

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

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**2012  
Status of Telework  
in the  
Federal Government**

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**Report to the Congress**

*a New Day for Federal Service*



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
JUNE 2012

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## Executive Summary

The signing of the Telework Enhancement Act in December 2010 (the Act), set in motion a transformation of Federal telework that will have the effect of unleashing its potential as a strategic intervention for supporting agency effectiveness. The Act provides a framework of requirements designed to ensure a more systematic implementation of telework in Federal agencies than previously existed and adequate notice to employees of their telework eligibility status. Satisfying these requirements has meant a fundamental shift in how agency stakeholders view and implement telework -- from a strictly individual employee benefit to a strategic organizational change *program*.

### Program Benefits

Telework program benefits extend from the individual to larger communities. Telework's potential to enhance work-life balance for individual employees is well documented. Implemented widely across agencies, telework has the potential to improve quality of life for communities, for example, by reducing traffic congestion and pollution. Increasingly, however, the potential for agency benefits drives telework implementation.

- Aligned with agency strategy and mission, telework supports achievement of objectives increasingly important for operation of an efficient and effective Federal Government, including cost savings and improved performance, and maximizing organizational productivity.
- Developed as a strategic program, telework is a powerful agency recruitment and retention tool with the capacity to improve the competitive position of the Federal Government for recruiting and retaining the best possible workforce. .
- Leveraged as a management tool, telework mitigates potential disruptions to workplace productivity (e.g., severe weather).

### About the Research

The research described was designed to satisfy content outlined in the Act and provides a baseline for evaluation of Federal telework programs under the Telework Enhancement Act of 2010. The study for the report draws upon multiple methods (survey, focus groups, and archival data) and provides a robust picture of telework under the Act through the consequent integration of key stakeholder perspectives (agencies, employees and program managers). As in prior reports, the annual agency Data Call provided the core data for the report. However, to reflect program parameters and measures outlined in the Act, the form of the Call used in 2011 was heavily revised from prior administrations. For this reason, telework program results presented in this report are not directly comparable to findings reported for prior years.

Results provide an overview of agency efforts and status with respect to implementing programs as required in the Act, descriptions of how many and how Federal employees telework, summaries of agency goal-setting efforts, and insights into 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. However, caution should be exercised when participation and frequency findings are reviewed. In the absence of a standardized Governmentwide data collection system or trained data collection staff in all agencies, the final combined telework participation estimates are unlikely to be reliable.

Finally, many agencies do not have the current systems capacity to collect all requested data (e.g., situational telework); final participation and frequency numbers may under-report telework activity, again, with consequences for data quality standards, including reliability.

This same systems limitation must be kept in mind when interpreting results. For example, at the time of the Call, some agencies had not yet developed databases to track the number of signed telework agreements. The mismatch between number of agreements and number of teleworkers reflects this limitation in data collection rather than a failure to ensure signed agreements.

### **Telework Program Implementation**

The Act included a number of requirements for Federal telework programs. These are outlined next with results of data collection shown for each.

Findings must be interpreted with respect to the data collection limitations noted above. In addition, some agencies opted to participate in the Data Call although they were not required to do so under the Act. In some instances, apparