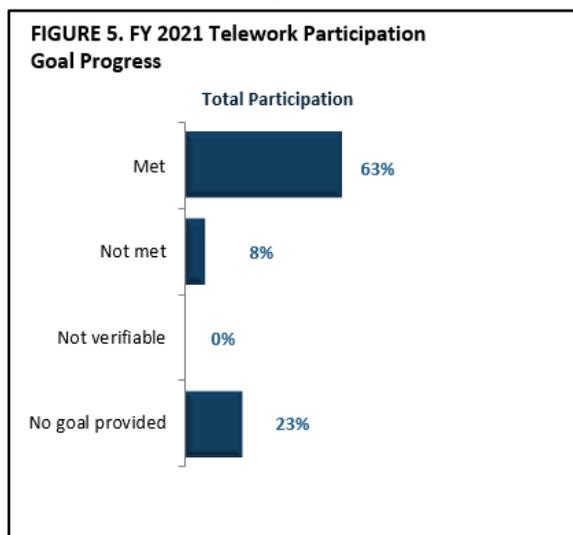
Participation Goals: Fiscal Year 2021 Progress Assessments

The 2020 Data Call asked agencies to set telework participation goals for fiscal year 2021. Agencies were provided with opportunities to set goals for total telework participation as well as frequent routine (three or more days per two-week period), infrequent routine (one to two days per two-week period), and situational telework. Agencies had the option of setting goals in one or more of these areas.²

To gauge agency progress in meeting participation goals, OPM analyzed the degree to which the fiscal year 2021 participation data submitted by agencies supported their self-assessments of progress, by comparing the 2021 goal specified in the 2020 Data Call to the 2021 participation data reported in the 2021 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 account for limitations in data collection for agencies as a result of the maximum telework posture. In a small number of cases, progress could not be assessed due to data limitations (e.g., an agency set a goal for 2021 but did not report the relevant data).

Based on OPM’s assessment, the majority of agencies (63 percent) met or exceeded their total participation goals for fiscal year 2021. A limited number of agencies were unable to meet their goals (8 percent), while 23 percent of agencies did not provide a total participation goal for fiscal year 2021.

Figure 5. FY 2021 Telework Participation Goal Progress



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

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 reported as mutually exclusive participation categories.

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.

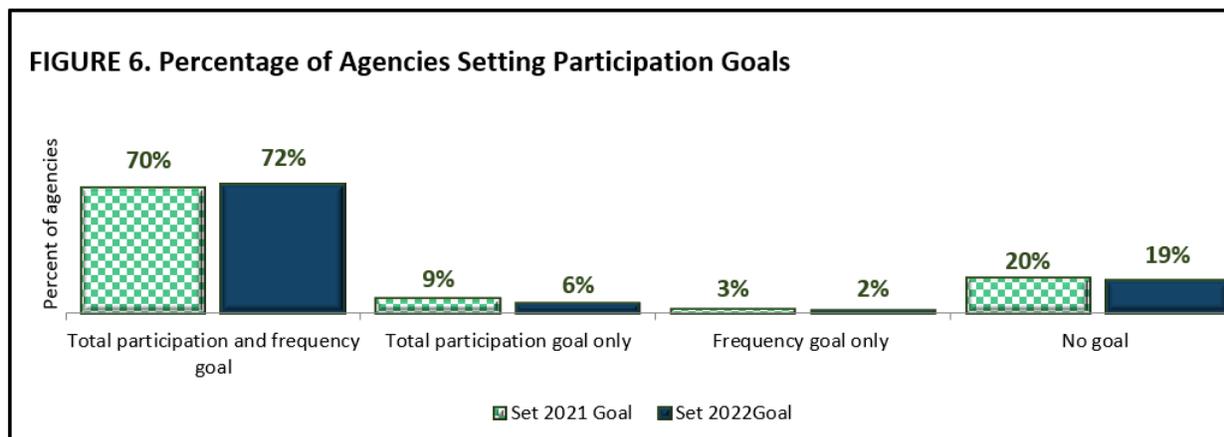
As a note, the maximum telework environment has altered how agencies have approached goal setting and goal achievement. OPM focused analysis on total participation goals and barriers that may have contributed to preventing agencies from meeting such metrics. For organizations that did not meet their fiscal year 2021 participation goals, data collection limitations and turnover were among the explanations provided.

Participation Goals: Fiscal Year 2021

Agencies responding to the 2021 Data Call were asked to provide telework participation goals for the fiscal year 2022. As consistent with previous iterations of the Data Call, agencies were able to identify total participation goals and frequency of participation goals.

Most agencies continue to set both total participation and frequency of participation goals (72 percent for fiscal year 2022 compared to 70 percent for fiscal year 2021).

Figure 6. Percentage of Agencies Setting Participation Goals.



Agencies that Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish participation goals for 2022 (19 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
Current telework policy and agency goals are currently being evaluated because of recent guidance and/or agency requirements	5
Data collection limitations (e.g., systems production underway, does not track telework by frequency)	4
Within agency variations in telework participation limit frequency goal setting at agency level	4
No goal to report	3
At maximum level possible (100%) or allowed to meet agency needs	3
No goal set due to COOP or emergency telework activation	3
Prefer to set non-numeric goal	2
Small agency size prohibits	1
Set goals for telework frequency instead of overall participation goal	1

Among agencies that provided an explanation for not setting a participation goal, the most common reasons included the reevaluation of telework policy and agency goals as a result of the recent guidance or changing agency requirements, data collection limitations (e.g., systems unable to track by frequency), the nature of the agency’s work, policy restrictions on the number of telework days permitted, participation was already at maximum level possible (100%) or allowed to meet agency needs, or a preference for setting non-numeric goals.

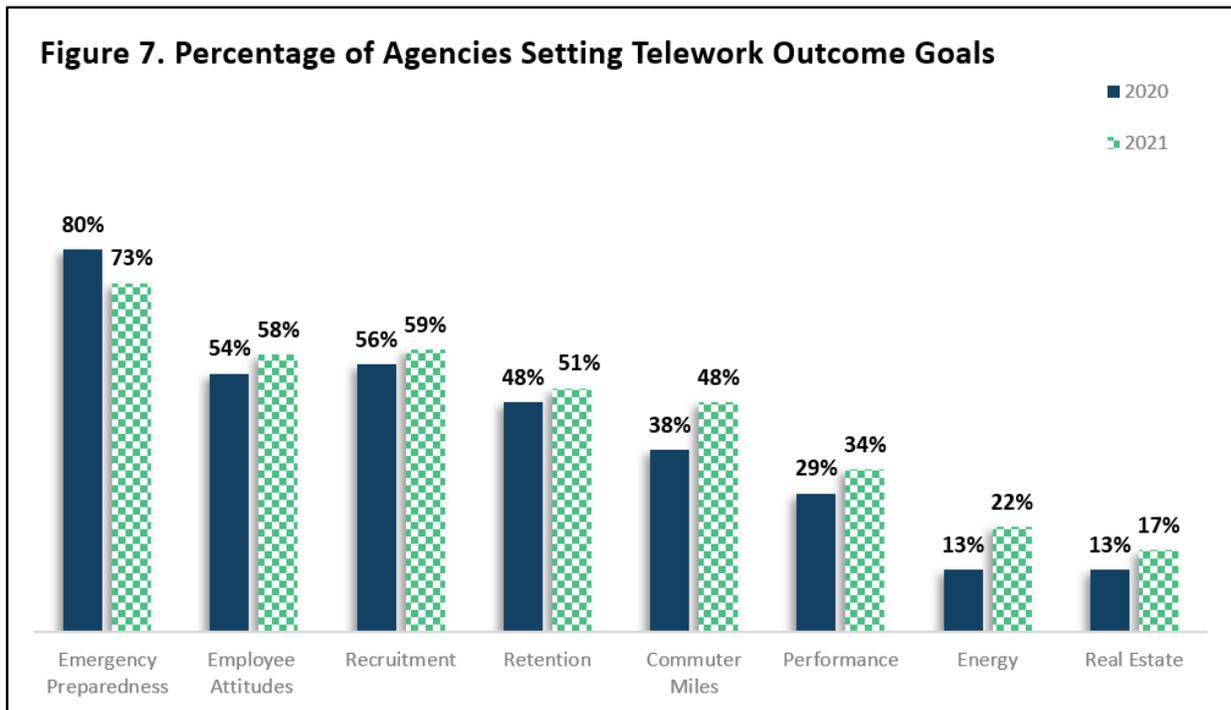
Agency Outcomes: Assessing Agency Non-Participation Goals

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 consultive basis during survey administration.

The 2021 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 2021 Data Call also allowed agencies to describe any other outcome goals not listed in the Act.

Aligning with trend data, the most common goals were in the areas of emergency preparedness (71 percent) and employee recruitment (57 percent).

Figure 7. Percentage of Agencies Setting Telework Outcome Goals.



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

Emergency Preparedness

The Act requires Executive agencies to incorporate telework into their continuity of operations (COOP) planning and telework is central to OPM’s *Governmentwide Area Dismissal and Closure Procedures*.³ Goal setting concerning emergency planning remains a top priority for many agencies. Agency efforts for emergency preparedness (n=61) are summarized in Table 3.

³ Agencies outside of the Washington metropolitan area have similar policies and procedures in place, but dismissal and closure decisions are delegated to the Federal Executive Boards and local agency heads. See <https://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/dcdismisal.pdf>

Table 3. Emergency Preparedness Goal Setting.

Goal: Emergency Preparedness	Agencies
Reported goal setting	61
Strategies	
Emphasize telework in COOP plan or guidance	33
Encourage or require telework during closures (e.g., weather, special events)	24
Expand telework program or eligibility	14
Improve information technology (e.g., laptops, VPN)	7
Updated telework policy/guidance	7
Ensure employees have the tools they need to telework	7
Telework exercises/drills	5
Communication initiative	5
Telework training for employees and/or managers	4
Ensure telework agreements for essential employees	2
Unclear	2
Metrics	
Continued essential operations during recent closures or special events	27
Telework participation records (often during building closures or special events)	19
Employee survey	7
Number of telework-ready or telework-eligible employees	7
Results of emergency test drills (e.g., system capacity, employee survey)	6
Number of employees equipped with laptops/cell phones	6
Emergency Time and Attendance Code	5
No metric	4
Telework agreements among all or subsets (e.g., essential employees)	4
Number of refreshed computers (desktops to laptops)	1

AGENCY SPOTLIGHT: Emergency Preparedness Goal

In FY2020 USTR achieved its goal of making its workforce telework-ready by having situational telework agreements in place and having employees and managers refresh telework training.

As the Covid-19 Pandemic continued in FY 2021, USTR made maximum telework flexibilities available to 100% of its workforce. Technological resources, training, flexible work schedules and other types of employee support were provided to all USTR employees while teleworking.

Managers gave work assignments that focused on aspects of employee responsibilities that could be completed in a telework environment. The Agency Time and Attendance System and Telework Program files were used to verify employees teleworked during the time of maximized telework.”

- Office of the United States Trade Representative

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 expanding telework programs and eligibility, improving information technology (e.g., laptops, VPN), updated telework policy and guidance, ensuring employees have the tools they need to telework, conducting telework exercises and drills, implementing a communication initiative, optimizing telework training for employees and/or managers, and ensuring telework agreements for essential employees.

Improved Employee Attitudes

Telework can positively affect employee job attitudes. Longitudinal research has shown employees that work for an organization that offers telework are more engaged than employees that work for organizations where telework is not available.⁵ Similarly, research also suggests teleworkers may experience a greater sense of organizational commitment.⁶ Agency efforts for improved employee attitudes (n=49) are summarized in Table 4.

⁴ In accordance with OPM’s 2020 issuance of weather and safety leave regulations, telework program participants are generally ineligible for weather and safety leave; <https://chcoc.gov/content/issuance-weather-and-safety-leave-regulations>

⁵ Owl Labs. (2019). State of Remote Work 2019. Retrieved from <https://www.owlabs.com/state-of-remote-work/2019>.

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.

Table 4. Employee Attitudes' Goal Settings.

Goal: Employee Attitudes	Agencies
Reported goal setting	49
Strategies	
Promote telework as a driver of engagement/satisfaction	31
Expand access to telework (e.g., encourage use, review eligibility)	23
Use telework during disruptions/emergencies	11
Unclear	5
Action planning	4
Updated policy	3
Improved equipment/technology (e.g., lighter laptops, document sharing)	3
Use telework to retain valued employees	2
Employee engagement discussion session	2
Metrics	
FEVS	21
Employee survey	18
Employee/Managers comments	11
No metric	6
Employee focus groups	3
Telework Evaluation Program	2
Telework participation records/telework agreements in place	1
T&A Records	1

AGENCY SPOTLIGHT: Employee Attitudes Goal

“With increased telework, workplace culture and job attitudes significantly improved. Training was provided to employees to ensure clear expectations and resources to be successful teleworkers. Supervisors were trained on managing employees remotely to ensure a seamless transition between working in the office and working remotely”

- National Archives and Records Administration

Agencies continue to recognize the benefits of positive employee sentiment to operational success and, as such, have cited the improvement of employee attitudes as one of the most commonly identified goal-setting areas. Agency strategies mostly focused on promoting telework as a driver of engagement and expanding access to telework. Agencies most commonly cited FEVS data as a metric, but also used employee surveys to measure employee attitudes.

Recruitment

Telework and other workplace flexibilities continue to be identified as key drivers for expanding access to high quality candidates and those geographically dispersed talent who may not otherwise have access to specific industries or career opportunities⁷. Agencies continue to recognize that the provision of telework adds an important incentive for attracting talent 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	30
Emphasize telework in recruitment materials and events	20
Improve telework eligibility and participation for new hires	15
Unclear	7
Advertise telework on public website	3
Offer remote work (Full-time telework)	3
Promote among employees	2
Advertise telework on social media	1
Metrics	
Vacancy announcements	6
Number of applications	6
No metrics	5
Number of telework agreements	5
Number/content of recruitment events and materials	3
Number of employees equipped to telework	3
FEVS	1

⁷ Overmyer, S. P. (2011). Implementing telework: Lessons learned from four federal agencies. IBM Center for theBusiness of Government, 8-15.

AGENCY SPOTLIGHT: Recruitment Goal

“NSF’s support for telework is part of the agency strategy to gain a competitive advantage in the job market and to appeal to potential new hires who continue to place a growing level of importance on workplace flexibilities. In FY21, NSF continued to advertise the workplace flexibilities and work/life programs, including telework, that are available to potential new hires. NSF includes information on our telework program in job vacancy announcements for the agency, specifically highlighting telework as a workplace flexibility available to our staff.”

- National Science Foundation

Agencies implemented this goal by advertising telework as a flexibility available in various employment opportunities (e.g., through job postings, recruitment materials and fairs, interviews, social media, or agency websites). Agencies focused on recruitment goals cited including telework in job postings and interviews and emphasizing telework in recruitment materials and events as key strategies. The metrics utilized to measure goal achievement within this area include tracking vacancy announcements, total number of applications, and the number of telework agreements for new employees. Ten percent of agencies have no metrics in place to measure goal outcomes.

Retention

Telework can also be a useful tool for retaining high-performing employees. Cumulative research on telework outcomes suggests that those who telework more are less likely to leave their jobs.⁸ Agency efforts for employee retention (n=42) are summarized in Table 6.

Table 6. Retention Goal Setting.

Goal: Retention	Agencies
Reported goal setting	42
Strategies	
Incentive for employees requiring geographic flexibility/expanded remote/fulltime telework	17
Expanded telework frequency	17
Incentive for employees seeking retirement or other employment	10
Updated telework policy	9
Unclear	7
Situational or medical telework to accommodate personal needs	5
Telework training/resources for managers and employees	3

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.

Strategies (Continued)	
Telework promotion campaign/efforts	2
Discuss during performance reviews	1
Improved telework tracking	1
Telework trials/tests	1
Metrics	
Employee population/separation data	11
No metric	8
FEVS	8
Retention of specific employees	7
Internal employee survey	6
Telework participation records/agreements	4
Exit interviews/surveys	2
Time and attendance records	1

AGENCY SPOTLIGHT: Retention Goal

“Over the last few years, Components discovered the necessity of telework to maintain retention. Navy specifically cites a reaction to FEVS survey data prompting a shift towards embracing telework in order to retain skilled employees. DLA cites command climate survey data showing 78% of respondents remain due to the availability of telework. For components already heavily leveraging Telework, the next logical step remains Remote Work which some Components are beginning to write policy in order to retain more employees.”

- Department of Defense

Respondents reported that the most effective strategies for leveraging telework as a talent retention mechanism include providing incentives to remain in the workforce for valued employees who require geographic flexibility, face challenges with family care or specific medical situations, or who may be inclined to retire or find work in other sectors. Subsequently, the associated metric was typically employee population and separation data. Other measures included FEVS data, retention of specific employees, and internal employee survey data.

Commute Miles

Telework has long been recognized as a strategy for mitigating the negative impact of commuting on employees and the environment. Similar to the strategy of reducing energy use, agencies may help employees reduce the amount of their commute miles as an effective strategy to help agencies pursue sustainability goals. Agency efforts for commute miles (n=40) 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
Metrics	
Employee Feedback	1
Commuting costs	1

AGENCY SPOTLIGHT: Commuter Miles Goal

“As the Department continued in a maximum telework posture the number of commuter miles driven continued to remain at a lower level than in February 2020. The effect resulted in a reduction in traffic congestion, air pollution, and each employee’s carbon footprint.”

- Department of State

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 the amount of remote work, increasing access to more frequent telework, and working to increase overall telework participation. The most common metrics reported were commute distance/miles, transit subsidy expenditures, and commuting time.

Performance

The provision of workplace flexibilities allows employees to work in the environment best suited to their needs and correlates with higher levels of productivity. Research consistently identifies a significant and positive relationship between telework and job performance, both with supervisory performance ratings and objective performance criteria.⁹ Although evaluating the causal relationship between telework and

⁹ Vega, R.P., Anderson, A.J., & Kaplan, S.A. (2015). A within-person examination of the effects of telework. *Journal of Business and Psychology*, 30(2), 313-323.

performance may be challenging, several agencies identified this as a goal area. Agency efforts for employee performance (n=28) are summarized in Table 8.

Table 8. Performance Goal Setting.

Goal: Performance	Agencies
Reported goal setting	28
Strategies	
Allow more employees to telework	15
New/updated policy	9
Results-oriented management strategies	9
Encouraging telework to reduce distractions	6
Tying ability to telework to performance	6
Unclear	3
Encouraging situational telework	3
Training on telework and performance management	2
Using Telework as a Reasonable Accommodation	1
Metrics	
Performance ratings	11
No metric	6
Employee comments	6
Internal Surveys	5
FEVS	4
Telework Evaluation Program	2

AGENCY SPOTLIGHT: Performance Goal

“As the agency continued mandatory telework throughout fiscal year 2021 due to the COVID-19 pandemic, technology training for use of information systems, presentations on achieving a work-life balance, and supervisor training for managing teleworkers were some of the methods used for improving employee performance while teleworking. While no goal was set, the USA Performance Non-SES Performance Ratings show a 2% increase in “Outstanding” ratings across the agency”

- Federal Trade Commission

Most agencies identified telework expansion as the key strategy for implementing this goal—allowing more employees to telework, encouraging telework to reduce distraction, and updating current policies to meet the emerging needs of the modern-day workforce. The metrics reported included performance ratings, employee comments, internal surveys, and FEVs data.

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=16) are summarized in Table 9.

Table 9. Real Estate Goal Setting.

Goal: Real Estate Costs	Agencies
Reported goal setting	16
Strategies	
Increase access to more frequent telework	5
100 % remote workforce/more remote workers	5
Hoteling	3
Building closure/consolidation	3
Encourage use of telework	2
Shared offices	1
No office space for full-time teleworkers	1
Metrics	
Amount of office space (e.g., floors, buildings, square footage)	16
Cost of office space (e.g., rent for leased space)	7
Administrative costs	1
No metric	1

AGENCY SPOTLIGHT: Real Estate Goal

“The ASC no longer needs to rent office space for employees. Our costs are primarily for storage space, mailbox rental and office space on an as-needed basis, are approximately 95% lower than what we paid for office space.”

- Appraisal Subcommittee of the Federal Financial Institutions Examination Council

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).

Energy Use

Reduced energy use through routine telework can produce environmental benefits while reducing the costs associated with managing Federal buildings. Agency efforts for energy use reduction (n=16) are summarized in Table 8.

Table 10. Energy Use Goal Setting.

Goal: Energy Use	Agencies
Reported goal setting	16
Strategies	
Increase access to more frequent telework	10
Increase telework participation	4
No specific strategy	1
Moved to 100% telework	1
Metrics	
Use of office resources (e.g., printers)	8
Sustainability measures (e.g., emissions estimates, energy use intensity)	7
Unclear	2
No metric	1
Telework participation records	1

The two specific strategies reported for this goal area were increasing access to telework and improving overall participation. Tracking use of office supplies and sustainability measures (e.g., emissions estimates, energy use intensity) were the primary metrics reported. The broader impact of these outcomes is more clearly articulated in Appendix 23.

AGENCY SPOTLIGHT: Energy Use Goal

USCIS successfully relocated its Headquarters in 2020 to consolidate several offices in the National Capital Area—significantly reducing its carbon footprint and energy use. Also, USCIS continues to aggressively expand its telework and remote work programs and hoteling to reduce the Component’s carbon footprint, which also reduces energy use.

- Department of Homeland Security, USCIS

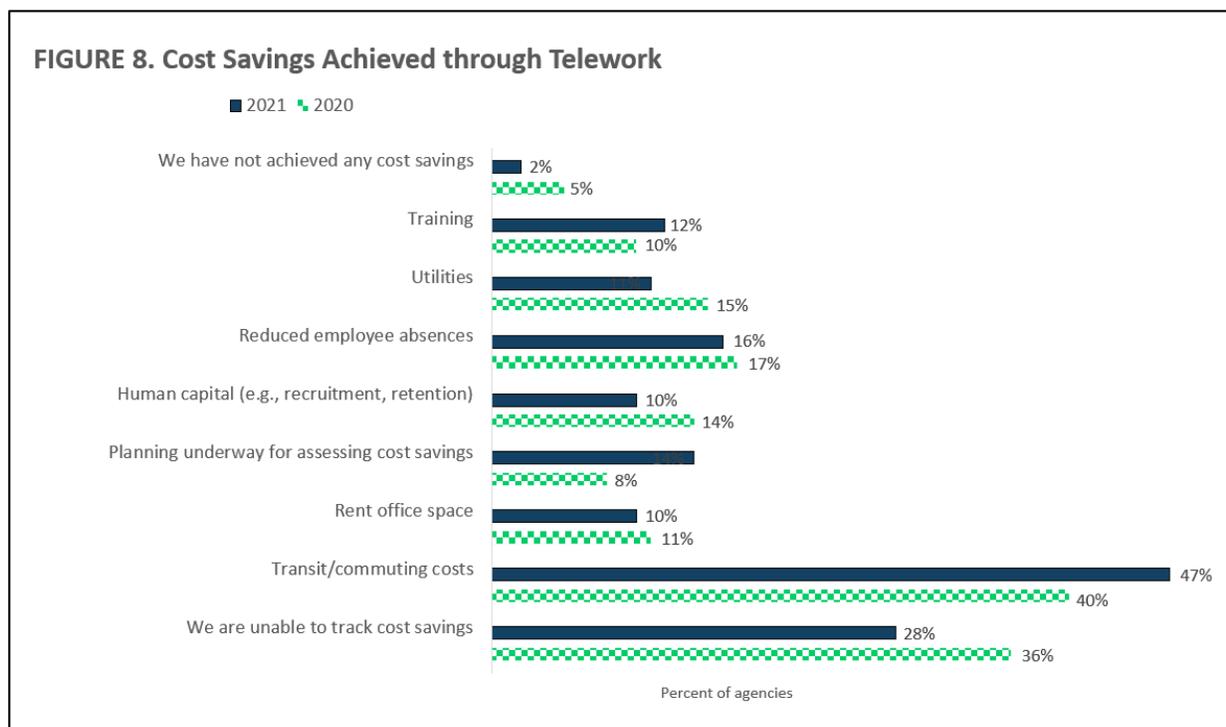
Other Cost Savings

The maximum telework posture as a result of the COVID-19 pandemic has continued to contribute to high-levels of cost savings for the Federal Government. Based upon savings reported by agency (see Appendix 23) it can be stated that telework provided a total cost savings of more than \$90 million across Executive agencies.

The most commonly reported savings related to: transit/commuting costs (47 percent); reduced absences (16 percent); training (12 percent); utilities (11 percent); rent/office space ([10 percent); and human capital (10 percent).

A significant finding of this Data Call is the substantial decrease in agencies that reported being unable to track cost savings. In fiscal year 2021, 28 percent of respondents reported they are unable to track cost savings, which compares favorably to the 36 percent reported in fiscal year 2020. These respondents were asked to explain their inability to report cost savings, and the most common explanations included: not having a system in place to track telework cost savings; difficulty isolating costs associated specifically with telework; lack of access to data (e.g., utility costs are managed by the landlord or reported

Figure 8. Cost Savings Achieved Through Telework.



Among agencies that indicated planning is underway for achieving cost savings (n=12), roughly half set a goal of reporting on cost savings for calendar or fiscal year 2021. Additionally, a few agencies noted an intention to review and expand their telework policies while also indicating a desire to improve cost-savings tracking in the near-term future; others were unable to specify a completion timeframe for their planning efforts.

Agencies that have not achieved cost savings (n=2) were asked to describe any action being taken to identify opportunities for achieving future cost savings through telework. One agency indicated plans to evaluate the agency telework program in 2021, and the remaining agencies noted limited opportunities to take specific action due to agency size.

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 46 agencies provided a best practice that they have implemented. Common themes included:

- use of telework to support continuity of operations during emergencies, local commuting disruptions, and closures;
- utilizing telework as a means of improving work-life balance;
- optimizing telework program through policy review or revision;
- use of telework as a strategy for retention;
- improved data collection and telework tracking methods;
- leveraging telework as a tool to optimize performance outputs;
- agency-specific and/or in-person telework trainings;
- successful program promotion efforts; and,
- improving communications strategies (e.g., strategic communications plan, quarterly calls with telework coordinators, updated intranet content).

AGENCY SPOTLIGHT: Best Practices

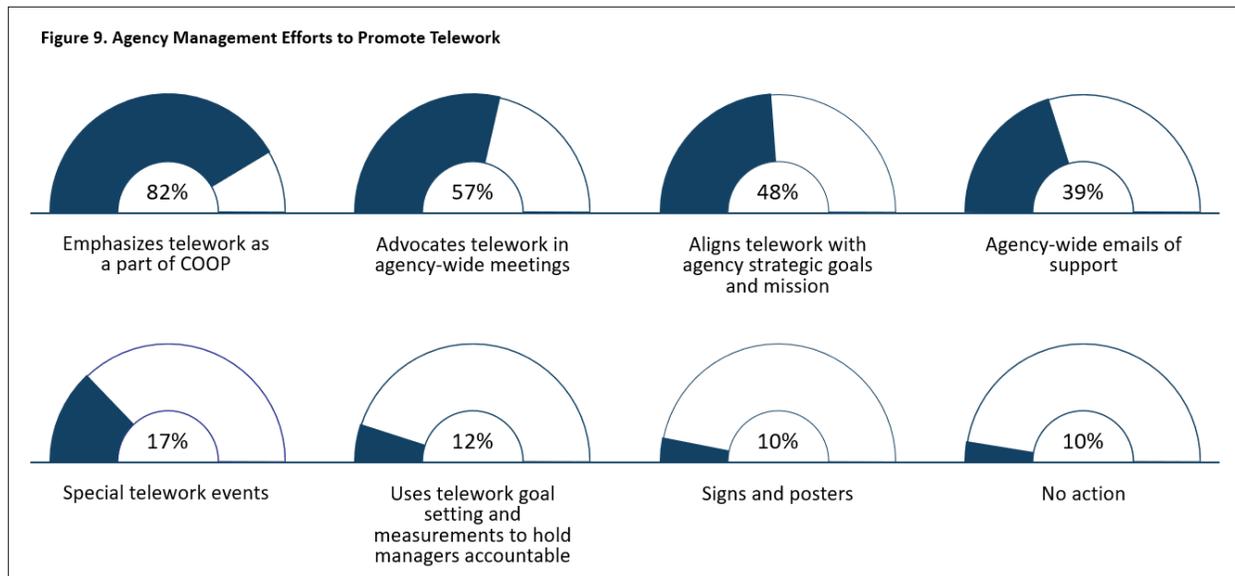
“Each week, the Agency published a ‘Stay Connected’ newsletter for all staff, with a message from the Director and topics that included a focus on ‘Employee Health’, ‘Stress Management’, accomplishments/recognition/news from CSOSA staff, as well as activities both within the Agency and around the Washington,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

- Court Services and Offender Supervision Agency

Agency Management Efforts to Promote Telework

Agency leaders most commonly promote telework through their COOP events and planning (82 percent of agencies). Other common strategies reported by agencies in 2021 included promoting telework in agency-wide meetings (57 percent), aligning telework with agency strategic goals and mission (48 percent), and sending agency-wide emails of support for telework (39 percent). In open-ended responses, agencies described a wide variety of management efforts to meet the needs of their workforce and support their missions, including marketing workplace flexibilities to leaders and employees as a means of improving employee acquisition, retention, and wellness.

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 Capitol 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

In the 2021 Federal Employee Viewpoint Survey, 69 percent of Federal employees reported teleworking to some degree, a substantial increase from 2020. Of the remaining employees, four percent reported they did not choose to telework, and six percent reported they did not telework despite having a job that can be executed through telework. The most common barrier to teleworking reported was having to be physically present on the job (20 percent) and technical issues (one percent).

Conclusion

The findings in this report demonstrate the capabilities of telework as a strategic management tool. The data support telework as a key enabler to support employee recruitment, retention, continuity of operations, and cost savings. In a period of extraordinary circumstances that required the Federal workforce to utilize maximum telework, it is notable that Federal agencies have made considerable strides in improving data collection methodologies—a priority for OPM since passage of the Act in 2010.

The impact of the COVID-19 pandemic, and the maximum telework posture it required, will undoubtedly become a pivotal moment that will define how agencies approach telework in the future. In the case of fiscal year 2021, agencies proved that the use of telework is critical in not only maintaining operations during exigent circumstances, but also in attracting, developing, and maintaining a highly qualified workforce. As a result, many respondents have indicated that their organizations will be evaluating and expanding their telework eligibility criteria and policies, as well as enhancing their ability to capture key goals and metrics associated with telework.

Appendices

Appendix 1. Figure Descriptions and Data

Figure 1: Telework Eligibility, FY 2012-2021

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.

Year	Percent of eligible employees
2012	47%
2013	45%
2014	44%
2015	44%
2016	42%
2017	43%
2018	42%
2019	39%
2020	50%
2021	50%

Figure 2: Telework Participation, FY 2012-2021

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

Year	Percent of all employees	Percent of eligible employees
2014	18%	42%
2015	20%	46%
2016	22%	51%
2017	21%	49%
2018	22%	51%
2019	22%	56%
2020	45%	90%
2021	47%	94%

Figure 3: Telework Frequency, FY 2019 and September 2021

FY 2021

Frequency category	Percent of teleworkers
3+ days	62%
1-2 days	11%
Monthly	3%
Situational	77%

September 2021

Frequency category	Percent of teleworkers
3+ days	52%

Frequency category	Percent of teleworkers
1-2 days	10%
Monthly	1%
Situational	85%

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	66%
Manual review of telework agreements	28%
Customized tracking system	17%
Surveyed employees, managers, other personnel	12%
Other	25%

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

Calculating days teleworked	Percent of agencies
Any part of the workday	81%
Only work full workdays	33%
Any part of workday and full work days	13%
Other	2%

Figure 5: FY 2021 Telework Participation Goal Progress

Type of goal	Met	Not met	Not verifiable	No goal provided
Total participation	63%	8%	0%	23%

Figure 6: Percentage of Agencies Setting Participation Goals

Type of Goal	Set 2021 Goal	Set 2022 Goal
Total participation and frequency goal	70%	72%
Total participation goal only	9%	6%
Frequency goal only	3%	2%
No goal	20%	19%

Figure 7: Percentage of Agencies Setting Outcome Goals

Outcome goal	2020 Data Call	2021 Data Call
Emergency Preparedness	80%	73%
Employee attitudes	54%	58%
Recruitment	56%	59%
Retention	48%	51%
Commuter miles	38%	48%
Performance	29%	34%
Energy	14%	22%
Real Estate	13%	17%

Figure 8: Cost Savings Achieved through Telework

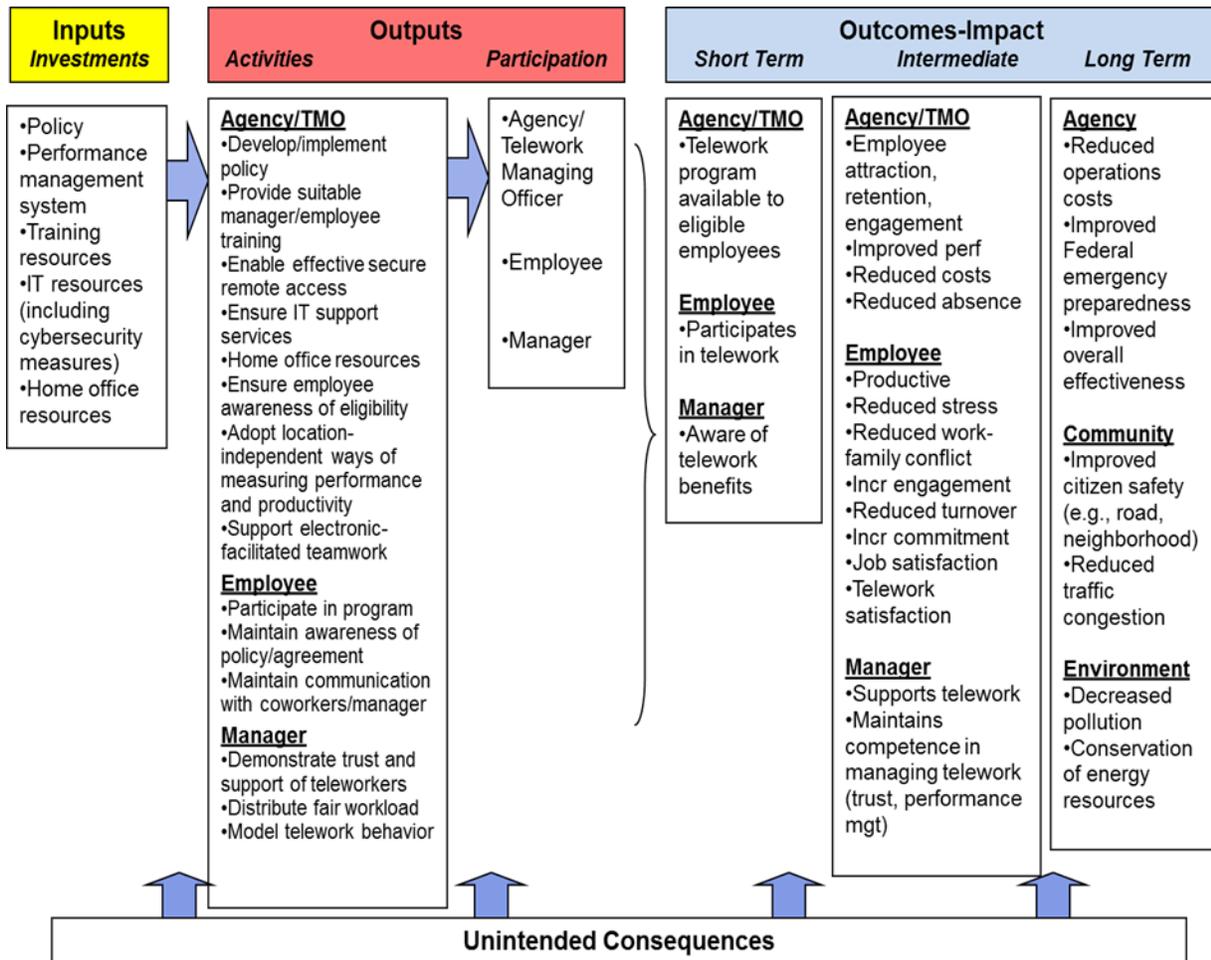
Cost savings achieved	2020 Data Call	2021 Data Call
We are unable to track cost savings	36%	28%
Transit/commuting costs	40%	47%
Rent office space	11%	10%
Planning is underway for assessing savings	8%	14%
Human capital (e.g., recruitment, retention)	14%	10%
Reduced employee absences	17%	16%
Utilities	15%	11%
Training	10%	12%
We have not achieved any cost savings	5%	2%

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	82%
Advocates telework in agency-wide meetings (e.g., all-hands meetings)	57%
Sending agency-wide emails of support	39%
Aligns telework with agency strategic goals and mission	48%
Hosting special telework events (e.g., telework awareness weeks, telework drills)	17%
Other	18%
Uses telework goal setting and measurement to hold managers accountable	12%

Efforts to promote telework	Percent of agencies
Posting signs/posters	10%
Our agency has taken no action to specifically promote telework since the last data call	10%

Appendix 2. Federal Telework Logic Model



OPM developed a logic model in 2011 to guide evaluation of the overall change initiative pursued under the 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.

Appendix 3. Data Call Instrument

2021 Telework Data Call

Please enter your password to begin the 2021 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) 2021 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 **January 10, 2022**. All responses must be received by **COB February 11, 2022**.

(End of Page 3)

REPORTING INSTRUCTIONS

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

Report data according to the specified timeframe

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

Respond consistently and according to majority practice

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

Reporting at the subagency level

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

Avoid skipping questions

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

complete information possible. The answers you provide to this survey will help OPM develop telework guidance and resources for the Federal Government and will be shared with Congress.

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

Report numbers accurately

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

Please complete and submit the requested information by the deadline

All responses must be received by **December 17, 2021**. Failure to submit your data by this date will mean that your agency will not be included in the annual telework report to Congress. Keep in mind that the Telework Enhancement Act requires that each Executive agency submit telework data to OPM for inclusion in the annual report to Congress. Currently, responding to this Data Call is your only opportunity to ensure that your agency has met the reporting requirements in the Act.

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

(End of Page 4)

DEFINITIONS AND DATA TERMS

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

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

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

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

Day

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

Employee

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

Eligibility to Participate in Telework

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

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

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

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

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

- The employee's official duties do not require on a full day basis (all day, every work day):
 - direct handling of secure materials determined to be in appropriate for telework by the agency head; or
 - on-site activity that cannot be handled remotely or at an alternative worksite.

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

Types of Telework

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

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

Situational: Telework that is approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing, and regular telework schedule. This includes emergency telework. *Examples of situational telework include telework as a result of inclement*

weather, doctor appointment, or special work assignments. Situational telework is sometimes also referred to as episodic, intermittent, unscheduled, or ad-hoc telework.

(End of Page 5)

General Questions

1. Are you replying on behalf of an:

Agency

Subagency

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

Last name _____

First name _____

Phone _____

Email address _____

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

Last name _____

First name _____

Phone _____

Email address _____

(End of Page 6)

Telework Eligibility, Participation, and Frequency

2021 Telework Eligibility and Participation

4. What was the total number of employees in your agency/subagency as of **September 30, 2021** (or the closest date for which you have data)?

Please provide a number: _____

Not applicable/no record

5. What was the total number of employees determined eligible to participate in telework under the Act's requirements and any additional agency/subagency policy as of **September 30, 2021** (or the closest date for which you have data)?

Please provide a number: _____

Not applicable/no record

6. Consider the entire **Fiscal Year 2021**. How many employees teleworked during this time period?

☐ Please provide a number: _____

☐ Our data collection system does not permit us to collect annual data for 2021 [***Skip to question 10***]

(End of Page 7)

Changes in Telework Participation, FY 2020 to FY 2021

Please note your percent change in participation from FY 2020 to FY 2021. 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 2020 to FY 2021, while a percent change of -12 means that your telework participation decreased by 12 percent from FY 2020 to FY 2021.

[Display only for agencies, not subagencies]

Your reported telework participation for FY 2021 (from question 6): _____

[Prepopulated]

Your reported telework participation for FY 2020 (from 2020 Data Call):

_____ ***[Prepopulated]***

Your percent change in participation from FY 2020 to FY 2021: _____

[Prepopulated]

7. If the percent change in participation displayed above is larger than 10 (positive or negative), please describe the reason for this increase or decrease in telework participation between FY 2020 and FY 2021. *[Ask only of agencies, not subagencies]*

(End of Page 8)

Fiscal Year 2021 Telework Frequency

8a. Consider the **entire Fiscal Year 2021**. How many employees teleworked in each of the **ROUTINE telework** frequency categories listed in the table below? **Please remember to only provide one response per row (either a number or not applicable/no record)**. You may only select **“Not applicable/no record”** if you do not have data available to answer the question (thus, “No record”) or the frequency category is disallowed by your policy (thus, “Not applicable”).

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

Telework Frequency Category	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"/>

8b. Consider the **entire Fiscal Year 2021**. 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.

Telework Frequency Category	Provide a number	Not applicable/no record
Situational telework	_____	<input type="checkbox"/>

(End of Page 9)

9. How many employees conducted remote work during **Fiscal Year 2021**?

Please provide a number: _____

Our agency does not maintain records of remote work

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

Other. Please describe: _____

(End of Page 10)

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

9.1. Are these remote workers included in your reported telework totals for **Fiscal Year 2021**?

Yes

No

Other. Please describe: _____

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

Yes

No

Other. Please describe: _____

(End of Page 11)

2021 Non-Fiscal Year Telework Participation and Frequency

[Ask questions 10 through 13 only if respondent answers “Our data collection system does not permit us to collect annual data for 2021” for question 6]

Since you reported that your data collection system does not permit you to collect annual data for 2021, the following participation and frequency questions ask you to report data based on the month of September.

September 2021 Telework Participation

Please consider the month of **September 2021**. Prior data calls have specified pay period, but because this may be four weeks for some agencies, please consider a *typical* two-week period in September. If possible, please use the same timeframe you used for the last Data Call.

10. Please describe which time period in **2021** your data represent.

10.1. How many employees teleworked during the time period you selected for **2021**?

☑ Please provide a number: _____

(End of Page 12)

Changes in Telework Participation, September 2020 to September 2021

Please note your percent change in participation from September 2020 to September 2021. 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 2020 to 2021, while a percent change of -12 means that your telework participation decreased by 12 percent from 2020 to 2021.

[Display only for agencies, not subagencies]

Your telework participation for September 2021 (from question 10.1):

_____ ***[Prepopulated]***

Your telework participation for September 2020 (from 2020 Data Call):

_____ ***[Prepopulated]***

Your percent change in participation from 2020 to 2021:

_____ ***[Prepopulated]***

11. If the percent change in participation displayed above is larger than 10 (positive or negative), please describe the reason for this increase or decrease in telework participation between September 2020 and September 2021. *[Ask only of agencies, not subagencies]*

(End of Page 13)

2021 Telework Frequency

12a. Consider the same two-week time period you used to answer question 10 for **September 2021**. How many employees teleworked in each of the **routine telework** frequency categories listed in the table below? **Please remember to only provide one response per row (either a number or not applicable/no record)**. You may only select “**Not applicable/no record**” if you do not have data available to answer the question (thus, “No record”) or the frequency category is disallowed by your policy (thus, “Not applicable”).

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

Telework Frequency Category	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 2021**. 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.

Telework Frequency Category	Provide a number	Not applicable/no record
Situational telework	_____	<input type="checkbox"/>

(End of Page 14)

13. How many employees conducted remote work during the same two-week **September 2021** period specified in question 10?

Please provide a number: _____

Our agency does not maintain records of remote work

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

Other. Please describe: _____

(End of Page 15)

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

13.1. Are these remote workers included in your reported telework totals for **September 2021**?

Yes

No

Other. Please describe: _____

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

Yes

No

Other. Please describe: _____

(End of Page 16)

SURVEY ENDS HERE FOR SUBAGENCY RESPONDENTS

Data Collection Methods

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

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

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

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

(End of Page 17)

Telework Goals

Fiscal Year 2022 Goals

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

16. Enter your agency goals for the following categories for **Fiscal Year 2022**. Note that the goal number or percentage in each of the frequency categories (situational, infrequent routine, and frequent routine) **should not** exceed the total participation goal number or percentage.

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

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

Goals for Fiscal Year 2022	Goal for number of employees teleworking	Goal for percentage of eligible employees teleworking (e.g., 14%)	Not applicable/no record
Total participation goal	_____	_____	?

Situational telework	_____	_____	?
Infrequent routine telework, that is, 2 or fewer days per two-week period	_____	_____	?
Frequent routine telework, that is, 3 or more days per two-week period	_____	_____	?

(End of Page 18)

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

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

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

(End of Page 19)

Meeting Fiscal Year 2021's Participation Goals

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

The following is your agency's reported 2021 participation goal from the last (2020) Data Call.

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

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

Total telework participation:

Frequent routine telework:

Infrequent routine telework:

Situational telework:

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

Total telework participation:

Frequent routine telework:
Infrequent routine telework:

Situational telework:

17. Did you meet your goal(s) for 2021?

Yes

No

Not applicable (no numeric goal provided in 2020 Data Call)

(End of Page 20)

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

17.1. Please explain why you were not able to meet your Fiscal Year 2021 participation goal.

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

(End of Page 21)

Setting and Assessing Telework Outcome Goals

18. Since the last Data Call (2020), has your agency made progress in using telework to further any of the following outcomes? (Mark all that apply)

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

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

(End of Page 22)

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

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

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

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

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

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

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

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

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

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

(End of Page 23)

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

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

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

(End of Page 24)

Achieving Cost Savings through Telework

20. Since the last (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 25)

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

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

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

(End of Page 26)

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

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

(End of Page 27)

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

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

(End of Page 28)

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

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

(End of Page 29)

Best Practices and Success Stories

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

(End of Page 30)

Agency Management Efforts to Promote Telework

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

22. Consider **Fiscal Year 2021**. 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 2021** ? (Mark all that apply)

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

(End of Page 29)

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

To submit data, please go to the next page and select “submit”. A summary of the questions and your answers will appear after you choose submit – **be sure to print the summary for your records**. If you find that you made mistakes in entering the data, you will be able to get back

into this Data Call site to correct them. Just use the link and password you used to get in initially.

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

(End of Page 30)

Submit Survey

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

(End of Page 31)

Appendix 4. Detailed Methodology Description

Data for the 2022 Status of Telework in the Federal Government Report to Congress come from the 2021 OPM Telework Data Call and the 2021 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.

In 2021 some FEVS items were modified slightly to improve the interpretation or understanding of the most relevant workplace questions. 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 about participation in telework as a result of the COVID pandemic.

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 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 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 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

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.

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 (2017-2021) 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.

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

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

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 January 10, 2022, with an initial deadline February 11, 2022. 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 the opportunity to attend a virtual training or one-on-one support for accurately completing the data call. 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 2021 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 January/February 2022, while the FEVS was administered during the previous calendar year. Finally question wording varies by survey.

Appendix 5. List of Responding Agencies to the 2021 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
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Yes	No	No
Central Intelligence Agency	Yes	Yes	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	No
Committee for Purchase from People Who Are Blind or Severely Disabled	Yes	No	No	No
Commission on Fine Arts	Yes	Yes	No	No
Commodity Futures Trading Commission	Yes	Yes	No	No
Consumer Financial Protection Bureau	Yes	Yes	No	No
Consumer Product Safety Commission	Yes	Yes	No	No
Corporation for National and Community Service	Yes	Yes	No	No
Court Services and Offender Supervision Agency	Yes	Yes	No	No
Defense Nuclear Facilities Safety Board	Yes	No	No	No
Denali Commission	Yes	Yes	No	No
Department of Agriculture	Yes	Yes	Yes	Yes
Department of Commerce	Yes	Yes	Yes	Yes

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
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
Department of Veterans Affairs	Yes	Yes	Yes	No**
Election Assistance Commission	Yes	No	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

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Farm Credit System Insurance Corporation	Yes	No	No	No
Federal Communications Commission	Yes	No	No	No
Federal Deposit Insurance Corporation	Yes	Yes	No	No
Federal Election Commission	Yes	Yes	No	No
Federal Energy Regulatory Commission	Yes**	Yes	No	No
Federal Housing Finance Agency	Yes	Yes	No	No
Federal Labor Relations Authority	Yes	No	No	No
Federal Maritime Commission	Yes	Yes	No	No
Federal Mediation and Conciliation Service	Yes	Yes	No	No
Federal Mine Safety and Health Review Commission	Yes	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
Japan-United States Friendship Commission	Yes	Yes	No	No
Marine Mammal Commission	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Merit Systems Protection Board	Yes	Yes	No	No
Millennium Challenge Corporation	Yes	Yes	No	No
National Aeronautics and Space Administration	Yes	Yes	No	No
National Archives and Records Administration	Yes	Yes	No	No
National Capital Planning Commission	Yes	Yes	No	No
National Council on Disability	Yes	Yes	No	No
National Credit Union Administration	Yes	Yes	No	No
National Endowment for the Arts	Yes	Yes	No	No
National Endowment for the Humanities	Yes	Yes	No	No
National Indian Gaming Commission	Yes	No	No	No
National Labor Relations Board	Yes	Yes	No	No
National Mediation Board	Yes	No	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 Federal Housing Enterprise Oversight	Yes	No	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Office of Government Ethics	Yes	Yes	No	No
Office of Management and Budget (EOP)	No	Yes	No	No
Office of National Drug Control Policy (EOP)	No	Yes	No	No
Office of Navajo and Hopi Indian Relocation	Yes	Yes	No	No
Office of Personnel Management	Yes	Yes	No	No
Office of Science and Technology Policy (EOP)	No	Yes	No	No
Office of Special Counsel	Yes	Yes	No	No
Office of the Director of National Intelligence	No	Yes	Yes	No
Office of the United States Trade Representative (EOP)	No	Yes	No	No
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

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Small Business Administration	Yes	Yes	No	No
Social Security Administration	Yes	Yes	Yes	No***
Surface Transportation Board	No	Yes	No	No
Tennessee Valley Authority	Yes	Yes	No	No
Trade and Development Agency	Yes	No	No	No
U.S. Ability One Commission	No	Yes	No	No
U.S. Agency for Global Media	Yes	Yes	No	No
U.S. Commission on Civil Rights	Yes	Yes	No	No
U.S. International Development Finance Corporation	Yes	Yes	No	No
U.S. International Trade Commission	Yes	Yes	No	No
U.S. Holocaust Memorial Museum	Yes	No	No	No
Woodrow Wilson Center	Yes	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 Production and Conservation (FPAC)
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	Office of Hearings and Appeals (OHA)
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	FirstNet
Department of Commerce	Minority Business Development Agency (MBDA)
Department of Commerce	National Institute of Standards and Technology (NIST)
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)
Department of Commerce	National Technical Information Service (NTIS)
Department of Commerce	National Telecommunications and Information Administration (NTIA)
Department of Commerce	Office of the Inspector General
Department of Commerce	Office of the Secretary
Department of Commerce	U.S. Census Bureau
Department of Defense	Department of Air Force
Department of Defense	Department of Army
Department of Defense	Department of Navy
Department of Defense	Other Department of Defense
Department of Education	Edet-Office of English Language Acquisition (ET)
Department of Education	Federal Student Aid (EN)
Department of Education	Imm Office of Sec of Education (EA)
Department of Education	Institute of Education Sciences (ER)
Department of Education	National Assessment Governing Board (EZ)
Department of Education	Office For Civil Rights (EC)
Department of Education	Office of Career, Technical, and Adult Education (EV)

Agency	Subagency
Department of Education	Office of Communications and Outreach (EO)
Department of Education	Office of Elem and Sec Ed (ES)
Department of Education	Office of Inspector General (EF)
Department of Education	Office of Legis and Congressional Affairs (EJ)
Department of Education	Office of Finance and Operations (EK)
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 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 Medicare Hearings and Appeals
Department of Health and Human Services	Office of the Secretary
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration
Department of Homeland Security	DHS Headquarters
Department of Homeland Security	Federal Emergency Management Agency
Department of Homeland Security	Federal Law Enforcement Training Center
Department of Homeland Security	National Protection and Programs Directorate
Department of Homeland Security	Transportation Security Administration
Department of Homeland Security	US Citizenship and Immigration Services
Department of Homeland Security	US Coast Guard
Department of Homeland Security	US Customs and Border Protection
Department of Homeland Security	US Immigration and Customs Enforcement
Department of Homeland Security	US Secret Service
Department of Justice	Antitrust Division
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives
Department of Justice	Civil Division
Department of Justice	Civil Rights Division
Department of Justice	Criminal Division

Agency	Subagency
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	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	Wage and Hour Division (WHD)
Department of Labor	Women's Bureau (WB)
Department of Labor	Veterans Employment and Training Services (VETS)
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

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

Agency	Subagency
Department of Transportation	Great Lakes St. Lawrence Seaway Development Corporation

Appendix 7. Agency Telework Participation Data for 2021

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. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Access Board	28	28	-	-	-	28	100%	100%
Agency for International Development	4,202	4,202	-	-	-	4,097	98%	98%
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	13	13	-	-	-	13	100%	100%
Central Intelligence Agency	-	-	-	-	-	1,520	-	-
Chemical Safety and Hazard Investigation Board	29	12	-	-	-	20	167%	-
Commission for Fine Arts	12	12	-	-	-	12	100%	100%
Commodity Futures Trading Commission	679	679	-	-	-	676	100%	100%
Consumer Financial Protection Bureau	1,583	1,583	-	-	-	1,219	77%	77%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Consumer Product Safety Commission	540	410	-	-	-	459	112%	-
Corporation for National and Community Service	573	573	-	-	-	573	100%	100%
Court Services and Offender Supervision Agency	1,062	1,062	-	-	-	1,091	103%	103%
Denali Commission	14	14	-	-	-	14	100%	100%
Department of Agriculture	85,776	-	19918	-	23%	-	-	-
Department of Commerce	50,600	-	-	-	-	28,255	-	56%
Department of Defense	831,790	380,050	-	-	-	363,321	96%	44%
Department of Education	4,176	4,166	3801	91%	91%	-	-	-
Department of Energy	13,894	11,358	-	-	-	9,127	80%	66%
Department of Health and Human Services	78,403	65,498	-	-	-	56,667	87%	72%
Department of Homeland Security	214,364	-	-	-	-	99,421	-	46%
Department of Housing and Urban Development	7,467	6,741	-	-	-	7,087	105%	95%
Department of Justice	118,595	43,317	-	-	-	36,373	84%	31%
Department of Labor	14,137	14,079	-	-	-	14,079	100%	-
Department of State	15,764	14,030	-	-	-	14,030	100%	89%
Department of the Interior	75,187	62,838	-	-	-	54,123	86%	72%
Department of the Treasury	96,595	83,168	-	-	-	87,008	105%	90%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Transportation	53,862	36,624	-	-	-	37,928	104%	70%
Department of Veterans Affairs	427,815	87,025	-	-	-	75,147	86%	18%
Environmental Protection Agency	14,465	-	-	-	-	15,341	-	106%
Equal Employment Opportunity Commission	2,110	2,110	-	-	-	2,110	100%	100%
Executive Office of the President(Science and Technology)	20	20	20	100%	100%	-	-	-
Export-Import Bank of the United States	400	400	-	-	-	373	93%	93%
Farm Credit Administration	330	330	-	-	-	330	100%	100%
Federal Deposit Insurance Corporation	6,036	6,036	-	-	-	6,371	106%	-
Federal Election Commission	304	299	-	-	-	299	100%	98%
Federal Energy Regulatory Commission	1,596	1,596	-	-	-	1,584	99%	99%
Federal Housing Finance Agency	693	693	-	-	-	693	100%	100%
Federal Labor Relations Authority	128	-	-	-	-	128	-	100%
Federal Maritime Commission	120	115	-	-	-	115	100%	96%
Federal Mediation and Conciliation Service	213	210	-	-	-	210	100%	99%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Federal Mine Safety and Health Review Commission	60	60	-	-	-	60	100%	100%
Federal Retirement Thrift Investment Board	275	270	275	102%	100%	-	-	-
Federal Trade Commission	1,110	-	-	-	-	1,110	-	100%
General Services Administration	11,758	11,728	-	-	-	11,516	98%	-
Institute of Museum and Library Services	67	67	-	-	-	67	100%	100%
Japan-United States Friendship Commission	4	4	-	-	-	4	100%	100%
Marine Mammal Commission	13	12	-	-	-	12	100%	92%
Merit Systems Protection Board	199	159	-	-	-	216	136%	109%
Millennium Challenge Corporation	316	287	-	-	-	287	100%	91%
National Aeronautics and Space Administration	18,351	18,076	15639	87%	85%	-	-	-
National Archives and Records Administration	2,572	2,572	-	-	-	2,372	92%	92%
National Capital Planning Commission	32	32	-	-	-	34	106%	106%
National Council on Disability	11	11	-	-	-	10	91%	91%
National Credit Union Administration	1,164	530	-	-	-	530	100%	46%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
National Endowment for the Arts	152	152	-	-	-	152	100%	100%
National Endowment for the Humanities	212	212	-	-	-	164	77%	77%
National Labor Relations Board	1,218	1,215	1,093	90%	90%	-	-	-
National Science Foundation	1,617	1,617	-	-	-	1,587	98%	98%
National Transportation Safety Board	399	399	-	-	-	399	100%	100%
Nuclear Regulatory Commission	2,681	2,678	-	-	-	2,861	107%	107%
Nuclear Waste Technical Review Board	18	12	-	-	-	12	100%	67%
Occupational Safety and Health Review Commission	49	53	-	-	-	49	92%	100%
Office of Government Ethics	74	74	-	-	-	74	100%	100%
Office of Management and Budget (EOP)	648	648	-	-	-	588	91%	91%
Office of National Drug Control Policy	60	60	-	-	-	57	95%	95%
Office of Navajo and Hopi Indian Relocation	18	18	-	-	-	18	100%	100%
Office of Personnel Management	2,538	2,478	2013	81%	79%	-	-	-
Office of the Director of National Intelligence	1,272	945	-	-	-	43	5%	3%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Office of the United States Trade Representative (EOP)	237	237	-	-	-	237	100%	100%
Patent and Trademark Office	13,017	12,287	-	-	-	10,943	89%	-
Peace Corps	935	935	-	-	-	935	100%	100%
Pension Benefit Guaranty Corporation	919	919	-	-	-	981	107%	107%
Postal Regulatory Commission	74	74	-	-	-	74	100%	100%
Privacy and Civil Liberties Oversight Board	28	28	-	-	-	32	114%	114%
Railroad Retirement Board	807	491	-	-	-	793	162%	98%
Securities and Exchange Commission	4,542	4,535	-	-	-	4,535	100%	100%
Small Business Administration	9,995	-	-	-	-	10,174	-	102%
Social Security Administration	59,560	58,369	-	-	-	57,389	98%	96%
Surface Transportation Board	118	111	-	-	-	116	105%	98%
Tennessee Valley Authority	10,192	3,906	-	-	-	3,974	102%	39%
U.S. Ability One	32	32	-	-	-	32	100%	100%
U.S. Commission on Civil Rights	38	38	40	105%	105%	-	-	-

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
U.S. International Trade Commission	448	441	-	-	-	440	100%	-
U.S. Office of Special Counsel	140	140	-	-	-	140	100%	100%
U.S. International Development Finance Corporation	416	413	-	-	-	408	99%	98%

Appendix 8. Agency Telework Frequency Data for 2021

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 2021					September 2022				
	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	-	28 (100%)	-	28 (100%)	-	-	-	-	-	-
Agency for International Development	3929 (94%)	168 (4%)	-	-	-	-	-	-	-	-
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	13 (100%)	0 (0%)	0 (0%)	0 (0%)	13 (100%)	-	-	-	-	-
Central Intelligence Agency	-	-	-	-	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	20 (69%)	0 (0%)	0 (0%)	20 (69%)	19 (66%)	-	-	-	-	-
Commission for Fine Arts	12 (100%)	-	-	12 (100%)	0 (0%)	-	-	-	-	-
Commodity Futures Trading Commission	676 (100%)	-	-	676 (100%)	-	-	-	-	-	-
Consumer Financial Protection Bureau	1165 (74%)	23 (1%)	31 (2%)	1175 (74%)	497 (31%)	-	-	-	-	-

Agency	FY 2021					September 2022				
	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	382 (71%)	2 (0%)	0 (0%)	0 (0%)	135 (25%)	-	-	-	-	-
Corporation for National and Community Service	573 (100%)	-	-	573 (100%)	573 (100%)	-	-	-	-	-
Court Services and Offender Supervision Agency	1024 (96%)	67 (6%)	-	1091 (103%)	0 (0%)	-	-	-	-	-
Denali Commission	14 (100%)	0 (0%)	0 (0%)	14 (100%)	14 (100%)	-	-	-	-	-
Department of Agriculture	-	-	-	-	-	17645 (21%)	2273 (3%)	0 (0%)	-	-
Department of Commerce	13217 (26%)	8699 (17%)	3453 (7%)	26365 (52%)	7528 (15%)	-	-	-	-	-
Department of Defense	172640 (21%)	34927 (4%)	16714 (2%)	274090 (33%)	5550 (1%)	-	-	-	-	-
Department of Education	-	-	-	-	-	328 (8%)	1091 (26%)	173 (4%)	3616 (87%)	-
Department of Energy	-	-	-	9127 (66%)	-	-	-	-	-	-
Department of Health and Human Services	33270 (42%)	8600 (11%)	-	23795 (30%)	-	-	-	-	-	-
Department of Homeland Security	66205 (31%)	19617 (9%)	2295 (1%)	11304 (5%)	-	-	-	-	-	-
Department of Housing and Urban Development	3256 (44%)	1119 (15%)	-	6377 (85%)	-	-	-	-	-	-
Department of Justice	4959 (4%)	2147 (2%)	4477 (4%)	19361 (16%)	12739 (11%)	-	-	-	-	-

Agency	FY 2021					September 2022				
	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	13982 (99%)	97 (1%)	-	-	-	-	-	-	-	-
Department of State	-	-	-	14030 (89%)	230 (1%)	-	-	-	-	-
Department of the Interior	52485 (70%)	1638 (2%)	-	2798 (4%)	595 (1%)	-	-	-	-	-
Department of the Treasury	47277 (49%)	3058 (3%)	1038 (1%)	48930 (51%)	554 (1%)	-	-	-	-	-
Department of Transportation	7602 (14%)	2915 (5%)	858 (2%)	34166 (63%)	680 (1%)	-	-	-	-	-
Department of Veterans Affairs	27757 (6%)	4077 (1%)	195 (0%)	75147 (18%)	8581 (2%)	-	-	-	-	-
Environmental Protection Agency	-	-	-	15285 (106%)	235 (2%)	-	-	-	-	-
Equal Employment Opportunity Commission	1896 (90%)	209 (10%)	5 (0%)	5 (0%)	-	-	-	-	-	-
Executive Office of the President(Science and Technology)	-	-	-	-	-	-	-	-	-	-
Export-Import Bank of the United States	373 (93%)	-	-	-	7 (2%)	-	-	-	-	-
Farm Credit Administration	330 (100%)	-	-	330 (100%)	330 (100%)	-	-	-	-	-
Federal Deposit Insurance Corporation	949 (16%)	455 (8%)	-	6143 (102%)	-	-	-	-	-	-
Federal Election Commission	299 (98%)	0 (0%)	0 (0%)	299 (98%)	0 (0%)	-	-	-	-	-

Agency	FY 2021					September 2022				
	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 Energy Regulatory Commission	771 (48%)	279 (17%)	-	1580 (99%)	4 (0%)	-	-	-	-	-
Federal Housing Finance Agency	-	-	-	693 (100%)	-	-	-	-	-	-
Federal Labor Relations Authority	128 (100%)	0 (0%)	0 (0%)	128 (100%)	-	-	-	-	-	-
Federal Maritime Commission	14 (12%)	19 (16%)	0 (0%)	101 (84%)	-	-	-	-	-	-
Federal Mediation and Conciliation Service	-	-	-	-	210 (99%)	-	-	-	-	-
Federal Mine Safety and Health Review Commission	0 (0%)	4 (7%)	0 (0%)	60 (100%)	4 (7%)	-	-	-	-	-
Federal Retirement Thrift Investment Board	-	-	-	-	-	275 (100%)	-	-	275 (100%)	-
Federal Trade Commission	1110 (100%)	0 (0%)	0 (0%)	1110 (100%)	-	-	-	-	-	-
General Services Administration	11028 (94%)	1715 (15%)	229 (2%)	11387 (97%)	5068 (43%)	-	-	-	-	-
Institute of Museum and Library Services	67 (100%)	67 (100%)	67 (100%)	67 (100%)	-	-	-	-	-	-
Japan-United States Friendship Commission	4 (100%)	1 (25%)	0 (0%)	0 (0%)	0 (0%)	-	-	-	-	-
Marine Mammal Commission	0 (0%)	0 (0%)	0 (0%)	12 (92%)	1 (8%)	-	-	-	-	-

Agency	FY 2021					September 2022				
	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
Merit Systems Protection Board	215 (108%)	1 (1%)	0 (0%)	39 (20%)	0 (0%)	-	-	-	-	-
Millennium Challenge Corporation	0 (0%)	0 (0%)	0 (0%)	287 (91%)	0 (0%)	-	-	-	-	-
National Aeronautics and Space Administration	-	-	-	-	-	2758 (15%)	32 (0%)	-	12849 (70%)	139 (1%)
National Archives and Records Administration	1972 (77%)	400 (16%)	0 (0%)	0 (0%)	6 (0%)	-	-	-	-	-
National Capital Planning Commission	34 (106%)	-	-	-	0 (0%)	-	-	-	-	-
National Council on Disability	0 (0%)	0 (0%)	0 (0%)	10 (91%)	0 (0%)	-	-	-	-	-
National Credit Union Administration	528 (45%)	0 (0%)	2 (0%)	409 (35%)	121 (10%)	-	-	-	-	-
National Endowment for the Arts	0 (0%)	0 (0%)	0 (0%)	152 (100%)	0 (0%)	-	-	-	-	-
National Endowment for the Humanities	23 (11%)	-	0 (0%)	212 (100%)	23 (11%)	-	-	-	-	-
National Labor Relations Board	-	-	-	-	-	185 (15%)	473 (39%)	27 (2%)	974 (80%)	3 (0%)
National Science Foundation	448 (28%)	247 (15%)	150 (9%)	1573 (97%)	85 (5%)	-	-	-	-	-

Agency	FY 2021					September 2022				
	3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers
National Transportation Safety Board	399 (100%)	-	-	399 (100%)	104 (26%)	-	-	-	-	-
Nuclear Regulatory Commission	2678 (100%)	0 (0%)	0 (0%)	2747 (102%)	114 (4%)	-	-	-	-	-
Nuclear Waste Technical Review Board	-	1 (6%)	-	12 (67%)	0 (0%)	-	-	-	-	-
Occupational Safety and Health Review Commission	49 (100%)	-	-	49 (100%)	49 (100%)	-	-	-	-	-
Office of Government Ethics	74 (100%)	-	-	74 (100%)	1 (1%)	-	-	-	-	-
Office of Management and Budget (EOP)	-	-	-	588 (91%)	8 (1%)	-	-	-	-	-
Office of National Drug Control Policy	57 (95%)	0 (0%)	3 (5%)	57 (95%)	3 (5%)	-	-	-	-	-
Office of Navajo and Hopi Indian Relocation	12 (67%)	-	-	6 (33%)	0 (0%)	-	-	-	-	-
Office of Personnel Management	-	-	-	-	-	985 (39%)	363 (14%)	-	1656 (65%)	343 (14%)
Office of the Director of National Intelligence	0 (0%)	2 (0%)	8 (1%)	33 (3%)	-	-	-	-	-	-
Office of the United States Trade Representative (EOP)	-	-	-	237 (100%)	-	-	-	-	-	-

Agency	FY 2021					September 2022				
	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
Patent and Trademark Office	2685 (21%)	569 (4%)	-	5623 (43%)	7394 (57%)	-	-	-	-	-
Peace Corps	0 (0%)	0 (0%)	0 (0%)	935 (100%)	-	-	-	-	-	-
Pension Benefit Guaranty Corporation	413 (45%)	147 (16%)	70 (8%)	947 (103%)	19 (2%)	-	-	-	-	-
Postal Regulatory Commission	74 (100%)	-	-	0 (0%)	7 (9%)	-	-	-	-	-
Privacy and Civil Liberties Oversight Board	-	32 (114%)	-	32 (114%)	0 (0%)	-	-	-	-	-
Railroad Retirement Board	266 (33%)	90 (11%)	8 (1%)	150 (19%)	6 (1%)	-	-	-	-	-
Securities and Exchange Commission	2355 (52%)	519 (11%)	0 (0%)	4535 (100%)	55 (1%)	-	-	-	-	-
Small Business Administration	2552 (26%)	511 (5%)	0 (0%)	7111 (71%)	6476 (65%)	-	-	-	-	-
Social Security Administration	56389 (95%)	1000 (2%)	0 (0%)	57389 (96%)	165 (0%)	-	-	-	-	-
Surface Transportation Board	116 (98%)	-	-	-	-	-	-	-	-	-
Tennessee Valley Authority	3974 (39%)	0 (0%)	0 (0%)	3974 (39%)	0 (0%)	-	-	-	-	-
U.S. Ability One	32 (100%)	-	-	-	1 (3%)	-	-	-	-	-
U.S. Commission on Civil Rights	8 (21%)	2 (5%)	0 (0%)	30 (79%)	-	9 (24%)	7 (18%)	-	15 (39%)	-

Agency	FY 2021					September 2022				
	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. International Trade Commission	440 (98%)	0 (0%)	0 (0%)	440 (98%)	6 (1%)	-	-	-	-	-
U.S. Office of Special Counsel	140 (100%)	0 (0%)	0 (0%)	0 (0%)	34 (24%)	-	-	-	-	-
U.S. International Development Finance Corporation	29 (7%)	72 (17%)	4 (1%)	383 (92%)	20 (5%)	-	-	-	-	-

Appendix 9. Subagency Telework Participation Data for 2021

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department	U.S. AbilityOne Commission	32	32	-	-	-	32	100%	100%
Department of Agriculture	Departmental Administration (DA/DM)	433	415	345	83%	80%	-	-	-
Department of Agriculture	Farm Production and Conservation (FPAC)	22,359	21,683	-	-	-	16,769	77%	75%
Department of Agriculture	Food Safety (FS)	8,744	1,694	-	-	-	1,016	60%	12%
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	1,037	1,037	1037	100%	100%	-	-	-
Department of Agriculture	Marketing and Regulatory Programs (MRP)	12,663	6,531	-	-	-	6,531	100%	52%
Department of Agriculture	Office of Hearings and Appeals (OHA)	70	70	-	-	-	70	100%	100%
Department of Agriculture	Natural Resources and Environment (NRE)	35,159	22,398	-	-	-	-	-	-
Department of Agriculture	Office of the Chief Information Officer (OCFO)	2,264	2,264	-	-	-	2,264	100%	100%
Department of Agriculture	Office of the General Counsel (OGC)	243	243	-	-	-	243	100%	100%
Department of Agriculture	Office of Inspector General (OIG)	421	421	-	-	-	421	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	107	107	-	-	-	105	98%	98%
Department of Agriculture	Research, Education and Economics (REE)	8,381	8,381	-	-	-	8,381	100%	100%
Department of Agriculture	Rural Development (RD)	4,621	4,291	4291	100%	93%	-	-	-
Department of Commerce	Bureau of Economic Analysis	460	-	-	-	-	495	-	108%
Department of Commerce	Bureau of Industry and Security	386	-	-	-	-	293	-	76%
Department of Commerce	Economic Development Administration (EDA)	281	-	-	-	-	270	-	96%
Department of Commerce	International Trade Administration (ITA)	1,403	-	-	-	-	1,497	-	107%
Department of Commerce	FirstNet	209	-	-	-	-	-	-	-
Department of Commerce	Minority Business Development Agency (MBDA)	37	-	-	-	-	52	-	141%
Department of Commerce	National Institute of Standards and Technology (NIST)	3,378	-	-	-	-	3,502	-	104%
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,850	-	-	-	-	8,347	-	70%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Commerce	National Technical Information Service (NTIS)	40	-	-	-	-	45	-	113%
Department of Commerce	National Telecommunications and Information Administration (NTIA)	496	-	-	-	-	467	-	94%
Department of Commerce	Office of the Inspector General	183	-	-	-	-	200	-	109%
Department of Commerce	Office of the Secretary	941	-	-	-	-	1,021	-	109%
Department of Commerce	U.S. Census Bureau	18,181	-	-	-	-	8,487	-	47%
Department of Defense	Department of Air Force	187,453	68,016	-	-	-	56,058	82%	30%
Department of Defense	Department of Army	263,813	144,732	-	-	-	129,041	89%	49%
Department of Defense	Department of Navy	248,780	90,313	-	-	-	94,887	105%	38%
Department of Defense	Other Department of Defense	131,744	76,989	-	-	-	83,335	108%	63%
Department of Education	Edet-Office of English Language Acquisition (ET)	15	15	15	100%	100%	15	100%	100%
Department of Education	Federal Student Aid (EN)	1,416	1,413	1364	97%	96%	-	-	-
Department of Education	Imm Office of Sec of Education (EA)	93	93	91	98%	98%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Education	Institute of Education Sciences (ER)	164	163	140	86%	85%	-	-	-
Department of Education	National Assessment Governing Board (EZ)	36	36	10	28%	28%	-	-	-
Department of Education	Office For Civil Rights (EC)	569	568	524	92%	92%	-	-	-
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)	114	114	82	72%	72%	-	-	-
Department of Education	Office of Elem and Sec Ed (ES)	284	283	232	82%	82%	-	-	-
Department of Education	Office of Inspector General (EF)	239	236	214	91%	90%	-	-	-
Department of Education	Office of Legis and Congressional Affairs (EJ)	18	18	17	94%	94%	-	-	-
Department of Education	Office of Finance and Operations (EK)	471	471	422	90%	90%	471	100%	100%
Department of Education	Office of Planning, Eval and Policy Develop (ED)	68	68	61	90%	90%	-	-	-
Department of Education	Office of Postsecondary Education (EP)	206	206	181	88%	88%	-	-	-
Department of Education	Office of Spec Ed and Rehab Serv (EH)	191	189	178	94%	93%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Education	Office of The Chief Information Officer (EI)	102	102	96	94%	94%	-	-	-
Department of Education	Office of The General Counsel (EG)	111	111	102	92%	92%	-	-	-
Department of Education	Office of The Under Secretary (EE)	15	15	14	93%	93%	-	-	-
Department of Energy	National Nuclear Security Administration	2,718	1,712	-	-	-	1,712	100%	63%
Department of Health and Human Services	Administration for Children and Families	1,451	1,451	-	-	-	1,451	100%	100%
Department of Health and Human Services	Administration on Community Living	179	179	-	-	-	179	100%	100%
Department of Health and Human Services	Agency for Health Care Research and Quality	277	271	-	-	-	237	87%	86%
Department of Health and Human Services	Centers for Disease Control and Prevention	13,232	12,328	-	-	-	10,150	82%	77%
Department of Health and Human Services	Centers for Medicare and Medicaid Services	6,263	6,263	-	-	-	4,068	65%	65%
Department of Health and Human Services	Food and Drug Administration	17,323	16,455	-	-	-	15,094	92%	87%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Health and Human Services	Health Resources and Services Administration	2,364	2,361	-	-	-	2,355	100%	100%
Department of Health and Human Services	Indian Health Service	12,123	2,668	-	-	-	2,117	79%	17%
Department of Health and Human Services	National Institutes of Health	19,394	17,727	-	-	-	15,558	88%	80%
Department of Health and Human Services	Office of the Inspector General	1,632	1,632	-	-	-	1,632	100%	100%
Department of Health and Human Services	Office of Medicare Hearings and Appeals	865	865	-	-	-	864	100%	100%
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	494	494	-	-	-	217	44%	44%
Department of Homeland Security	DHS Headquarters	6,391	-	-	-	-	5,367	-	84%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Homeland Security	Federal Emergency Management Agency	22,602	-	-	-	-	15,117	-	67%
Department of Homeland Security	Federal Law Enforcement Training Center	1,296	-	-	-	-	1,190	-	92%
Department of Homeland Security	National Protection and Programs Directorate	2,420	-	-	-	-	2,129	-	88%
Department of Homeland Security	Transportation Security Administration	61,480	-	-	-	-	11,457	-	19%
Department of Homeland Security	US Citizenship and Immigration Services	18,157	-	-	-	-	18,555	-	102%
Department of Homeland Security	US Coast Guard	9,097	-	-	-	-	6,381	-	70%
Department of Homeland Security	US Customs and Border Protection	64,219	-	-	-	-	16,810	-	26%
Department of Homeland Security	US Immigration and Customs Enforcement	20,796	-	-	-	-	17,886	-	86%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Homeland Security	US Secret Service	7,906	-	-	-	-	4,529	-	57%
Department of Justice	Antitrust Division	671	671	-	-	-	671	100%	100%
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	5,103	2,768	-	-	-	2,418	87%	47%
Department of Justice	Civil Division	1,407	1,405	-	-	-	1,417	101%	101%
Department of Justice	Civil Rights Division	598	598	-	-	-	598	100%	100%
Department of Justice	Criminal Division	1,113	-	862	-	77%	-	-	-
Department of Justice	Drug Enforcement Administration	9,156	-	-	-	-	7,104	-	78%
Department of Justice	Environment and Natural Resources Division	584	546	-	-	-	546	100%	93%
Department of Justice	Federal Bureau of Investigation	38,030	23,416	-	-	-	140	1%	0%
Department of Justice	Federal Bureau of Prisons	37,455	2,254	-	-	-	1,950	87%	5%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Justice	Justice Management Division Offices Boards and Divisions	2,744	2,744	-	-	-	1,857	68%	68%
Department of Justice	Office of Justice Programs	620	620	-	-	-	620	100%	100%
Department of Justice	Tax Division	480	480	-	-	-	448	93%	93%
Department of Justice	US Marshals Service	5,407	4,930	-	-	-	3,842	78%	71%
Department of Justice	Executive Office for Immigration Review	2,380	2,380	-	-	-	2,236	94%	94%
Department of Justice	Executive Office for the US Attorneys	12,045	-	-	-	-	12,031	-	100%
Department of Labor	Adjudicatory Boards	97	97	-	-	-	97	100%	100%
Department of Labor	Bureau of International Labor Affairs (ILAB)	138	138	-	-	-	138	100%	100%
Department of Labor	Bureau of Labor Statistics (BLS)	2,225	2,217	-	-	-	2,217	100%	100%
Department of Labor	Employee Benefits Security Administration (EBSA)	819	805	-	-	-	805	100%	98%
Department of Labor	Employment and Training Administration (ETA)	986	986	-	-	-	986	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Labor	Mine Safety and Health Administration (MSHA)	1,679	1,671	-	-	-	1,583	95%	94%
Department of Labor	Occupational Safety and Health Administration (OSHA)	1,830	1,830	-	-	-	1,830	100%	100%
Department of Labor	Office of Administrative Law Judges (OALJ)	151	151	-	-	-	151	100%	100%
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	14	14	-	-	-	14	100%	100%
Department of Labor	Office of Disability Employment Policy (ODEP)	55	55	-	-	-	55	100%	100%
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	416	416	-	-	-	416	100%	100%
Department of Labor	Office of Labor-Management Standards (OLMS)	191	179	-	-	-	179	100%	94%
Department of Labor	Office of Public Affairs (OPA)	47	47	-	-	-	47	100%	100%

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Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	1,130	1,120	-	-	-	1,120	100%	99%
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	44	44	-	-	-	44	100%	100%
Department of Labor	Office of the Chief Financial Officer (OCFO)	89	89	-	-	-	89	100%	100%
Department of Labor	Office of the Inspector General (OIG)	318	317	-	-	-	317	100%	100%
Department of Labor	Office of the Secretary (OSEC)	62	62	-	-	-	62	100%	100%
Department of Labor	Office of the Solicitor (SOL)	617	617	-	-	-	617	100%	100%
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,417	1,415	-	-	-	1,415	100%	100%
Department of Labor	Wage and Hour Division (WHD)	1,539	1,536	-	-	-	1,536	100%	100%
Department of Labor	Women's Bureau (WB)	43	43	-	-	-	43	100%	100%
Department of State	International Boundary and Water Commission: United States and Mexico	236	98	-	-	-	98	100%	42%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of State	International Boundary Commission: United States and Canada	7	6	-	-	-	6	100%	86%
Department of State	International Joint Commission: United States and Canada	15	15	-	-	-	15	100%	100%
Department of the Interior	Bureau of Indian Affairs	4,285	3,680	-	-	-	2,954	80%	69%
Department of the Interior	Bureau of Land Management	12,040	10,388	-	-	-	8,460	81%	70%
Department of the Interior	Bureau of Ocean Energy Management	628	628	-	-	-	656	104%	104%
Department of the Interior	Bureau of Reclamation	5,741	5,327	-	-	-	4,802	90%	84%
Department of the Interior	Bureau of Safety and Environmental Enforcement	837	837	-	-	-	884	106%	106%
Department of the Interior	Fish and Wildlife Service	9,410	9,236	-	-	-	7,680	83%	82%
Department of the Interior	National Park Service	25,113	15,754	-	-	-	12,246	78%	49%
Department of the Interior	Office Natural Resource Revenue	607	607	-	-	-	610	100%	100%
Department of the Interior	Office Of Indian Ed Programs	3,394	3,371	-	-	-	2,893	86%	85%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of the Interior	Office Of Surface Mining, Reclamation & Enf	383	383	-	-	-	394	103%	103%
Department of the Interior	Office Of The Inspector General	288	288	-	-	-	307	107%	107%
Department of the Interior	Office Of The Sec, IBC	926	913	-	-	-	919	101%	99%
Department of the Interior	Office Of The Secretary Of The Interior	1,545	1,543	-	-	-	1,644	107%	106%
Department of the Interior	Office Of The Solicitor	593	593	-	-	-	611	103%	103%
Department of the Interior	Office of the Special Trustee	375	375	-	-	-	447	119%	119%
Department of the Interior	OS, Asst Sec Indian Affairs	196	195	-	-	-	216	111%	110%
Department of the Interior	U.S. Geological Survey	8,826	8,720	-	-	-	8,353	96%	95%
Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,851	754	-	-	-	654	87%	35%
Department of the Treasury	Bureau of the Fiscal Service (BFS)	3,634	3,526	-	-	-	3,598	102%	99%
Department of the Treasury	Departmental Offices	2,178	2,116	-	-	-	1,867	88%	86%
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	334	320	-	-	-	315	98%	94%
Department of the Treasury	Internal Revenue Service (IRS)	79,484	68,273	-	-	-	72,403	106%	91%

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Department of the Treasury	IRS Chief Counsel	2,144	2,144	-	-	-	2,293	107%	107%
Department of the Treasury	Office of Inspector General (OIG)	220	212	-	-	-	219	103%	100%
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	3,822	3,822	-	-	-	3,744	98%	98%
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	63	63	-	-	-	63	100%	100%
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	519	515	-	-	-	506	98%	97%
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	732	727	-	-	-	758	104%	104%
Department of the Treasury	U.S. Mint	1,614	696	-	-	-	588	84%	36%
Department of Transportation	Federal Aviation Administration	44,586	27,749	-	-	-	29,512	106%	66%
Department of Transportation	Federal Highway Administration	2,726	2,572	-	-	-	2,556	99%	94%
Department of Transportation	Federal Motor Carrier Safety Administration	1,118	1,113	-	-	-	1,152	104%	103%
Department of Transportation	Federal Railroad Administration	864	864	-	-	-	529	61%	61%

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Department of Transportation	Federal Transit Administration	652	651	-	-	-	651	100%	100%
Department of Transportation	Maritime Administration	755	616	-	-	-	516	84%	68%
Department of Transportation	National Highway Traffic Safety Administration	602	602	-	-	-	602	100%	100%
Department of Transportation	Office of Inspector General	388	388	-	-	-	393	101%	101%
Department of Transportation	Office of Secretary of Transportation	1,489	1,468	-	-	-	1,420	97%	95%
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	555	555	-	-	-	555	100%	100%
Department of Transportation	Great Lakes St. Lawrence Seaway Development Corporation	127	46	-	-	-	42	91%	33%
Department of Labor	Veterans Employment and Training Services (VETS)	230	230	-	-	-	230	100%	100%

Appendix 10. Subagency Telework Frequency Data for 2021

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	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department	U.S. AbilityOne Commission	32	32	-	-	-	32	100%	100%
Department of Agriculture	Departmental Administration (DA/DM)	433	415	345	83%	80%	-	-	-
Department of Agriculture	Farm Production and Conservation (FPAC)	22,359	21,683	-	-	-	16,769	77%	75%
Department of Agriculture	Food Safety (FS)	8,744	1,694	-	-	-	1,016	60%	12%
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	1,037	1,037	1037	100%	100%	-	-	-
Department of Agriculture	Marketing and Regulatory Programs (MRP)	12,663	6,531	-	-	-	6,531	100%	52%
Department of Agriculture	Office of Hearings and Appeals (OHA)	70	70	-	-	-	70	100%	100%
Department of Agriculture	Natural Resources and Environment (NRE)	35,159	22,398	-	-	-	-	-	-
Department of Agriculture	Office of the Chief Information Officer (OCFO)	2,264	2,264	-	-	-	2,264	100%	100%
Department of Agriculture	Office of the General Counsel (OGC)	243	243	-	-	-	243	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Agriculture	Office of Inspector General (OIG)	421	421	-	-	-	421	100%	100%
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	107	107	-	-	-	105	98%	98%
Department of Agriculture	Research, Education and Economics (REE)	8,381	8,381	-	-	-	8,381	100%	100%
Department of Agriculture	Rural Development (RD)	4,621	4,291	4291	100%	93%	-	-	-
Department of Commerce	Bureau of Economic Analysis	460	-	-	-	-	495	-	108%
Department of Commerce	Bureau of Industry and Security	386	-	-	-	-	293	-	76%
Department of Commerce	Economic Development Administration (EDA)	281	-	-	-	-	270	-	96%
Department of Commerce	International Trade Administration (ITA)	1,403	-	-	-	-	1,497	-	107%
Department of Commerce	FirstNet	209	-	-	-	-	-	-	-
Department of Commerce	Minority Business Development Agency (MBDA)	37	-	-	-	-	52	-	141%
Department of Commerce	National Institute of Standards and Technology (NIST)	3,378	-	-	-	-	3,502	-	104%

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Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,850	-	-	-	-	8,347	-	70%
Department of Commerce	National Technical Information Service (NTIS)	40	-	-	-	-	45	-	113%
Department of Commerce	National Telecommunications and Information Administration (NTIA)	496	-	-	-	-	467	-	94%
Department of Commerce	Office of the Inspector General	183	-	-	-	-	200	-	109%
Department of Commerce	Office of the Secretary	941	-	-	-	-	1,021	-	109%
Department of Commerce	U.S. Census Bureau	18,181	-	-	-	-	8,487	-	47%
Department of Defense	Department of Air Force	187,453	68,016	-	-	-	56,058	82%	30%
Department of Defense	Department of Army	263,813	144,732	-	-	-	129,041	89%	49%
Department of Defense	Department of Navy	248,780	90,313	-	-	-	94,887	105%	38%
Department of Defense	Other Department of Defense	131,744	76,989	-	-	-	83,335	108%	63%
Department of Education	Edet-Office of English Language Acquisition (ET)	15	15	15	100%	100%	15	100%	100%

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Department of Education	Federal Student Aid (EN)	1,416	1,413	1364	97%	96%	-	-	-
Department of Education	Imm Office of Sec of Education (EA)	93	93	91	98%	98%	-	-	-
Department of Education	Institute of Education Sciences (ER)	164	163	140	86%	85%	-	-	-
Department of Education	National Assessment Governing Board (EZ)	36	36	10	28%	28%	-	-	-
Department of Education	Office For Civil Rights (EC)	569	568	524	92%	92%	-	-	-
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)	114	114	82	72%	72%	-	-	-
Department of Education	Office of Elem and Sec Ed (ES)	284	283	232	82%	82%	-	-	-
Department of Education	Office of Inspector General (EF)	239	236	214	91%	90%	-	-	-
Department of Education	Office of Legis and Congressional Affairs (EJ)	18	18	17	94%	94%	-	-	-
Department of Education	Office of Finance and Operations (EK)	471	471	422	90%	90%	471	100%	100%
Department of Education	Office of Planning, Eval and Policy Develop (ED)	68	68	61	90%	90%	-	-	-

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Department of Education	Office of Postsecondary Education (EP)	206	206	181	88%	88%	-	-	-
Department of Education	Office of Spec Ed and Rehab Serv (EH)	191	189	178	94%	93%	-	-	-
Department of Education	Office of The Chief Information Officer (EI)	102	102	96	94%	94%	-	-	-
Department of Education	Office of The General Counsel (EG)	111	111	102	92%	92%	-	-	-
Department of Education	Office of The Under Secretary (EE)	15	15	14	93%	93%	-	-	-
Department of Energy	National Nuclear Security Administration	2,718	1,712	-	-	-	1,712	100%	63%
Department of Health and Human Services	Administration for Children and Families	1,451	1,451	-	-	-	1,451	100%	100%
Department of Health and Human Services	Administration on Community Living	179	179	-	-	-	179	100%	100%
Department of Health and Human Services	Agency for Health Care Research and Quality	277	271	-	-	-	237	87%	86%
Department of Health and Human Services	Centers for Disease Control and Prevention	13,232	12,328	-	-	-	10,150	82%	77%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Health and Human Services	Centers for Medicare and Medicaid Services	6,263	6,263	-	-	-	4,068	65%	65%
Department of Health and Human Services	Food and Drug Administration	17,323	16,455	-	-	-	15,094	92%	87%
Department of Health and Human Services	Health Resources and Services Administration	2,364	2,361	-	-	-	2,355	100%	100%
Department of Health and Human Services	Indian Health Service	12,123	2,668	-	-	-	2,117	79%	17%
Department of Health and Human Services	National Institutes of Health	19,394	17,727	-	-	-	15,558	88%	80%
Department of Health and Human Services	Office of the Inspector General	1,632	1,632	-	-	-	1,632	100%	100%
Department of Health and Human Services	Office of Medicare Hearings and Appeals	865	865	-	-	-	864	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	494	494	-	-	-	217	44%	44%
Department of Homeland Security	DHS Headquarters	6,391	-	-	-	-	5,367	-	84%
Department of Homeland Security	Federal Emergency Management Agency	22,602	-	-	-	-	15,117	-	67%
Department of Homeland Security	Federal Law Enforcement Training Center	1,296	-	-	-	-	1,190	-	92%
Department of Homeland Security	National Protection and Programs Directorate	2,420	-	-	-	-	2,129	-	88%
Department of Homeland Security	Transportation Security Administration	61,480	-	-	-	-	11,457	-	19%
Department of Homeland Security	US Citizenship and Immigration Services	18,157	-	-	-	-	18,555	-	102%
Department of Homeland Security	US Coast Guard	9,097	-	-	-	-	6,381	-	70%

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Department of Homeland Security	US Customs and Border Protection	64,219	-	-	-	-	16,810	-	26%
Department of Homeland Security	US Immigration and Customs Enforcement	20,796	-	-	-	-	17,886	-	86%
Department of Homeland Security	US Secret Service	7,906	-	-	-	-	4,529	-	57%
Department of Justice	Antitrust Division	671	671	-	-	-	671	100%	100%
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	5,103	2,768	-	-	-	2,418	87%	47%
Department of Justice	Civil Division	1,407	1,405	-	-	-	1,417	101%	101%
Department of Justice	Civil Rights Division	598	598	-	-	-	598	100%	100%
Department of Justice	Criminal Division	1,113	-	862	-	77%	-	-	-
Department of Justice	Drug Enforcement Administration	9,156	-	-	-	-	7,104	-	78%
Department of Justice	Environment and Natural Resources Division	584	546	-	-	-	546	100%	93%

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Department of Justice	Federal Bureau of Investigation	38,030	23,416	-	-	-	140	1%	0%
Department of Justice	Federal Bureau of Prisons	37,455	2,254	-	-	-	1,950	87%	5%
Department of Justice	Justice Management Division Offices Boards and Divisions	2,744	2,744	-	-	-	1,857	68%	68%
Department of Justice	Office of Justice Programs	620	620	-	-	-	620	100%	100%
Department of Justice	Tax Division	480	480	-	-	-	448	93%	93%
Department of Justice	US Marshals Service	5,407	4,930	-	-	-	3,842	78%	71%
Department of Justice	Executive Office for Immigration Review	2,380	2,380	-	-	-	2,236	94%	94%
Department of Justice	Executive Office for the US Attorneys	12,045	-	-	-	-	12,031	-	100%
Department of Labor	Adjudicatory Boards	97	97	-	-	-	97	100%	100%
Department of Labor	Bureau of International Labor Affairs (ILAB)	138	138	-	-	-	138	100%	100%
Department of Labor	Bureau of Labor Statistics (BLS)	2,225	2,217	-	-	-	2,217	100%	100%
Department of Labor	Employee Benefits Security Administration (EBSA)	819	805	-	-	-	805	100%	98%

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Department of Labor	Employment and Training Administration (ETA)	986	986	-	-	-	986	100%	100%
Department of Labor	Mine Safety and Health Administration (MSHA)	1,679	1,671	-	-	-	1,583	95%	94%
Department of Labor	Occupational Safety and Health Administration (OSHA)	1,830	1,830	-	-	-	1,830	100%	100%
Department of Labor	Office of Administrative Law Judges (OALJ)	151	151	-	-	-	151	100%	100%
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	14	14	-	-	-	14	100%	100%
Department of Labor	Office of Disability Employment Policy (ODEP)	55	55	-	-	-	55	100%	100%
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	416	416	-	-	-	416	100%	100%
Department of Labor	Office of Labor-Management Standards (OLMS)	191	179	-	-	-	179	100%	94%
Department of Labor	Office of Public Affairs (OPA)	47	47	-	-	-	47	100%	100%

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Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	1,130	1,120	-	-	-	1,120	100%	99%
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	44	44	-	-	-	44	100%	100%
Department of Labor	Office of the Chief Financial Officer (OCFO)	89	89	-	-	-	89	100%	100%
Department of Labor	Office of the Inspector General (OIG)	318	317	-	-	-	317	100%	100%
Department of Labor	Office of the Secretary (OSEC)	62	62	-	-	-	62	100%	100%
Department of Labor	Office of the Solicitor (SOL)	617	617	-	-	-	617	100%	100%
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,417	1,415	-	-	-	1,415	100%	100%
Department of Labor	Wage and Hour Division (WHD)	1,539	1,536	-	-	-	1,536	100%	100%
Department of Labor	Women's Bureau (WB)	43	43	-	-	-	43	100%	100%
Department of State	International Boundary and Water Commission: United States and Mexico	236	98	-	-	-	98	100%	42%

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Department of State	International Boundary Commission: United States and Canada	7	6	-	-	-	6	100%	86%
Department of State	International Joint Commission: United States and Canada	15	15	-	-	-	15	100%	100%
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Department of the Interior	Office Of The Sec, IBC	926	913	-	-	-	919	101%	99%
Department of the Interior	Office Of The Secretary Of The Interior	1,545	1,543	-	-	-	1,644	107%	106%
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Department of the Interior	Office of the Special Trustee	375	375	-	-	-	447	119%	119%
Department of the Interior	OS, Asst Sec Indian Affairs	196	195	-	-	-	216	111%	110%
Department of the Interior	U.S. Geological Survey	8,826	8,720	-	-	-	8,353	96%	95%
Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,851	754	-	-	-	654	87%	35%
Department of the Treasury	Bureau of the Fiscal Service (BFS)	3,634	3,526	-	-	-	3,598	102%	99%
Department of the Treasury	Departmental Offices	2,178	2,116	-	-	-	1,867	88%	86%
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	334	320	-	-	-	315	98%	94%
Department of the Treasury	Internal Revenue Service (IRS)	79,484	68,273	-	-	-	72,403	106%	91%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of the Treasury	IRS Chief Counsel	2,144	2,144	-	-	-	2,293	107%	107%
Department of the Treasury	Office of Inspector General (OIG)	220	212	-	-	-	219	103%	100%
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	3,822	3,822	-	-	-	3,744	98%	98%
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	63	63	-	-	-	63	100%	100%
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	519	515	-	-	-	506	98%	97%
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	732	727	-	-	-	758	104%	104%
Department of the Treasury	U.S. Mint	1,614	696	-	-	-	588	84%	36%
Department of Transportation	Federal Aviation Administration	44,586	27,749	-	-	-	29,512	106%	66%
Department of Transportation	Federal Highway Administration	2,726	2,572	-	-	-	2,556	99%	94%
Department of Transportation	Federal Motor Carrier Safety Administration	1,118	1,113	-	-	-	1,152	104%	103%
Department of Transportation	Federal Railroad Administration	864	864	-	-	-	529	61%	61%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2021	Percentage of all eligible employees teleworking in Sept. 2021	Percentage of employees teleworking in Sept. 2021	Number of employees teleworking in FY 2021	Percentage of eligible employees teleworking in FY 2021	Percentage of employees teleworking in FY 2021
Department of Transportation	Federal Transit Administration	652	651	-	-	-	651	100%	100%
Department of Transportation	Maritime Administration	755	616	-	-	-	516	84%	68%
Department of Transportation	National Highway Traffic Safety Administration	602	602	-	-	-	602	100%	100%
Department of Transportation	Office of Inspector General	388	388	-	-	-	393	101%	101%
Department of Transportation	Office of Secretary of Transportation	1,489	1,468	-	-	-	1,420	97%	95%
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	555	555	-	-	-	555	100%	100%
Department of Transportation	Great Lakes St. Lawrence Seaway Development Corporation	127	46	-	-	-	42	91%	33%
Department of Labor	Veterans Employment and Training Services (VETS)	230	230	-	-	-	230	100%	100%

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

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
Access Board	No		
Agency for International Development	No		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	No		
Central Intelligence Agency	No		
Chemical Safety and Hazard Investigation Board	Yes	The agency lost eight employees. Seven of those employees were telework eligible. The other was a full-time remote worker.	
Commodity Futures Trading Commission	No		
Consumer Financial Protection Bureau	No		
Consumer Product Safety Commission	Yes	Our percentage change is due to the increase in the number of employees and the maximum telework status during the pandemic.	
Corporation for National and Community Service	No		
Court Services and Offender Supervision Agency	No		

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
Denali Commission	Yes	The office has remained closed due to Covid-19. During this time, we are utilizing telework for staff.	
Department of Agriculture	No		
Department of Commerce	No		
Department of Defense	No		
Department of Education	No		
Department of Energy	No		
Department of Health and Human Services	No		
Department of Homeland Security	No		
Department of Housing and Urban Development	No		
Department of Justice	No		
Department of Labor	No		
Department of State	No		
Department of the Interior	Yes	Our agency was unable to provide fiscal year telework participation data for FY2020 due to system/reporting limitations, which is why the FY 2021 data is substantially higher. However, those limitations have since been resolved. The FY21 data is the # of employees who teleworked during the fiscal year. Both FY 2021 and FY2020 data include employees who were teleworking due to the COVID-19 pandemic.	

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
Department of the Treasury	No		
Department of Transportation	No		
Department of Veterans Affairs	Yes	With the pandemic continuing through Fiscal Year (FY) 2021, VA continued to follow OPM's guidance on maximizing telework efforts throughout the agency. Sub-offices within VA that had low participation numbers have increased participation during the pandemic. Overall VA implemented future of work initiatives to continue increased teleworking options post-pandemic.	
Environmental Protection Agency	No		
Equal Employment Opportunity Commission	No		
Executive Office of the President(Science and Technology)	No		
Export-Import Bank of the United States	No		
Farm Credit Administration	No		
Federal Deposit Insurance Corporation	No		

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
Federal Election Commission	No		
Federal Energy Regulatory Commission	No		
Federal Housing Finance Agency	Yes	Due to COVID-19 the agency is on a Mandatory Telework for all employees.	
Federal Labor Relations Authority	No		
Federal Maritime Commission	No		
Federal Mediation and Conciliation Service	No		
Federal Mine Safety and Health Review Commission	No		
Federal Retirement Thrift Investment Board	No		
Federal Trade Commission	No		
General Services Administration	No		
Institute of Museum and Library Services	Yes	We onboarded about 6 new staff members to positions that had been vacant for some time. We also hired several temporary employees under the special Schedule A authority for the ARPA program and several expert/consultants.	

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
Japan-United States Friendship Commission	No		
Marine Mammal Commission	No		
Merit Systems Protection Board	No		
Millennium Challenge Corporation	No		
National Aeronautics and Space Administration	No		
National Archives and Records Administration	No		
National Capital Planning Commission	Yes	The decrease of 10.5% is only due to the decrease in the total employee count from FY20 to FY21. 100% of NCPC employees were participating in teleworking in both FYs.	
National Council on Disability	No		
National Credit Union Administration	No		
National Endowment for the Arts	No		

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
National Endowment for the Humanities	No		
National Labor Relations Board	No		
National Science Foundation	No		
National Transportation Safety Board	No		
Nuclear Regulatory Commission	No		
Nuclear Waste Technical Review Board	No		
Occupational Safety and Health Review Commission	No		
Office of Government Ethics	No		
Office of Management and Budget (EOP)	No		
Office of National Drug Control Policy	Yes	Our total staff numbers decreased from one FY to the next (partly due to the change in administrations).	
Office of Navajo and Hopi Indian Relocation	Yes	Due to the COVID-19 pandemic and the federal government regulations for maximizing teleworking for federal employees.	
Office of Personnel Management	No		

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
Office of the Director of National Intelligence	Yes	The ODNI launched a new telework program effective May of 2021. Prior to that, telework had a nexus to a medical need.	
Office of the United States Trade Representative (EOP)	Yes	In FY2019 all employees of USTR were authorized for maximum telework flexibilities, including positions that would not typically be authorized for telework. This continued into FY2020. USTR attributes the decrease in telework participation from FY2020 to FY2021, as the COVID-19 Pandemic continued, to the high number of employees that departed the agency and the staffing challenges with recruitment that delayed the process of backfilling vacant positions.	
Patent and Trademark Office	Yes	The reason for this increase is because more employees in telework eligible positions became remote workers.	
Peace Corps	No		
Pension Benefit Guaranty Corporation	No		
Postal Regulatory Commission	No		
Privacy and Civil Liberties Oversight Board	No		
Railroad Retirement Board	No		

Agency	More than 10% increase or decrease from 2020 to 2021?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2020 and FY 2021	Comparison Between September 2020 and September 2021
Securities and Exchange Commission	No		
Small Business Administration	Yes	The Agency's positive percent change in FY2021 is due to the ongoing COVID-19 Pandemic and the continued use of maximum telework schedules and increased staffing levels.	
Social Security Administration	No		
Tennessee Valley Authority	No		
U.S. Commission on Civil Rights	No		
U.S. International Trade Commission	No		
U.S. Office of Special Counsel	No		
U.S. International Development Finance Corporation	Yes	The percentage of increase was due to the agency size increasing in FY21, from 360 employees in FY20 to 416 employees in FY21. The overall percentage of employee telework participation from FY20 to FY21 changed from 99.7% to 98.8%, respectively.	
Surface Transportation Board	No		
Commission for Fine Arts	No		

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

Agency	Consider Fiscal Year 2021. 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	Agency leadership plans to evaluate the Access Boards telework program.
Agency for International Development	The Agency plans to revise its Telework policy, along with its Hours of Duty policy, to allow an expanded use of telework and workplace flexibilities to its employees as the Agency prepares for the Future of Work framework posture.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	We have been working remotely since October 2018 and feel it has worked very well thus far. In light of the COVID-19 pandemic, we did not have to pivot to immediate telework like other agencies did since we were already there. In talks with the senior staff of the agency, the TMO has not been made aware of any challenges with remote duty work.
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. Prior to COVID-19, and for the past three fiscal years, CIA's weekly system accesses at the flexible work centers remained on a positive trajectory. However, COVID-19 has significantly impacted the utilization of the flexible work centers. In FY21, tracking indicated approximately 612 (46% decrease) in separate system accesses per week at the flexible work centers. This decline in weekly system accesses is attributed to COVID-19 (distancing requirements, staffing, and increased virtual meetings). As the COVID-19 pandemic improves and restrictions are removed, CIA's weekly system accesses is anticipated to resume on a positive trajectory in the utilization of the flexible work centers. 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. Prior to COVID-19, and for the past three fiscal years, CIA's weekly system accesses at the flexible work centers remained in a positive trajectory. For example, in FY18, there were 1300 system accesses: FY19, 1543 system accesses. However, in FY20 there were approximately 1143 system accesses which represented a 26% decrease from FY19; and during FY21, tracking indicated approximately 612 or a 46% decrease in separate system accesses per week at the flexible work centers. This

Agency	Consider Fiscal Year 2021. 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.
Central Intelligence Agency	decline in weekly system accesses was due to COVID-19 (distancing requirements and staffing). As the COVID-19 situation improves and restrictions are removed, CIA's weekly system accesses should resume its positive trajectory in the utilization of the flexible work centers.
Chemical Safety and Hazard Investigation Board	Employees were able to obtain ergonomically friendly furniture, technology accessibility was improved upon, and employee engagement increased.
Commodity Futures Trading Commission	Agency leadership has extended the telework program throughout the pandemic. Leadership also provided an agency-wide survey to gage employee interest in expanded telework post-pandemic and are analyzing the results.
Consumer Financial Protection Bureau	Agency leadership routinely urges managers to ensure that employees are aware of telework as an option. All managers are required to attend Supervisory Development training where they learn about the details of the telework program and best practices for using telework within their teams. Managers meet with their teams to develop telework norms within their office to ensure that telework remains an effective tool to support employee work-life balance by reducing commute time and accommodating personal circumstances.
Consumer Product Safety Commission	Agency leadership has allowed maximum telework during the pandemic, invested in IT resources, allowed additional equipment to be utilized for telework, and eliminated the waiting period for new employees. Senior leaders have a telework pilot planned for hybrid work when employees return to the office and will update the telework policy to expand the program after COVID.
Corporation for National and Community Service	AmeriCorps decision to allow their employees to continue to full-time telework has been so productive that implementation of a Remote Work Program remains one of our top priorities.
Court Services and Offender Supervision Agency	Given the unique challenges in FY21, the Agency leadership provided a 3-phased 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. Additionally, 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", and activities both within the Agency and around the Washington, DC metropolitan area.

Agency	Consider Fiscal Year 2021. 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.
Denali Commission	Agency leadership plans to continue utilizing telework for staff.
Department of Agriculture	USDA uses telework and remote work as a workplace flexibility to retain and obtain talent.
Department of Commerce	Management has been supportive of evaluating the telework policy as appropriate.
Department of Defense	DoD embraced telework by including it telework goals as a line item in its HCOP. DoD evaluates telework eligibility quarterly to ensure measurements are in line with strategic goals. The monthly Telework Coordinator meeting keeps DoD Component Coordinators abreast of telework topics and maintains an open discussion amongst Telework Coordinators across the enterprise. The coordinators subsequently communicate the information and lessons learned to their workforce via email, messages, or employee portals. In 2021, the Telework and Remote Work Working Group was formed to discuss updates to the existing Telework Policy. The result is a draft Telework Policy that also addresses Remote Work and Domestic Employees Teleworking Overseas. Ahead of a finalized DoD Instruction, many Components including Air Force, DMA, and DoDEA have rewritten their policies with many others beginning the draft process.
Department of Education	ED's senior leaders are committed to promote telework. Productivity and employee satisfaction have increase significantly. The plan to implement a more robust telework/remote program was incorporated into ED's post-pandemic re-entry policy. We have since implemented a new and robust telework/remote policy in Q1 FY22.
Department of Energy	As DOE's telework managing officer, the CHCO's office meets with Tele/Remote work Coordinators throughout the Department on a quarterly basis to discuss the program, evaluation pitfalls and barriers and establish future participation goals.
Department of Health and Human Services	

Agency	Consider Fiscal Year 2021. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Homeland Security	Throughout DHS, Components such as USCIS are planning to evaluate telework's effectiveness and efficiency through focus groups and surveys to help identify opportunities and strategies to improve the program. Others (including ICE and USCIS) have issued remote work and telework policies to formalize their telework goals. The DHS Office of the CHCO issued department-wide guidance on remote work and disseminated existing policy on telework to Component human capital offices.
Department of Housing and Urban Development	The agency continues to review the Data Call results and other reports (such as Federal Employee Viewpoint Survey) to evaluate the effectiveness of the program to promote the adoption of telework in the agency. The agency's management also includes Telework in the HCOP and Ops Plan and monitors the action items in each report throughout the year. Senior leadership has taken a more active role in promoting (more emails, memos and mentions in staff meetings) mandatory and maximum use of telework during the FY20 pandemic.
Department of Justice	The Department revised its Telework policy, which allowed components to have input that would work for their specific office to allow more telework flexibilities to its employees.
Department of Labor	The pandemic was a once-in-a-century event, and the lessons and practices learned from the pandemic will shape the Department of Labor's future of work. Telework has been a critical asset throughout the COVID-19 pandemic. DOL has never closed; instead, we efficiently used our existing telework policies and procedures to continue to deliver on our mission and provide service to the American people. As a result, these efforts attributed to an increase in telework at the Department of Labor. As we transition from the current maximum telework posture, leadership encourages supervisors and employees to critically evaluate how the Department can continually carry out its mission effectively with an increased hybrid workforce.
Department of State	Department leadership continues to promote workplace flexibilities, including telework.
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. Because of the success of telework in every office/bureau in the Department of Interior, the DOI telework policy was updated and eliminated the requirement that core telework agreements needed to be approved by a higher-level management official. In addition, the prohibition against allowing supervisory employees to enter core telework agreements was lifted.

Agency	Consider Fiscal Year 2021. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of the Treasury	Agency leadership continues to promote, and support telework by offering demonstrations, pilots, and engaging the workforce with pulse surveys to manage and communicate expectations during reentry to the workplace.
Department of Transportation	DOT continued to support telework during FY 2021 in a number of ways, including: 1. Internally marketing and encouraging employee telework participation 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 the agency's IT infrastructure (i.e., computers, Virtual Private Networks and other remote access technologies, videoconferencing resources, etc.) to contend with increased demand and emerging data security threats while enabling employees to connect securely to DOT systems. 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.
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 FY telework goals each quarter.
Environmental Protection Agency	EPA management is highly invested in the agency's telework program and has made it a priority to maintain a successful and inclusive program that considers the needs of the agency and its employees. EPA's management contributes by engaging with subject matter experts and union partners to ensure the program is compliant and consistent with applicable law, regulation, and policy.
Equal Employment Opportunity Commission	The Agency continued to use its COVID19 coordination team to plan, and use telework to accomplish the mission and provide flexibilities to employees throughout the pandemic.
Executive Office of the President(Science and Technology)	OSTP leaderships supports telework for all employees and we are now considering remote teleworking as well.

Agency	Consider Fiscal Year 2021. 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	Our management does an excellent job of communicating our telework program throughout the Bank. We have communication posted on our intranet for all employees, we provide updated information in our All-Hands Meetings. Telework communication is also provided to new employees during new employee's orientation sessions.
Farm Credit Administration	The Agency leadership promoted telework during FY 2021 based on the pandemic and their desire to maintain employee health and safety.
Federal Deposit Insurance Corporation	In Fiscal Year 2021, 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. In response to the pandemic, the FDIC required mandatory telework for all its employees with very few exceptions. Employees were also given flexible work schedules to respond to personal and dependent care needs resulting from the pandemic and the imposition of mandatory telework. In addition, we provided guidance and support to managers and employees on working in a telework environment and utilizing technology, including drafting frequently asked questions, posting webinars, and providing training and other services. Also, as mentioned above, the FDIC recently renegotiated articles of the CBA to enhance our telework options and space utilization plan. The new articles allow for increased telework for those positions with duties that are appropriate for telework. More than 80% of eligible positions are approved for full-time or 50% telework. The new program also allows student interns to participate in telework, which results in less than 1% of FDIC employees being ineligible to telework. Successfully renegotiating telework options accomplished a key element of the FDIC's 2021-2023 Diversity, Equity, and Inclusion (DEI) Strategic Plan related to fostering an inclusive work environment. Our updates to telework, work-in-place, and remote work policies support inclusion by increasing the flexibilities available to meet employee needs. These flexibilities are an important part of our strategy to make all employees feel welcomed, valued, respected, engaged, and able to participate effectively.

Agency	Consider Fiscal Year 2021. 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 2021, 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 employee 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 2021, the Agency completed revisions to its Telework Policy for Non-Bargaining Unit Employees, clarifying the rules for telework. During this timeframe, the Agency also began negotiations with the Union for an Expanded Workplace Flexibilities Pilot Program, which includes expanded telework policies. The Pilot will be implemented in FY 2022 and includes educating staff as well as program evaluation periods. The Agency also opened contract negotiations for a new labor management agreement with the Union, which may result in future changes to the agency's telework policies for Bargaining Unit employees. In addition, 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 Labor Relations Authority	Negotiations with the Agency's union began to review and update FLRA's overall telework program and to properly define FLRA's remote work program.
Federal Maritime Commission	The FMC Office of Human Resources updated the agency Telework policy in 2020, and provided agencywide training on the revised policy, as well as the work schedules available to employees to allow staff to develop work schedules that fit their needs, as well as the agency's needs. Senior leadership reviews the annual FEVS and Telework Data Call results to evaluate the satisfaction and participation of the Commission's employees.
Federal Mediation and Conciliation Service	We are at 100% telework, except for 3 core positions (security and print shop). We have implemented and promoted telework and remote work throughout the agency.
Federal Mine Safety and Health Review Commission	The Commission's telework policy has been updated this year (2022).

Agency	Consider Fiscal Year 2021. 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	During maximum telework: <ul style="list-style-type: none"> • The Human Capital Management Office provided employees with information on resources such as WorkLife4You, the Employee Assistance Program, and leave options. • Agency management created opportunities to discuss successes and challenges during one-on-one and all-hands meetings. • The Office of the Executive Director issued a survey to staff that provided employees with the opportunity to communicate their needs for successfully performing their jobs. Responses were shared with leadership to create opportunities for improvement. The Executive Director hosted multiple “Ask Me Anything” sessions, which allowed
General Services Administration	In August, GSA leadership implemented position categorization as a tool to support a more hybrid work environment. GSA positions vary in levels of onsite presence and geographic flexibility needed to effectively perform job functions. GSA leadership determined the position categorizations based on position requirements, not personnel or staffing considerations. Positions are aligned to one of the following categories. Onsite Required: Positions with job functions that must be executed at an approved federal facility or leased space on a daily/regular basis. Official duty station for the position is a federal facility or leased space. Onsite Flexible: Positions with job functions that must be executed within specific geographic locations. Official duty station is a federal facility, leased space, or an alternative worksite (typically the employee’s home). Offsite: Positions with job functions that do not need to be executed within a specific geographic location and can be executed without reporting to a federal facility or leased space. Official duty station is typically the employee’s home. GSA is implementing a GSA Future of Digital Work initiative for providing office equipment to employees working remotely after full reentry. This initiative will provide IT equipment available to GSA's teleworkers at their remote work location. Last spring, GSA conducted a pilot program which provided IT equipment to teleworking employees who volunteered to participate. The pilot was successful and, given the expanded nature of telework in the future, the Administrator has directed IT to expand the pilot to a GSA-wide program. This is the next step in GSA's future of work initiative to enable a highly mobile and collaborative workforce. The Future of Digital Work may serve as a blueprint for government-wide implementation of workspace solutions.

Agency	Consider Fiscal Year 2021. 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.
Institute of Museum and Library Services	The Leadership Team (LT) has been working over the past year to revise our telework policy and create a remote policy for 2022. The LT has done several surveys and focus groups over the past 9 months to get input from all Staff.
Japan-United States Friendship Commission	JUSFC's executive director has implemented telework bearing in mind public safety protocols.
Marine Mammal Commission	Agency leadership fully supports telework and encourages all employees to participate in the telework program.
Merit Systems Protection Board	MSPB's leaders and managers strongly embrace telework across the agency. There are telework participants in every office of MSPB and to the maximum extent possible, the agency encourages employees that are eligible to participate in the telework program. The agency has nearly 100% of eligible employees participating in telework under non-pandemic circumstances. The agency regularly reviews the telework policy in connection with OPM guidance and updates the language as necessary.
Millennium Challenge Corporation	MCC continues to support a healthy employee work-life balance. Pulse surveys overwhelming reflect increased supervisor support of expanded remote work and telework flexibilities. MCC will be exploring the feasibility of offering remote work inside and outside of the DMV area during the FY22 reentry period to help develop best practices and policies for a permanent Future of Work framework.
National Aeronautics and Space Administration	Telework and Remote Work continue to be a key component of NASA's Future of Work initiative which consider where and how employees achieve the mission of the agency. This team, sponsored by NASA's chief resilience officer and managed by a Future-of-Work project leader includes representatives from each of the agency's functional leads, including but not limited to: OCIO, OCHCO, OGC as well as representatives from all of NASA's Centers. Proposals from the team have led to the creation of new guidance and tools such as the position assessment tool for remote/telework, a cost analysis calculator for remote work, and decision tables to help supervisors and employees determine which workplace flexibility is best suited for the work of the employee. Additionally, outside the OCHCO, organizations are developing options and tools such as hoteling and interactive collaboration spaces, enhanced IT solutions and more to ensure NASA is best suited to support a future hybrid workplace and to proactively overcome barriers to telework before they arise. In addition, the agency: <ul style="list-style-type: none"> • Sent out an annual telework notice outlining NASA's telework program and available tools to facilitate telework. • Published an internal Future of Work website that focuses on management of hybrid workforce including teleworkers and remote workers. • Emphasizes telework as part of our COOP by

Agency	Consider Fiscal Year 2021. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
National Aeronautics and Space Administration	<p>including key components in both our COOP and NASA's telework policy document. • Continuously provide recommendations based on feedback received from their serviced organizations via the Future-of-Work team and NASA's HR community. • Monitored telework usage and success of the program by monitoring our time and attendance systems and using various surveys (FEVS, local pulse surveys, etc.) • Launched a new Telework website on NASA's internal HR website to help guide supervisors and employees. • Hosted a variety of supervisory all-hands at the agency educating supervisors on telework options, considerations, and policies. • Continuously hosted Center based all-hands meetings with their workforce where telework and remote work was a key topic.</p>
National Archives and Records Administration	<p>NARA has aligned the telework program with the strategic goal, "Make Access Happen" and ensured continuity of operations in case of emergencies.</p>
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 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 reporting system(s); 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>

Agency	Consider Fiscal Year 2021. 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 Council on Disability	The management team has implemented and continues to execute practices from The Guide to Telework and Remote Work in the Federal Government and plans, implements and evaluates our telework program based upon two overarching variables 1) Employee feedback; and 2) The feasibility of the program and the potential diffusion rate within the agency. The telework feasibility considers the benefits to the employee and agency by analyzing the agency's retention rate and performance of telework eligible staff.
National Credit Union Administration	The NCUA is still in a 100 percent telework posture and will work to phase back into the office. The agency is in negotiations with the NTEU to determine what the future of work will look like.
National Endowment for the Arts	Annual review of data call information provides a basis to highlight opportunities to promote and support telework opportunities and expansion.
National Endowment for the Humanities	Since the pandemic, the CHCO has realized that NEH employees can telework and still get the job done. The NEH leadership is evaluating a way to allow a portion of its employees to possibly remain in a telework/remote status or implement a possible number of days in the office.
National Labor Relations Board	Agency leadership insures telework is aligned with agency strategic goals and mission to ensure employees are equipped to complete their critical functions. Advocates telework in agency-wide meetings (e.g., all-hands meetings). Employees are provided with a briefing that emphasizes telework as part of COOP (continuity of operations plan) events. Each year, we exercise a portion of telework operations to ensure personnel can execute the essential functions of the agency. Our last exercise was conducted in May 2021 and tested familiarization of communications and capabilities external to the primary operating facility. Our next exercise is scheduled for October 2022 and will test our capabilities during a cyber-attack. Agency-wide emails provide support and awareness of telework practices.

Agency	Consider Fiscal Year 2021. 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 Science Foundation	In FY21, NSF continued 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 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 FY21, NSF continued to provide agency specific training for supervisors of teleworkers.
National Transportation Safety Board	During the pandemic, we have utilized maximum telework to ensure continuity of operations. The agency conducted a telework survey of all employees to gain insight into the perceived benefits and challenges of the program. After evaluating the results, we will use the information to inform modifications of the program after return to normal operations.
Nuclear Regulatory Commission	Aligns telework with agency strategic goals and mission. Advocates telework in agency-wide meetings (e.g., all-hands meetings). Emphasizes telework as part of COOP (continuity of operations plan) events.
Nuclear Waste Technical Review Board	NWTRB management reviews the telework agreements with employees and adjusts 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.
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 which proved beneficial during the pandemic. 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.

Agency	Consider Fiscal Year 2021. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Office of Management and Budget (EOP)	We plan to use FY2022 to evaluate what workplace flexibilities would be best for our workforce and then formulate goals for telework accordingly for FY2023.
Office of National Drug Control Policy	Planning for the FY 2021 Telework Program revolved around COVID-19 considerations. To promote the most social distancing possible, management strongly encouraged telework-eligible employees to only report onsite when absolutely necessary. Employee feedback regarding the Telework Program was solicited multiple times throughout FY 2021 to evaluate the Telework Program.
Office of Navajo and Hopi Indian Relocation	Review of telework policy and in evaluating telework requests.
Office of Personnel Management	Telework policies and procedures are shared with employees using various HR and supervisor communication mediums, including bi-weekly supervisory calls, weekly HR updates via agency newsletter, intranet, and agency-wide e-mails (as needed). Additionally, OPM HR in collaboration with the Office of the Director, developed re-entry planning guidelines and briefings to improve awareness of the telework policy and program for all Associate Directors (ADs) and Office Heads (OHs). This information was used by the ADs and OHs to develop and finalize organization specific re-entry plans. In support of the rollout of the automated telework module, OPM Human Resources developed and published telework SharePoint resource pages for supervisors and employees. These resource pages include information on OPM's telework policy, telework training, telework tips, and video tutorials for the automated telework module. Lastly, OPM HR led the development of re-entry manuals for employees and supervisors, which include telework strategies and tips to improve productivity and engagement in a hybrid workplace.
Office of the Director of National Intelligence	The ODNI telework program is new, and we do not have the data/metrics to accurately gauge and track goals. We will do so in FY23

Agency	Consider Fiscal Year 2021. 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)	<p>USTR follows OPM's guidance to update agency telework and remote work policies. In FY2021, Agency leadership was supportive of employees continuing the use of maximum telework flexibilities that have been available to them since the beginning of the COVID-19 Pandemic. Agency leadership hosted virtual meetings as an opportunity to discuss the future of work, receive employee feedback and plan for re-entry into USTR's Offices. Supervisors were offered additional training on managing a virtual workforce. USTR's Telework Program and policy were revised by the TMO and CHCO to include remote work and incorporate updated OPM guidance on telework and remote work. The Assistant U.S. Trade Representative for Administration and the CHCO authorized the development of a new Telework and Remote Work Management System which would supersede the manual process for applying for telework and ensure employees and supervisors completed telework training. The CHCO and TMO participated in OPM hosted events on telework and remote work. The CHCO provides updates from OPM to Agency leadership on policy guidance and legal requirements related to telework and remote work. The CHCO also ensures employees are introduced to USTR's Telework Program during onboarding orientation. USTR has established a telework-ready workforce with the support of Agency leadership.</p>
Patent and Trademark Office	<p>The USPTO continued to enhance the telework environment in FY 2021 by expanding telework opportunities and helping develop skill sets specific to managing in a hybrid workplace. 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. USPTO received permanent authority to administer the Telework Enhancement Act Program (TEAP) on January 1, 2021. The Telework for U. S. Innovation Act, part of the National Defense Authorization Act for Fiscal Year 2021, gave the USPTO permanent authority to administer the TEAP just nine years after initiation of the Telework Enhancement Act Pilot Program in February 2012. In 2021, the TEAP Oversight Committee updated the TEAP Operating Procedures to reflect the expanded telework and remote work environments at the USPTO. The USPTO's leadership diligently considered each position for expanded telework eligibility and is collaborating with all three labor unions to update the TEAP standard operating procedures and business unit telework guidelines.</p>

Agency	Consider Fiscal Year 2021. 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.
Peace Corps	The Office of Human Resources prepared an agency wide survey in the summer of 2021 to gain feedback and insights into the employees' perspective on telework and remote work. This survey responses were used in conjunction with supervisor feedback and position assessments to determine remote work and telework eligibility by position.
Pension Benefit Guaranty Corporation	Agency's management continues to encourage employees to utilize maximum telework flexibilities. Guidance is planned and coordinated with the agency's Human Resources Department, Office of Information Technology, Payroll Travel Office, and the Workforce Solutions Department. Employees are 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. Prior to the pandemic, the Commission had a robust telework program which has only been strengthened and improved upon during the past two years with 100% of our workforce in a full-time remote work status. The Secretary and CAO (who also serves as the CHCO) reviews annually the programs and policies, issued a comprehensive new Telework Programs policy and Work Schedule policy in early 2021 to all staff. These policies, which are among some of the most flexible in the federal government demonstrate the direction the Commission has taken regarding expanding workplace flexibilities now and post-pandemic for Commission staff.
Privacy and Civil Liberties Oversight Board	Telework remains mandatory due to the pandemic. We are currently assessing our post-pandemic policies.
Railroad Retirement Board	We request senior managers to review positions for telework eligibility and keep the information updated.
Securities and Exchange Commission	For most of the Fiscal Year 2021, the SEC remained in a mandatory telework posture. On August 9, 2021, the SEC changed its posture to reopen its offices and allow employees to return to the office on a voluntary basis. Although some employees chose to return on a periodic or occasional basis, most employees continued to telework full time. SEC management has experienced universal adoption of telework. SEC management supported telework by creating policies to enhance the telework experience such as periodic telework stipends for employees to use for telework purposes (e.g., purchase a work chair or additional desk lighting). Management also created a grace period for new employees to relocate to the vicinity of their reporting office during the pandemic, promoting temporary remote telework. To evaluate the success of the promotion of telework, the CHCO and OCOO worked closely with the Union and Management to identify and resolve issues.

Agency	Consider Fiscal Year 2021. 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.
Small Business Administration	SBA has continued to market telework as a work-life balance benefit and flexibility to the staff. SBA uses information notices, marketing materials, and targeted briefings to raise awareness and promote the continued use of telework. In the past year, SBA conducted a telework/return to work survey and two listening sessions on telework to help us identify whether additional support was needed and employees' attitudes on the return-to-work path. General training as been provided to new employee onboarding groups, and continued support has been provided through the internal telework site and work-life events. Specific questions and assistance are provided through a work-life and telework email box. SBA also monitors cost savings, and we monitor our EVS scores.
Social Security Administration	The COVID-19 pandemic allowed our agency to exemplify business continuity/resiliency. In FY 2021, 98 percent of our workforce continued to work from home with small groups of employees (e.g., some IT Specialists, Building Maintenance, and Parking and Badging Office) still able to work safely onsite. As we prepare to reenter SSA facilities on March 30, 2022, we will continue to review how telework affects our vital public service mission by evaluating several service metrics to ensure optimal operations, whether in-person or remote, in addition to assessing employee performance.
Tennessee Valley Authority	Ongoing education with leadership to ensure they are aware the program is available. HR Business Partners are the key liaisons to relay information related to the program.
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 and make the necessary updates.
U.S. International Trade Commission	We are currently in maximum telework posture due to the COVID-19 pandemic. Management has leveraged information technology to facilitate ease of teleworking, such as MS Teams and Cisco WebEx Meetings.
U.S. Office of Special Counsel	The agency leadership fully supports our telework program and recognizes the importance of the program not only for maintaining business operations but also employee morale.
U.S. International Development Finance Corporation	DFC leaders, at all levels in the organization, are supportive of telework. Agency officials recognize the benefits and flexibility telework offers for our workforce, other federal agency partners, and private sector customers. DFC is transparent about its support of telework. As such, telework, as a benefit to foster work-life balance, is discussed in DFC vacancy announcements, during the hiring process, and during employee on-boarding orientation. In January 2021, DFC launched a revised telework program that changed agency limitations on

Agency	Consider Fiscal Year 2021. 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 Development Finance Corporation	telework from allowing one day of telework per week to only requiring employees report to the office two days per pay period. Telework is so widely embraced and has become so engrained in the organizational culture that any formalized evaluation of the telework program would have limited benefit or impact to the organization. As such, DFC does not have an established evaluation plan for telework.
Surface Transportation Board	Advising staff on the implementation and administration of the telework program and policies. Serving as the point of contact for internal and external telework matters. Maintaining files on completed telework agreements and telework training. Ensuring telework agreements are updated bi-annually. Maintaining and reporting on telework data and statistics.
Commission for Fine Arts	FY2021 was an unusual for planning, implementing, and evaluating the telework program due to the pandemic. Once restrictions have been lifted, CFA will work to assess the benefits of telework.

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

Note: Blank cells indicate that no data were reported.

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	X	-	-	-	
Agency for International Development	X	X	X	X	-	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	-	-	-	-	-	-	
Central Intelligence Agency	-	-	-	-	-	-	-	The Agency has recently stood up a Future of Work Council, comprised of representatives from across the Agency, to explore additional workplace flexibilities, including telework.
Chemical Safety and Hazard Investigation Board	-	-	-	-	-	-	-	Partnered with EAP to provide webinars related to mental health, nutrition and fitness especially in the telework environment.
Commodity Futures Trading Commission	-	-	-	X	-	X	-	
Consumer Financial Protection Bureau	-	-	-	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:
Consumer Product Safety Commission	X	X	-	X	-	X	-	
Corporation for National and Community Service	X	X	-	X	-	X	-	
Court Services and Offender Supervision Agency	X	-	-	X	-	X	-	
Denali Commission	-	-	-	-	-	-	-	
Department of Agriculture	-	-	-	-	-	-	-	USDA Secretary promotes telework and remote work through town hall meetings.
Department of Commerce	-	-	-	-	-	-	-	Due to COVID-19, the Department of Commerce promoted telework for many telework eligible employees.
Department of Defense	X	X	X	X	X	X	X	
Department of Education	-	X	-	X	-	-	-	
Department of Energy	X	X	-	X	-	X	-	
Department of Health and Human Services	-	-	-	-	-	-	-	

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 Homeland Security	-	X	-	X	-	-	-	Please note, at least half of agency employees work in jobs that require on site presence.
Department of Housing and Urban Development	X	-	-	X	-	X	-	Drafted revised agency telework policy, according to new OPM Telework guidance issued in November 2021.
Department of Justice	X	X	-	X	X	X	-	
Department of Labor	X	-	-	X	-	-	-	
Department of State	X	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 the Interior	-	X	-	X	-	X	-	
Department of the Treasury	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 Transportation	X	X	-	X	-	X	-	The agency also provided additional resources and trainings related to conferencing and collaboration tools, including Microsoft Teams, Zoom for Government, and Adobe technology and resources.
Department of Veterans Affairs	X	X	-	X	-	-	-	
Environmental Protection Agency	-	X	-	X	-	X	-	Employee surveys. New Employee Orientation. Job Announcements.
Equal Employment Opportunity Commission	-	-	-	-	-	-	-	Continued Agency maximum telework due to the pandemic.
Executive Office of the President(Science and Technology)	-	X	-	-	-	X	-	
Export-Import Bank of the United States	X	X	X	X	-	X	-	
Farm Credit Administration	X	X	-	X	-	X	-	
Federal Deposit Insurance Corporation	X	X	-	X	-	-	-	Negotiated enhanced telework options with the National Treasury Employees Union to encourage more telework participation post pandemic.

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	-	
Federal Energy Regulatory Commission	X	X	-	X	-	X	-	
Federal Housing Finance Agency	X	-	-	X	-	X	-	Articles in weekly newsletters outlining telework requirements.
Federal Labor Relations Authority	X	-	-	X	-	X	-	
Federal Maritime Commission	-	X	-	X	-	X	-	Proves training on the FMC Telework Program and educates all new employees during onboarding.
Federal Mediation and Conciliation Service	-	X	-	X	-	-	-	
Federal Mine Safety and Health Review Commission	-	-	-	X	-	X	-	
Federal Retirement Thrift Investment Board	-	-	-	X	-	-	-	
Federal Trade Commission	X	X	-	X	-	X	-	
General Services Administration	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:
Institute of Museum and Library Services	-	X	-	X	-	X	-	
Japan-United States Friendship Commission	-	-	-	X	-	-	-	
Marine Mammal Commission	X	X	-	X	-	-	-	
Merit Systems Protection Board	X	-	-	X	-	-	-	
Millennium Challenge Corporation	X	X	-	X	-	X	-	
National Aeronautics and Space Administration	X	X	-	X	X	X	-	
National Archives and Records Administration	X	X	-	X	-	X	-	
National Capital Planning Commission	-	-	-	X	-	-	-	Since our agency continued a 100% telework status in FY21 during the pandemic, specific promotion of the telework program has not been entirely necessary.
National Council on Disability	X	X	-	X	-	X	-	Updated policies to improve the agency's telework program.

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 Credit Union Administration	X	X	-	X	-	X	-	
National Endowment for the Arts	-	X	-	X	-	X	-	
National Endowment for the Humanities	X	X	X	X	-	-	-	
National Labor Relations Board	X	X	-	X	-	X	-	
National Science Foundation	X	X	-	X	-	X	-	
National Transportation Safety Board	-	X	-	X	-	X	-	
Nuclear Regulatory Commission	X	X	-	X	-	X	-	
Nuclear Waste Technical Review Board	-	-	-	X	-	-	-	
Occupational Safety and Health Review Commission	X	X	X	X	-	X	-	
Office of Government Ethics	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:
Office of Management and Budget (EOP)	-	-	-	X	-	-	-	
Office of National Drug Control Policy	-	X	-	X	-	-	-	
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	-	-	
Office of Personnel Management	-	X	-	-	-	X	-	
Office of the Director of National Intelligence	-	X	-	X	-	X	-	We have held information sessions/brown bags for employees, supervisors, and chiefs of staff
Office of the United States Trade Representative (EOP)	X	X	X	X	-	X	X	Developing the new Telework and Remote Work Management System; updated agency Telework Policy; added remote work to the Telework policy;
Patent and Trademark Office	X	X	X	X	-	-	-	
Peace Corps	X	X	-	X	-	X	-	
Pension Benefit Guaranty 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:
Postal Regulatory Commission	X	-	-	X	-	-	-	
Privacy and Civil Liberties Oversight Board	X	X	-	-	-	X	-	
Railroad Retirement Board	-	-	-	-	-	-	-	
Securities and Exchange Commission	-	X	-	X	-	X	-	
Small Business Administration	X	X	-	X	X	X	-	
Social Security Administration	-	-	-	X	-	-	-	
Tennessee Valley Authority	-	-	-	X	-	X	-	
U.S. Commission on Civil Rights	-	X	-	X	X	X	-	
U.S. International Trade Commission	-	-	-	X	-	-	-	
U.S. Office of Special Counsel	-	-	-	-	-	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. International Development Finance Corporation	X	X	-	X	-	X	-	Launched a revised telework program, which changed limited telework from no more than two days a pay period, to allowing up to eight days of telework per pay period.
Surface Transportation Board	X	X	-	X	-	X	-	
Commission for Fine Arts	-	-	-	-	-	-	-	

Appendix 14. OPM's Assessments of Agencies' Progress towards Meeting 2021 Participation Goals

The following tables show agencies' stated total participation goals for 2021, 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 2021 participation goal (numeric or percentage) was met
- No, not met: OPM's assessment showed the agency did not meet its established numeric or percentage 2021 participation goal
- No goal: the agency participated in the 2020 Data Call but was unable or elected not to provide a 2021 participation goal
- Unable to verify: OPM was unable to verify goal achievement, either because the agency did not set any goal, provided incomplete 2021 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 2020 Data Call	Agency's reported total percentage goal from 2020 Data Call	OPM's assessment
Access Board	Yes	27	0	Yes, met
Agency for International Development	Yes	70	70	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	14	100	Yes, met
Central Intelligence Agency	NA			Not applicable
Chemical Safety and Hazard Investigation Board	Yes	90		Yes, met
Commodity Futures Trading Commission	No		100	Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2020 Data Call	Agency's reported total percentage goal from 2020 Data Call	OPM's assessment
Consumer Financial Protection Bureau	Yes		60	Yes, met
Consumer Product Safety Commission	Yes		95	Yes, met
Corporation for National and Community Service	Yes		100	Yes, met
Court Services and Offender Supervision Agency	Yes	1065		Yes, met
Denali Commission	Yes			Not applicable
Department of Agriculture	NA			Not applicable
Department of Commerce	Yes	25000	90	Yes, met
Department of Defense	Yes		38	Yes, met
Department of Education	Yes		20	Yes, met
Department of Energy	NA		75	Not applicable
Department of Health and Human Services	NA			Not applicable
Department of Homeland Security	Yes		30	
Department of Housing and Urban Development	Yes	6774		Yes, met
Department of Justice	NA			Not applicable
Department of Labor	Yes		70	Yes, met
Department of State	Yes	13800		Yes, met
Department of the Interior	Yes		27	Yes, met
Department of the Treasury	Yes		90	Yes, met
Department of Transportation	NA			Not applicable
Department of Veterans Affairs	Yes		79	Yes, met
Environmental Protection Agency	Yes	85		Yes, met
Equal Employment Opportunity Commission	Yes	1959	100	Yes, met
Executive Office of the President(Science and Technology)	Yes			No, not met
Export-Import Bank of the United States	Yes		100	No, not met
Farm Credit Administration	Yes	100		Yes, met
Federal Deposit Insurance Corporation	Yes		40	Yes, met
Federal Election Commission	Yes		80	Yes, met
Federal Energy Regulatory Commission	NA			Not applicable

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2020 Data Call	Agency's reported total percentage goal from 2020 Data Call	OPM's assessment
Federal Housing Finance Agency	Yes	80		Yes, met
Federal Labor Relations Authority	NA			Not applicable
Federal Maritime Commission	NA		70	Not applicable
Federal Mediation and Conciliation Service	Yes	100	100	Yes, met
Federal Mine Safety and Health Review Commission	Yes	65	65	Yes, met
Federal Retirement Thrift Investment Board	Yes	150		Yes, met
Federal Trade Commission	Yes		98	
General Services Administration	NA			Not applicable
Institute of Museum and Library Services	Yes	57		No, not met
Japan-United States Friendship Commission	Yes	4	100	Yes, met
Marine Mammal Commission	Yes	10		Yes, met
Merit Systems Protection Board	Yes	155		Yes, met
Millennium Challenge Corporation	Yes	290	100	Yes, met
National Aeronautics and Space Administration	Yes	16000		No, not met
National Archives and Records Administration	No			No, not met
National Capital Planning Commission	Yes		100	Yes, met
National Council on Disability	Yes		100	Yes, met
National Credit Union Administration	Yes	350		Yes, met
National Endowment for the Arts	Yes	149		Yes, met
National Endowment for the Humanities	Yes	162	100	Yes, met
National Labor Relations Board	Yes		90	Yes, met
National Science Foundation	Yes		94	Yes, met
National Transportation Safety Board	Yes		100	Yes, met
Nuclear Regulatory Commission	Yes		73	Yes, met
Nuclear Waste Technical Review Board	Yes	12	100	Yes, met
Occupational Safety and Health Review Commission	Yes	53		No, not met
Office of Government Ethics	Yes	70		Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2020 Data Call	Agency's reported total percentage goal from 2020 Data Call	OPM's assessment
Office of Management and Budget (EOP)	NA			Not applicable
Office of National Drug Control Policy	Yes		100	No, not met
Office of Navajo and Hopi Indian Relocation	Yes	1	1	Yes, met
Office of Personnel Management	NA			Not applicable
Office of the Director of National Intelligence	NA			Not applicable
Office of the United States Trade Representative (EOP)	Yes	284	100	Yes, met
Patent and Trademark Office	No	4013		Yes, met
Peace Corps	NA			Not applicable
Pension Benefit Guaranty Corporation	No		100	Yes, met
Postal Regulatory Commission	Yes	57		Yes, met
Privacy and Civil Liberties Oversight Board	Yes	30		Yes, met
Railroad Retirement Board	Yes		85	Yes, met
Securities and Exchange Commission	Yes		90	Yes, met
Small Business Administration	Yes	6000		Yes, met
Social Security Administration	Yes			Not applicable
Tennessee Valley Authority	NA			Not applicable
U.S. Commission on Civil Rights	No	38		Yes, met
U.S. International Trade Commission	NA			Not applicable
U.S. Office of Special Counsel	Yes	100	100	Yes, met
U.S. International Development Finance Corporation	NA			Not applicable
Surface Transportation Board	Yes	113	100	Yes, met
Commission for Fine Arts	Yes			Not applicable

Appendix 15. Agencies' Reported Reasons for Missing Fiscal Year 2021 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason agency did not meet FY 2021 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Commodity Futures Trading Commission	3 employees still do not participate in the telework program	Since telework is 100% voluntary, we cannot force the remaining 3 employees to participate.
National Archives and Records Administration	No goal was reported for 2021, however due to COVID-19, THE Agency determined all positions were telework eligible.	All NARA positions are now eligible to telework up to 5 days per week.
National Council on Disability	There are position(s) within the agency that is not conducive to telework. Section 6502(b)(4) of the Act states that telework participation would "not apply to any employee of the agency whose official duties require daily direct handling of documents and materials in which on-site activity cannot be handled remotely or at an alternate worksite.	NCD has shown the advantages of telework by eliminating any barriers by promoting employee motivation, engagement, flexibility, equipment upgrade, computer software, unlimited training, and work life balance. When COVID-19 struck, NCD allowed all employees to telework upon completion of the telework agreement form. This has allowed agency employees to continue their missions, maintain operations, and serve the community during this crisis.
Patent and Trademark Office	Though 99% of USPTO employees worked remotely during fiscal year 2021 because of the mandatory and maximum telework postures due to the COVID-19 pandemic, approximately 2,100 employees were not in a regular telework program. Approximately 1,420 of those employees had temporary, ad-hoc telework agreements at the beginning of the pandemic. The total number of positions eligible for a telework program increased from 12,227 in fiscal year 2020 to 12,287 in fiscal year 2021. However, the number of situational and routine teleworkers decreased since employees did not have an incentive to increase their routine telework days. The number of employees who participated in remote programs increased.	The USPTO is reviewing positions to increase the eligibility for situational and routine telework; increasing the number of days available for routine telework; and updating telework guidelines to foster the environment of increased telework readiness. The USPTO is also increasing the eligibility for remote work.
Pension Benefit Guaranty Corporation	There is a small population of employees who opt out of telework.	We are not taking any action as telework is a voluntary program. We will, however, continue to remind employees of their workplace flexibilities to include telework.

Agency	Reason agency did not meet FY 2021 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
U.S. Commission on Civil Rights	During the pandemic, we had employees who separated from the agency and new hires entering. The new hire employees have not submitted a telework agreement as they are mandated to remote telework.	The agency updated the telework policy to include 4 days a week telework.

Appendix 16. Fiscal Year 2022 Participation Goals - Type of Goal Set

Organizations Required to Respond	Total Participation Goal Set for FY 2022?	Infrequent Participation Goal Set for FY 2022?	Frequent Participation Goal Set for FY 2022?	Situational Participation Goal Set for FY 2022?
Access Board	Yes	No	No	Yes
Agency for International Development	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	No	Yes	No
Commodity Futures Trading Commission	Yes	Yes	Yes	Yes
Consumer Financial Protection Bureau	Yes	Yes	Yes	Yes
Consumer Product Safety Commission	Yes	Yes	Yes	Yes
Corporation for National and Community Service	Yes	Yes	Yes	Yes
Court Services and Offender Supervision Agency	Yes	Yes	Yes	Yes
Denali Commission	Yes	No	Yes	No
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	Yes	Yes
Department of Energy	No	No	No	No
Department of Health and Human Services	No	No	No	No
Department of Homeland Security	No	No	No	No
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of Justice	No	No	No	No
Department of Labor	Yes	No	No	No
Department of State	Yes	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes	Yes
Department of the Treasury	Yes	Yes	Yes	Yes
Department of Transportation	No	No	No	No
Department of Veterans Affairs	Yes	No	No	No
Environmental Protection Agency	Yes	No	Yes	Yes
Equal Employment Opportunity Commission	Yes	Yes	Yes	Yes
Export-Import Bank of the United States	Yes	Yes	Yes	No
Farm Credit Administration	No	No	Yes	Yes
Federal Deposit Insurance Corporation	Yes	Yes	Yes	Yes
Federal Election Commission	Yes	Yes	Yes	Yes
Federal Energy Regulatory Commission	No	No	No	No
Federal Housing Finance Agency	Yes	No	Yes	Yes
Federal Labor Relations Authority	Yes	Yes	Yes	Yes

Organizations Required to Respond	Total Participation Goal Set for FY 2022?	Infrequent Participation Goal Set for FY 2022?	Frequent Participation Goal Set for FY 2022?	Situational Participation Goal Set for FY 2022?
Federal Maritime Commission	Yes	Yes	Yes	Yes
Federal Mediation and Conciliation Service	Yes	No	Yes	No
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes
Federal Retirement Thrift Investment Board	Yes	Yes	No	Yes
Federal Trade Commission	Yes	Yes	Yes	Yes
General Services Administration	No	No	No	No
Institute of Museum and Library Services	Yes	No	No	No
Japan-United States Friendship Commission	Yes	No	Yes	No
Marine Mammal Commission	Yes	Yes	Yes	No
Merit Systems Protection Board	No	Yes	Yes	Yes
Millennium Challenge Corporation	Yes	No	Yes	Yes
National Aeronautics and Space Administration	No	No	No	No
National Archives and Records Administration	Yes	No	Yes	Yes
National Capital Planning Commission	Yes	No	Yes	Yes
National Council on Disability	Yes	No	No	Yes
National Credit Union Administration	Yes	Yes	Yes	Yes
National Endowment for the Arts	Yes	No	No	Yes
National Endowment for the Humanities	Yes	Yes	Yes	Yes
National Labor Relations Board	Yes	Yes	Yes	Yes
National Science Foundation	Yes	Yes	Yes	Yes
National Transportation Safety Board	Yes	Yes	Yes	Yes
Nuclear Regulatory Commission	Yes	Yes	Yes	Yes
Nuclear Waste Technical Review Board	Yes	No	No	No
Occupational Safety and Health Review Commission	Yes	Yes	Yes	Yes
Office of Government Ethics	Yes	No	Yes	No
Office of Navajo and Hopi Indian Relocation	Yes	No	No	Yes
Office of Personnel Management	No	No	No	No
Office of the United States Trade Representative (EOP)	Yes	No	No	No
Peace Corps	Yes	Yes	Yes	Yes
Pension Benefit Guaranty Corporation	Yes	No	Yes	No
Privacy and Civil Liberties Oversight Board	Yes	No	Yes	No
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	Yes	No	Yes	No

Organizations Required to Respond	Total Participation Goal Set for FY 2022?	Infrequent Participation Goal Set for FY 2022?	Frequent Participation Goal Set for FY 2022?	Situational Participation Goal Set for FY 2022?
Tennessee Valley Authority	No	No	No	No
U.S. Commission on Civil Rights	Yes	Yes	Yes	Yes
U.S. International Trade Commission	No	No	No	No
U.S. Office of Special Counsel	Yes	No	Yes	No
U.S. International Development Finance Corporation	No	No	No	No
Surface Transportation Board	Yes	No	Yes	No
Commission for Fine Arts	Yes	No	Yes	No
<i>Total number of agencies reporting goals</i>	61	36	53	44
Percent of agencies reporting goals for Fiscal Year 2021 (of total respondent agencies)	76%	44%	65%	54%

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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Access Board	28	-	-	-	-	-	-	-	-
Agency for International Development	-	-	-	100%	15%	65%	-	-	-
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	13	-	13	-	-	-	-	NA	-
Central Intelligence Agency	-	-	-	-	-	-	NA	NA	NA
Chemical Safety and Hazard Investigation Board	-	-	-	40%	-	40%	-	-	-
Commodity Futures Trading Commission	-	-	-	100%	50%	20%	-	-	-
Consumer Financial Protection Bureau	-	-	-	60%	20%	35%	-	-	-

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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Consumer Product Safety Commission	-	-	-	95%	15%	80%	-	-	-
Corporation for National and Community Service	-	-	-	100%	10%	90%	-	-	-
Court Services and Offender Supervision Agency	1062	300	200	-	-	-	-	-	-
Denali Commission	14	-	14	100%	-	100%	-	-	-
Department of Agriculture	-	-	-	-	-	-	NA	NA	NA
Department of Commerce	25000	10000	15000	-	-	-	-	-	-
Department of Defense	-	-	-	40%	31%	16%	-	-	-

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
Department of Education	-	-	-	95%	10%	80%	-	-	-
Department of Energy	-	-	-	-	-	-	NA	NA	NA
Department of Health and Human Services	-	-	-	-	-	-	NA	NA	NA
Department of Homeland Security	-	-	-	-	-	-	NA	NA	NA
Department of Housing and Urban Development	6974	1857	1786	-	-	-	-	-	-
Department of Justice	-	-	-	-	-	-	NA	NA	NA
Department of Labor	-	-	-	70%	-	-	-	-	-
Department of State	-	-	-	100%	6%	65%	-	-	-
Department of the Interior	-	3000	15000	35%	-	-	-	-	-
Department of the Treasury	86935	48297	28978	90%	50%	30%	-	-	-
Department of Transportation	-	-	-	-	-	-	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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Department of Veterans Affairs	-	-	-	85%	-	-	-	NA	NA
Environmental Protection Agency	-	-	-	86%	-	9%	-	-	-
Equal Employment Opportunity Commission	2110	209	1896	100%	10%	90%	-	-	-
Executive Office of the President(Scien ce and Technology)	-	-	-	-	-	-	NA	NA	NA
Export-Import Bank of the United States	399	103	296	100%	24%	76%	-	-	-
Farm Credit Administration	-	-	330	-	-	100%	NA	NA	-
Federal Deposit Insurance Corporation	-	-	-	40%	5%	5%	-	-	-
Federal Election Commission	-	-	-	80%	30%	50%	-	-	-
Federal Energy Regulatory Commission	-	-	-	-	-	-	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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Federal Housing Finance Agency	-	-	-	95%	-	95%	-	-	-
Federal Labor Relations Authority	-	-	-	98%	99%	3%	-	-	-
Federal Maritime Commission	-	-	-	85%	20%	65%	-	-	-
Federal Mediation and Conciliation Service	-	-	-	100%	-	100%	-	-	-
Federal Mine Safety and Health Review Commission	-	-	-	100%	100%	75%	-	-	-
Federal Retirement Thrift Investment Board	150	125	-	-	-	-	-	-	-
Federal Trade Commission	-	-	-	98%	28%	70%	-	-	-
General Services Administration	-	-	-	-	-	-	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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Institute of Museum and Library Services	-	-	-	100%	-	-	-	-	-
Japan-United States Friendship Commission	4	-	4	100%	-	100%	-	-	-
Marine Mammal Commission	9	4	5	-	-	-	-	-	-
Merit Systems Protection Board	-	90	69	-	-	-	-	-	-
Millennium Challenge Corporation	-	-	-	100%	-	50%	-	-	-
National Aeronautics and Space Administration	-	-	-	-	-	-	NA	NA	NA
National Archives and Records Administration	-	-	2372	100%	-	60%	-	-	-
National Capital Planning Commission	-	-	-	100%	-	50%	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
National Council on Disability	10	-	-	91%	-	-	-	-	-
National Credit Union Administration	350	250	50	-	-	-	-	-	-
National Endowment for the Arts	1000	-	-	-	-	-	-	-	-
National Endowment for the Humanities	-	-	-	100%	20%	20%	-	-	-
National Labor Relations Board	-	-	-	90%	35%	45%	-	-	-
National Science Foundation	-	-	-	94%	8%	27%	-	-	-
National Transportation Safety Board	-	-	-	90%	30%	25%	-	-	-
Nuclear Regulatory Commission	-	-	-	90%	10%	70%	-	-	-
Nuclear Waste Technical Review Board	12	-	-	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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Occupational Safety and Health Review Commission	53	49	49	-	-	-	-	-	-
Office of Government Ethics	73	-	73	-	-	-	-	-	-
Office of Management and Budget (EOP)	-	-	-	-	-	-	NA	NA	NA
Office of National Drug Control Policy	57	-	57	-	-	-	-	-	-
Office of Navajo and Hopi Indian Relocation	7	-	-	7%	-	-	-	NA	NA
Office of Personnel Management	-	-	-	-	-	-	NA	NA	NA
Office of the Director of National Intelligence	-	-	-	-	-	-	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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Office of the United States Trade Representative (EOP)	261	-	-	100%	-	-	-	NA	NA
Patent and Trademark Office	3844	594	2935	-	-	-	-	-	-
Peace Corps	-	-	-	97%	2%	41%	-	-	-
Pension Benefit Guaranty Corporation	-	-	-	95%	-	95%	-	NA	-
Postal Regulatory Commission	-	-	-	100%	-	100%	-	-	-
Privacy and Civil Liberties Oversight Board	31	-	31	100%	-	100%	-	-	NA
Railroad Retirement Board	-	-	-	85%	60%	60%	-	-	-
Securities and Exchange Commission	-	-	-	100%	10%	55%	-	-	-
Small Business Administration	-	-	-	100%	20%	30%	-	-	-

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 <u>eligible</u> employees teleworking on a frequent routine basis	Goal: Percentage of <u>eligible</u> employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Social Security Administration	-	-	-	90%	-	90%	-	NA	-
Tennessee Valley Authority	-	-	-	-	-	-	NA	NA	NA
U.S. Commission on Civil Rights	16	2	8	38%	4%	10%	-	-	-
U.S. International Trade Commission	-	-	-	-	-	-	NA	NA	NA
U.S. Office of Special Counsel	140	-	140	100%	-	100%	-	-	-
U.S. International Development Finance Corporation	-	-	-	-	-	-	NA	NA	NA
Surface Transportation Board	-	-	-	98%	-	98%	-	NA	-
Commission for Fine Arts	12	-	12	-	-	-	-	-	-

Appendix 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2022 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 ASC staff are remote so situational and infrequent telework do not apply.
Central Intelligence Agency	Our Agency is prevented from establishing meaningful numeric goals because of the classified nature of our mission. Management continues to explore options to increase telework opportunities, such as increasing the use of flexible work centers and remote work opportunities.
Department of Agriculture	USDA implemented a new Telework directive in November 2021.
Department of Energy	The pandemic prevented DOE from establishing a specific telework goal since most of the workforce worked remotely. DOE will establish a telework goal for FY 23.
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 Homeland Security	The DHS Telework Program has transitioned to a new office. We are examining the requirements for goal setting, action planning, etc.
Department of Justice	The Department of Justice is currently returning employees to work and goals for increasing telework have not been decided.
Executive Office of the President(Science and Technology)	We allow all staff to telework and determine their telework schedule. We don't track who teleworks and who doesn't.
Farm Credit Administration	The Agency has not provided specific measuring tools to establish goal.
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	<p>GSA continues to focus on telework as a tool for accomplishing the Agency mission and does not establish participation goals. The GSA Telework and Remote Work Policy, signed December 22, 2021, 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.</p> <p>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 which ended on January 3, 2022. GSA began a voluntary reentry period on January 4, 2022, and has a planned reentry date of April 11, 2022. The results posted in this data call indicate that 98.11% of eligible GSA employees participated in telework or in remote work (previously defined in GSA as full-time telework) during FY21. Furthermore, less than 300 employees reported to an agency worksite on a regular basis in FY21. GSA continues to explore innovative and collaborative technology and tools to support a mobile/geographically dispersed workforce.</p>
National Aeronautics and Space Administration	<p>In FY21 NASA was either in a mandatory or maximum telework posture with over 86% of the workforce conducting some work at a non-NASA facility. We believe the pandemic has provided us an opportunity to review how we accomplish our work at NASA, including how we approach and interact with telework. NASA has shown that we can accomplish many of our mission milestones in a maximum telework posture therefore, the agency will continue to focus on maximizing telework as needed for the duration of the pandemic while looking to enhance our telework goals post-pandemic. Given the uncertainty of the pandemic, we do not have a clear timeline; however, our response to 16.2 provides an outline of our Future-of-Work initiatives which include telework/remote work.</p>
Office of Management and Budget (EOP)	<p>Our workforce has only recently begun the process of returning to work. We plan to use FY2022 to evaluate what workplace flexibilities would be best for our workforce and then formulate goals for telework accordingly for FY2023.</p>
Office of Navajo and Hopi Indian Relocation	<p>No need for situation or infrequent telework.</p>

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Office of Personnel Management	We have been unable to accurately benchmark telework participation to develop a meaningful agency goal due to 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. The actions OPM Human Resources has taken to establish such goals include identification of designated Telework and Remote Work Coordinators for each organization, integration of telework and remote work guidelines in organization's reentry plans, and collection of organizations' work arrangement designations. Additionally, OPM adopted the posture of a phased transition to a hybrid work environment that combines on-site work at established workstations with a continued embrace of workplace flexibilities. These actions will lead to an increase in all telework categories.
Office of the Director of National Intelligence	The ODNI launched their new Telework Program in May of 2021. We do not have a full year of data to set goals. We should have good data/metrics to set goals for FY23,
Office of the United States Trade Representative (EOP)	USTR anticipates that the majority of its workforce will be in a telework or remote work status for FY2022. As we work to re-enter during this fiscal year, we will monitor all staff agreements for compliance with our Telework and Remote Work Policy, disseminate pulse surveys for feedback, and assess data via our automated system to help establish future goals.
Pension Benefit Guaranty Corporation	We want all our employees to be on a telework schedule of 3 or more days per pay period. However, we understand that some employees wish not to telework, and it is a voluntary program. The agency respects the employee's choice.
Privacy and Civil Liberties Oversight Board	We are still developing our telework policy, but hope to have at least 2-3 days per week.
Social Security Administration	We do not break down goals for each category of telework (i.e., situational, infrequent, routine), nor do we set frequency goals. Each respective component's Deputy Commissioner determines employees' allowable number of telework days per week based on their workloads and portable work.
Tennessee Valley Authority	100% of our workforce is eligible to telework. However, there is office work required throughout the year, so remote work is not appropriate.
U.S. International Trade Commission	Our agency is small and has limited resources for planning telework goals and measuring outcomes.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
U.S. International Development Finance Corporation	As the pandemic continued through FY21, DFC successfully maintained an enhanced telework posture for its workforce, e.g., telework participation in excess of 98% of our workforce. As we prepare to return to work in FY22, we anticipate maintaining a robust telework program that renders establishing numeric goals superfluous.
Surface Transportation Board	has not been discussed

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	No	Yes	Yes	No	No	No	No
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	No	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	No	Yes	No	Yes	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	No	No	Yes	No
Corporation for National and Community Service	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No
Court Services and Offender Supervision Agency	No	No	No	No	Yes	No	No	Yes	No
Denali Commission	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No
Department of Agriculture	No	No	No	No	No	No	No	No	No
Department of Commerce	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
Department of Defense	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Department of Education	Yes	No	No	No	Yes	No	No	No	No
Department of Energy	Yes	Yes	No	No	Yes	No	Yes	Yes	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of Health and Human Services	No	No	No	No	No	No	No	No	No
Department of Homeland Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
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	No	Yes	No	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	Yes	No	No	Yes	No	No	Yes	No	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
Environmental Protection Agency	No	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
Equal Employment Opportunity Commission	No	Yes	No	Yes	Yes	No	No	Yes	No
Executive Office of the President(Science and Technology)	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No
Export-Import Bank of the United States	Yes	Yes	Yes	Yes	No	No	No	Yes	No
Farm Credit Administration	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	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 Labor Relations Authority	Yes	No	No	No	No	No	No	No	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Federal Maritime Commission	Yes	No	No	No	Yes	No	No	No	No
Federal Mediation and Conciliation Service	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
Federal Retirement Thrift Investment Board	Yes	Yes	No	No	Yes	No	No	Yes	No
Federal Trade Commission	No	No	Yes	No	Yes	No	No	Yes	No
General Services Administration	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Institute of Museum and Library Services	No	No	No	Yes	No	No	No	Yes	No
Japan-United States Friendship Commission	No	No	No	No	No	No	No	No	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Marine Mammal Commission	No	No	No	No	Yes	No	No	Yes	No
Merit Systems Protection Board	No	No	No	No	No	No	No	No	No
Millennium Challenge Corporation	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
National Aeronautics and Space Administration	No	No	No	Yes	Yes	No	No	No	No
National Archives and Records Administration	Yes	Yes	No	Yes	Yes	No	No	Yes	No
National Capital Planning Commission	Yes	Yes	Yes	Yes	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	Yes	Yes	Yes	Yes	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
National Endowment for the Humanities	Yes	Yes	Yes	Yes	Yes	No	No	No	No
National Labor Relations Board	No	No	No	No	Yes	No	No	No	No
National Science Foundation	Yes	Yes	No	No	No	No	No	No	No
National Transportation Safety Board	Yes	Yes	No	Yes	Yes	No	No	No	No
Nuclear Regulatory Commission	No	No	No	No	No	No	No	No	No
Nuclear Waste Technical Review Board	No	No	No	No	No	Yes	No	Yes	No
Occupational Safety and Health Review Commission	Yes	Yes	Yes	No	No	Yes	No	Yes	No
Office of Government Ethics	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Office of Management and Budget (EOP)	No	No	No	No	No	No	No	No	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Office of National Drug Control Policy	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Office of Navajo and Hopi Indian Relocation	No	No	No	No	No	No	No	No	No
Office of Personnel Management	No	No	No	No	No	No	No	No	No
Office of the Director of National Intelligence	No	No	No	No	No	No	No	No	Yes
Office of the United States Trade Representative (EOP)	No	No	No	No	Yes	No	No	Yes	No
Patent and Trademark Office	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No
Peace Corps	No	No	No	Yes	Yes	No	No	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes
Postal Regulatory Commission	Yes	Yes	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
Privacy and Civil Liberties Oversight Board	No	Yes	Yes	Yes	Yes	No	No	No	Yes
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
Tennessee Valley Authority	Yes	Yes	No	Yes	Yes	No	No	No	No
U.S. Commission on Civil Rights	No	No	No	No	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	No	Yes	Yes	No	No	Yes	No
U.S. International Development Finance 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
Surface Transportation Board	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Commission for Fine Arts	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	-	-	-	
Agency for International Development	X	-	-	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	-	-	-	Our entire staff has worked remotely since October 1, 2018.
Central Intelligence Agency	-	-	-	X	
Chemical Safety and Hazard Investigation Board	X	-	-	-	Organization chart with duty stations assisted in the determination.
Commission for Fine Arts	X	-	-	-	
Commodity Futures Trading Commission	-	X	-	-	
Consumer Financial Protection Bureau	X	-	-	-	
Consumer Product Safety Commission	-	-	-	-	Information tracked through a personnel system.
Corporation for National and Community Service	-	-	X	-	These numbers are based on the number of current federal employees listed on AmeriCorps Alpha Roster. Currently all AmeriCorps employees are still operating in a fulltime telework capacity.

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:
Court Services and Offender Supervision Agency	X	-	-	-	
Denali Commission	X	-	-	-	
Department of Agriculture	-	-	X	-	
Department of Commerce	X	-	-	-	
Department of Defense	X	X	X	X	
Department of Education	X	-	-	-	
Department of Energy	X	-	X	X	
Department of Health and Human Services	-	-	-	X	
Department of Homeland Security	X	-	-	-	We do not track this information.
Department of Housing and Urban Development	X	-	X	X	
Department of Justice	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 data
Environmental Protection Agency	X	-	-	-	Personnel System
Equal Employment Opportunity Commission	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Executive Office of the President(Science and Technology)	-	-	-	-	The number was based off of our FTE count as of September 30, 2021, and we allow all staff to telework.
Export-Import Bank of the United States	X	X	-	-	OMB Flexible TW mandate for all Federal Agencies
Farm Credit Administration	-	-	-	-	The Agency was 100% telework for FY 21 due to the pandemic.
Federal Deposit Insurance Corporation	X	-	-	-	
Federal Election Commission	X	-	X	-	
Federal Energy Regulatory Commission	X	-	-	-	
Federal Housing Finance Agency	X	X	-	-	
Federal Labor Relations Authority	X	-	-	-	
Federal Maritime Commission	X	-	X	-	
Federal Mediation and Conciliation Service	X	-	X	-	
Federal Mine Safety and Health Review Commission	X	-	-	-	
Federal Retirement Thrift Investment Board	X	-	-	-	
Federal Trade Commission	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:
General Services Administration	X	X	-	-	The employees captured in routine work categories, also used situation and/or emergency telework due to evacuation order. Almost all GSA employees teleworked full-time during FY21.
Institute of Museum and Library Services	-	-	X	-	
Japan-United States Friendship Commission	-	-	-	-	JUSFC staff have been on fulltime telework since March 16, 2020.
Marine Mammal Commission	-	-	-	X	
Merit Systems Protection Board	X	-	-	-	
Millennium Challenge Corporation	-	-	-	-	Telework did not occur -- Based on the OPM definition for remote work vs telework (routine and situational), the MCC workforce was classified as 100% emergency telework for fiscal year 2021.
National Aeronautics and Space Administration	X	-	-	-	
National Archives and Records Administration	X	-	-	-	Google Tracking tool
National Capital Planning Commission	-	-	-	-	Our agency's emergency maximum telework status has been in effect since the pandemic declaration.

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 Council on Disability	X	X	X	-	
National Credit Union Administration	X	-	-	-	
National Endowment for the Arts	X	-	X	-	
National Endowment for the Humanities	X	-	X	-	
National Labor Relations Board	X	-	-	-	
National Science Foundation	X	-	-	-	
National Transportation Safety Board	X	X	X	-	
Nuclear Regulatory Commission	-	-	-	-	Telework agreements tracked through the agency's SharePoint site.
Nuclear Waste Technical Review Board	X	X	X	-	
Occupational Safety and Health Review Commission	X	-	X	-	
Office of Government Ethics	X	-	-	-	
Office of Management and Budget (EOP)	-	-	-	-	Used telework data for PPE ending 9/11/2021
Office of National Drug Control Policy	X	-	X	X	During the pandemic, except for a few employees whose positions are not telework-compatible, all ONDCP employees participated in at least situational telework.

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Office of Navajo and Hopi Indian Relocation	-	-	-	X	
Office of Personnel Management	X	-	-	X	
Office of the Director of National Intelligence	-	-	X	-	The tool used to track telework launched in September of 2021. We should have data for FY22
Office of the United States Trade Representative (EOP)	X	X	-	-	During FY2021, all EOP components reported weekly telework and onsite work reports to White House Office of Management and Administration.
Patent and Trademark Office	-	X	-	-	
Peace Corps	-	-	-	-	All employees work remotely under the COOP due to the COVID-19 Pandemic.
Pension Benefit Guaranty Corporation	X	-	-	-	
Postal Regulatory Commission	-	-	X	-	
Privacy and Civil Liberties Oversight Board	-	-	X	-	
Railroad Retirement Board	X	-	-	-	
Securities and Exchange Commission	-	X	-	-	
Small Business Administration	X	-	-	-	NFC Data
Social Security Administration	-	-	-	X	A customized virtual private network (VPN) report that monitors and tracks VPN access.

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:
Surface Transportation Board	X	-	-	-	the agency has been teleworking 100% because of the pandemic
Tennessee Valley Authority	-	-	X	-	
U.S. Commission on Civil Rights	-	-	X	-	
U.S. International Development Finance Corporation	X	-	-	-	
U.S. International Trade Commission	X	-	-	-	
U.S. Office of Special Counsel	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	X	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	X	
Central Intelligence Agency	X	-	
Chemical Safety and Hazard Investigation Board	-	-	Employees who work from their home address only.
Commodity Futures Trading Commission	-	X	
Consumer Financial Protection Bureau	-	X	
Consumer Product Safety Commission	X	X	
Corporation for National and Community Service	X	-	
Court Services and Offender Supervision Agency	-	X	
Denali Commission	-	X	
Department of Agriculture	X	-	
Department of Commerce	-	X	
Department of Defense	X	X	
Department of Education	-	X	
Department of Energy	-	X	
Department of Health and Human Services	X	-	
Department of Homeland Security	-	X	We do not track this information.
Department of Housing and Urban Development	-	X	
Department of Justice	X	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 Labor	-	X	
Department of State	X	X	
Department of the Interior	-	X	
Department of the Treasury	X	X	
Department of Transportation	-	X	
Department of Veterans Affairs	-	X	
Environmental Protection Agency	-	X	
Equal Employment Opportunity Commission	-	X	
Executive Office of the President(Science and Technology)	X	-	
Export-Import Bank of the United States	X	-	
Farm Credit Administration	X	X	
Federal Deposit Insurance Corporation	-	X	
Federal Election Commission	-	X	
Federal Energy Regulatory Commission	-	X	
Federal Housing Finance Agency	-	X	
Federal Labor Relations Authority	-	X	
Federal Maritime Commission	-	X	
Federal Mediation and Conciliation Service	X	-	
Federal Mine Safety and Health Review Commission	-	X	
Federal Retirement Thrift Investment Board	-	X	
Federal Trade Commission	-	X	

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:
General Services Administration	-	X	
Institute of Museum and Library Services	X	-	
Japan-United States Friendship Commission	X	-	
Marine Mammal Commission	-	X	
Merit Systems Protection Board	-	X	
Millennium Challenge Corporation	X	X	
National Aeronautics and Space Administration	-	X	
National Archives and Records Administration	X	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 Science Foundation	-	X	
National Transportation Safety Board	X	-	
Nuclear Regulatory Commission	-	X	
Nuclear Waste Technical Review Board	-	X	
Occupational Safety and Health Review Commission	X	-	
Office of Government Ethics	-	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:
Office of Management and Budget (EOP)	-	X	
Office of National Drug Control Policy	-	X	
Office of Navajo and Hopi Indian Relocation	-	X	
Office of Personnel Management	-	X	
Office of the Director of National Intelligence	-	X	The tool used to track telework launched in September of 2021. We should have data for FY22
Office of the United States Trade Representative (EOP)	X	X	
Patent and Trademark Office	-	X	
Peace Corps	-	X	
Pension Benefit Guaranty Corporation	-	X	
Postal Regulatory Commission	X	X	
Privacy and Civil Liberties Oversight Board	-	X	
Railroad Retirement Board	X	X	
Securities and Exchange Commission	-	X	
Small Business Administration	-	X	
Social Security Administration	X	-	
Tennessee Valley Authority	-	X	
U.S. Commission on Civil Rights	X	-	
U.S. International Trade Commission	-	X	
U.S. Office of Special Counsel	-	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:
U.S. International Development Finance Corporation	-	X	
Surface Transportation Board	-	X	
Commission for Fine Arts	-	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	X	X	X	X	X	X
Agency for International Development	-	-	X	X	X	X
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	X	-	-	-	-	X
Central Intelligence Agency	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	-	-	X	-	X	X
Commodity Futures Trading Commission	-	-	-	-	-	-
Consumer Financial Protection Bureau	-	-	-	-	-	X
Consumer Product Safety Commission	-	-	-	-	-	-
Corporation for National and Community Service	-	-	-	-	-	-
Court Services and Offender Supervision Agency	-	-	-	-	-	X
Denali Commission	-	-	-	-	-	-
Department of Agriculture	-	-	-	-	-	-
Department of Commerce	-	-	-	-	-	-
Department of Defense	-	X	-	-	-	X
Department of Education	-	-	-	X	-	X

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

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

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
National Capital Planning Commission	-	-	-	X	-	X
National Council on Disability	-	-	X	-	X	X
National Credit Union Administration	-	X	-	X	-	X
National Endowment for the Arts	-	-	-	X	-	X
National Endowment for the Humanities	-	-	-	-	X	X
National Labor Relations Board	-	-	-	-	-	X
National Science Foundation	-	-	-	-	-	-
National Transportation Safety Board	-	-	-	-	-	-
Nuclear Regulatory Commission	-	-	-	-	-	-
Nuclear Waste Technical Review Board	-	-	-	-	X	X
Occupational Safety and Health Review Commission	-	-	-	-	-	X
Office of Government Ethics	-	-	-	-	-	X
Office of Management and Budget (EOP)	-	-	-	-	-	-
Office of National Drug Control Policy	-	-	-	-	X	-
Office of Navajo and Hopi Indian Relocation	-	X	-	-	-	-
Office of Personnel Management	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Office of the Director of National Intelligence	-	-	-	-	-	-
Office of the United States Trade Representative (EOP)	-	-	-	-	-	-
Patent and Trademark Office	X	-	-	-	-	X
Peace Corps	-	-	-	-	-	-
Pension Benefit Guaranty Corporation	-	-	-	-	-	X
Postal Regulatory Commission	-	X	-	-	-	X
Privacy and Civil Liberties Oversight Board	-	X	-	-	-	X
Railroad Retirement Board	-	-	-	-	-	-
Securities and Exchange Commission	-	-	-	-	-	X
Small Business Administration	-	-	X	X	-	X
Social Security Administration	-	-	-	-	-	-
Tennessee Valley Authority	-	-	-	-	-	-
U.S. Commission on Civil Rights	-	-	-	-	-	-
U.S. International Trade Commission	-	-	-	-	-	-
U.S. Office of Special Counsel	-	-	X	-	-	X
U.S. International Development Finance Corporation	-	-	-	-	-	-
Surface Transportation Board	-	-	-	-	-	-
Commission for Fine Arts	-	-	-	-	-	-

Appendix 23. Cost Savings Descriptions

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Access Board	It is estimated that \$25,000.00 was saved,	The method was an estimation assessing this cost due to the fact the office was closed during the pandemic.
Agency for International Development	The cost savings is unable to be described in dollar amounts. However, USAID's technological capabilities to conduct meetings, town hall sessions, training sessions, new employee orientations, etc. has greatly reduced the travel time to/from the offices/facilities. Also, the amount of time employees are unexpectedly absent from performing work duties has been minimized with the use of the pandemic-ordered telework posture, coupled with the expanded use of workplace flexibilities (e.g., Maxiflex work schedules).	The Agency utilizes telework feedback from staff.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	We have saved approximately \$210,000 in office lease costs (accounting for inflation since 2020 survey). We pay approximately \$1,500 for storage space/mailbox rental and temporary office space on an as-needed basis.	I worked with our Financial Manager to determine what our monthly costs were for monthly costs.
Chemical Safety and Hazard Investigation Board	The agency was able to reallocate \$35,000 to other areas with the savings on transit subsidies and reduced the number of parking spaces as a result of telework/remote hiring.	Finance is responsible for tracking cost related to transit benefits, parking subsidies and space using a spreadsheet format.
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.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Court Services and Offender Supervision Agency	We estimate that Agency employees saved a cumulative 2 million dollars in commuting costs alone.	Utilizing time and attendance data, in addition to the "2019 STATE OF THE COMMUTE SURVEY" [most recent], published by the National Capital Region Transportation Planning Board, we estimated that the Agency saved 3.2 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 (3,190,176) by 62 cents, which equates to \$1,977,909 in cost savings. Note: this number does not include employee savings with regards to parking.
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 employees teleworking, it is reasonable to assume cost savings energy (as mentioned in facilities examples) In addition, with employees not working in a physical Federal office building, DOC is realizing cost savings on the transit benefit program. DOC has 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.

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 Defense	DCAA saved \$1,466,997 in office space leases. USUHS saved \$34,415 in mass transit costs. DODOIG saved \$123,894 in transit costs DFAS saved \$17,000 in travel costs by utilizing Microsoft Teams instead of traveling.	DD10 DCAA - The Agency maintains an automated tool to track the Agency's leased facilities and associated costs. Additionally, DCAA utilizes the GSA Data to Decision (D2D) dashboard to monitor all leases and costs associated with GSA facilities. DD15 USUHS - Cost savings determined by reviewing agency mass transit cost reports. DD26 OIG - The method for determining and assessing the cost saving for commuter costs is utilizing the WHS' Pick-up Report for the actual Mass Transit subsidy charges for each month. The Mass Transit Pickup Reports provides the agencies actual cost that covers their portion of the WMATA 2021 bill DD35 DFAS - Overview data was provided to the Agency Telework Program Manager directly from key managers, telework coordinators, and stakeholders deeply involved in these projects. There specific methods of determining and assessing cost savings is not available at my level. Some details of how calculations were determined are explained in the question above. Some figures are estimates of future cost savings.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Education	The Department incurred savings of \$4,936,423.08 in transit costs.	During Fiscal Year 2021, the Department attained a cost savings which was received by participant's non usage due to the continued global pandemic. As the Agency worked through the Workplace Reconstitution Transition plan, it continued to allow employees nationwide to work remotely. The transit benefits subsidy program continued to be an available option for those employees who elected to work onsite.
Department of Energy	In 2021, there has been a significant reduction in transit benefit costs due to an increase in remote working participation. In FY 2020, DOE spent an average of \$363K a month and approximately \$4.4 million in mass transit subsidy. In FY 2021, the annual costs decreased to \$2.5 million, and the average monthly costs decreased to 18K.	Cost saving was determined by using the internal tracking of the Department's monthly SEET Billing from the Department of Transportation and other DOE reporting mechanisms.
Department of Homeland Security	DHS Headquarters saved roughly \$4.9 million during FY2021 in reduced transit subsidies compared to pre-pandemic levels. That savings will be diminished in FY2022 due to the return to the federal workplace.	Internal tracking of transit subsidies.
Department of Labor	An existing DOL sub agency reported a 60% reduction in space resulting in a projected reduced real estate cost of over 1.8 million dollars.	An existing DOL sub agency report.

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	The Department does not have a tracking mechanism to assess cost savings for the categories noted. However, because of expanded telework to the maximum extent possible, the Department saved utilities due to the reduced use of domestic facilities. With the continued expansion of core hours, which allowed employees more flexibility to balance their personal and professional responsibilities, the Department reduced absenteeism.	The Department does not currently have a method or tracking mechanism to determine exact cost savings.
Department of the Treasury	The IRS continues the consolidation of real estate which has exceeded \$862,000 in savings through the HaP program. The Office of the Inspector General experienced a cost savings of approximately \$700,000 in FY2022 for office space given up in FY2021. In FY2021, OCC saved approximately one million dollars in real estate costs as a result of closing 3 offices and relocating 2 additional office locations.	The assessment of cost savings for the IRS HaP program was determined through tracking the associated savings from real estate reductions, which was extracted from a Sharepoint based system. Regarding real estate cost saving for OCC, 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.
Department of Veterans Affairs	1) VA realized a cost savings of \$5.2 million in FY21 by reducing office space leases in the Washington, DC area for the VA Central Office by more than 94,000 square feet. 2) VA realized a cost savings of roughly \$4 million by reducing the annual expenses in FY21 for transit subsidies in the Washington, DC area from Washington Metropolitan Area Transit Authority, rail systems and bus/van services. The original FY21 projection was approximately \$6 million, and the actual expenses totaled approximately \$2 million.	Cost savings were assessed through internal tracking, using rent invoices from the General Services Administration, and actual transit usage reports from the Washington Metropolitan Area Transit Authority and other providers.
Equal Employment Opportunity Commission		Employees have increased leave balances.

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 spaces in buildings throughout the United States. In 2021, the FDIC renegotiated the space and telework articles of our Collective Bargaining Agreement (CBA) with the employee union. The agreed-upon articles reduce the amount of space in all FDIC-owned and leased buildings by not allocating space to employees who telework more than 50%. Instead, the FDIC is increasing shared and collaborative workspace to be used as needed. The new articles will significantly reduce space needed in all buildings with the hope to further reduce the FDIC footprint in headquarters, the regions and field offices.	The FDIC can calculate cost savings based on the square footage saved in a leased building due to an employee electing to telework on a full-time basis. The agency estimates the cost per square footage based on the number of employees assigned to the office and then calculates the actual cost based on the number of employees who elect full-time telework and determines the difference.
Federal Election Commission	The agency saved approximately \$228,000 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 de-obligated 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. In Fiscal Year 2021, our transit subsidy program actual expenses were \$190,000, a savings of \$1.59 million from pre-pandemic levels and a savings of \$914,000 compared to the previous fiscal year 2020.	These cost savings were determined using actual cost data obtained from internal budget tracking by our Chief Financial Officer.
Federal Labor Relations Authority	Transit/commuting cost decreased from \$46,185.02 in FY2020 to \$12,203.20 in FY2021. The difference/savings due to teleworking was \$33,981.02.	Internal tracking methods of transit/commuter costs.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Federal Retirement Thrift Investment Board	Cost savings because of the agency mandated telework posture occurred in the area of transit benefits. Transit benefits paid for FY 2020 was \$12345. Transit benefits paid for FY 2022 was \$1111. This amounted to a savings of \$12345 due specifically to the agency telework posture during the COVID-19 Pandemic.	We compared the budget line for transit benefits from FY 2020 and compared it the budget line for FY 2021. the difference between the two was the resulting savings.
Federal Trade Commission	The transit/commuting cost decreased from \$517,009.28 in Fiscal Year 2020 to \$95,223.92 in Fiscal Year 2021. The difference/savings due to teleworking was \$421,785.36.	The transit/commuting cost data was collected by the Department of Transportation Customer Statement for Fiscal Year 2020 and Fiscal Year 2021.

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	<p>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. As we plan for the return to facilities, we will explore how further leveraging telework in an extensive capacity will reshape GSA's real estate footprint. 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 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.</p>	<p>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.</p>
Japan-United States Friendship Commission	<p>In FY21, JUSFC saved approximately \$800 a month on commuting costs.</p>	<p>Internal tracking.</p>
Marine Mammal Commission	<p>The agency saved approximately \$5,000 in transit benefits.</p>	<p>internal tracking</p>

National Aeronautics and Space Administration	<p>NASA had a cost savings of approximately \$695k in FY21 for transit/commuting costs. This is a combination of direct cost savings due to transit subsidies in some locations and agency costs from tax incentives to the employee (as shown on their W-2) from vanpooling. This level of savings is due to NASA's mandatory and subsequent maximum telework posture resulting from the pandemic. This posture reduced NASA's onsite footprint and associated transit costs to the agency. This amount is not part of a planned management action nor is it sustainable as the cost savings will decrease as more employees return to onsite work and begin utilizing transit benefits offered by the agency. NASA had a cost savings of approximately \$5,000 in FY21 for travel related to training and conferences. Due to the transition of training and conferences to a virtual setting, NASA was able to reallocate the travel savings into additional course/conference offerings. In this case, there wasn't a direct monetary savings, but reduced travel costs did increase the budget for training and conference attendance beyond what we have historically been able to support. This amount is not part of a planned management action nor is it sustainable as the cost savings will decrease as travel restrictions are lifted and employees begin to utilize onsite training/conference opportunities. NASA has not closed any facilities as a direct result of the pandemic. However, efficiencies observed during the pandemic will continue to influence NASA's Future of Work efforts which include assessing the potential for increasing telework and decreasing our federal footprint, especially in rental office space, among other considerations. We also will take lessons learned into this next phase of work. These cost savings, however, have not been fully quantified.</p>	We calculated the cost savings for travel subsidies and training/travel dollars using NASA's existing databases.
National Archives and Records Administration		

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 FY21, the agency saved approximately over \$34,000 in transit costs; nearly \$25,000 in travel; and over \$34,000 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, and unused benefits are returned to the agency each month. In FY21, we identified a savings of \$24,198.58 in commuter benefits. General office supplies: Indiscernible due to the agency enhancing our procedure to provide supplies in support of telework employees. 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.	In FY21, we deactivated commuter subscriptions, i.e., Marc Train and WMATA. We determined the total amount of savings by analyzing our SmartBenefits / Commuter benefit program.
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 spending 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 the Pandemic.	Reduced travel costs associated with training as training transitioned to virtual events during the pandemic.
National Labor Relations Board	The Agency's cost for the transit/commuting benefit decreased by \$305,479.41, between FY20 (\$391,831.68) to FY21 (\$86,352.27).	According to annual comparison of the DOT Transit Report "Customer Statement, Transit Benefits."
Nuclear Waste Technical Review Board	Reducing employee absences doesn't equate to a dollar amount but rather to an increase in productivity. Pausing WMATA/Smart Benefits has reduced costs by \$6,600.	Based off our last expenditure for 2020 for WMATA times 12 months for 2021.
Occupational Safety and Health Review Commission	Transit/Commuting costs are less because our telework directive allows employees to telework more frequently therefore reducing the cost to/from the official duty station.	Internal tracking of commuting/transit 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).
Office of Government Ethics	Due to mandatory telework, OGE has a cost savings of \$55,000 in transit commuting costs. OGE anticipates significant cost savings to continue once mandatory telework is lifted due to our expanded telework program and pilot remote work program.	Tracking of budget reports.
Office of National Drug Control Policy	Reduced employee absences: we are unable to provide an exact dollar amount, but overall employee absences were reduced in FY 2021 because telework flexibilities allowed employees to continue working in situations that might have otherwise required leave if they were expected to report onsite.	Informal employee feedback.
Office of Navajo and Hopi Indian Relocation	\$2,000 in utility costs.	Agency vendor expenses internal 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).
Patent and Trademark Office	<p>(RENT/OFFICE SPACE) 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 2021, the agency avoided securing \$45.4 million (annual) in additional office space (less hoteling expenses) as a direct result of all the USPTO's full-time telework programs.</p> <p>(TRANSIT/COMMUTING COSTS) Each year USPTO's teleworkers have a dramatic impact on the environment in the Washington D.C. metropolitan area collectively saving \$10.9 million in gas per year and avoid driving 36.6 million miles a year.</p>	<p>(RENT/OFFICE SPACE) 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 per position in the Alexandria, Virginia area.</p> <p>(TRANSIT/COMMUTING COSTS) The agency used the latest EPA average fuel economy in miles per gallon and average grams of carbon dioxide produced per gallon of gasoline burned; the regional mean commute length from the Metropolitan Washington Council of Governments; the average fuel costs per gallon from the US Energy Information Administration; and the total numbers of routine teleworkers with a twice-bi-weekly reporting requirement and from remote workers.</p>
Pension Benefit Guaranty Corporation	The agency has increased its cost savings with the transit subsidy program as a majority of the employees have reduced their commute into the office. In 2021 the agency saved \$458,810.20 in transit subsidy funds.	Internal tracking of the agency transit subsidy program. The payroll office conducted an analysis.
Postal Regulatory Commission	<p>Please find outlined below a description of the cost savings for the Commission along with the specific areas money was saved.</p> <p>FY 2021 COVID SAVINGS Supplies: \$20,467; Services: \$119,645; Travel: \$16,511; Total: \$156,623</p>	The Commission's method for determining and assessing these cost savings was achieved 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).
Privacy and Civil Liberties Oversight Board	We are a micro-agency and it is not possible for us to track costs in this manner.	We are a micro-agency and it is not possible for us to track costs in this manner. However, our budget execution rate was lower than in pre-pandemic periods. We cannot tease out what portion of that was directly attributable to telework, however.
Securities and Exchange Commission	In 2021, the entire Agency was engaged in mandatory telework until August 9, 2021, at which point employees were allowed to return to the office on a voluntary basis. Some employees utilized the transit program, resulting in costs to the Agency of approximately \$300,000 (\$274,000 in administrative fees). In 2019, the last full fiscal year employees were utilizing the transit benefits system, the SEC spent \$4,243,241.20 in transit benefit costs. The result of our telework posture in 2021 was an overall savings of roughly 3.9 million dollars.	The SEC participates in the transit benefit program administered by the Department of Transportation which provides the SEC with quarterly statements of usage and costs which is tracked by the Benefits Office in the Office of Human Resources. DOT is currently working on the final reconciliation for FY21 to close out the agreement. OHR estimates the SEC spending on transit benefits (excluding administrative fees) will be less than \$20,000.
Small Business Administration	Regarding human capital costs, we were able to achieve a reduced time to hire metric for FY 2021 from the goal of 100 days to actual 35 days, due to utilization of governmentwide direct hiring authority authorized by OPM and direct hiring authority granted to SBA to support COVID-19 efforts. We streamlined the vetting and onboarding process in collaboration with Personnel Security to accelerate the suitability review of candidates and leveraged IT enhancements with OCIO to allow remote workers to access SBA systems with their own equipment. Regarding training, we have continued to save on training agency-wide with approximately \$300,000 saved in FY21. Regarding transit/commuting costs, we have achieved continued savings agency-wide, with approximately \$209,000 saved in FY21.	Human capital cost savings were determined by internal tracking of our FY21 time-to-hire metric. Transit cost saving and training cost savings were also internally tracked.

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).
U.S. Office of Special Counsel	Three employees were approved for remote work in areas with lower locality pay. This resulted in approximately a 15% reduction in locality pay.	This is tracked internally through bi-weekly payroll data.



U.S. Office of Personnel Management

Employee Services

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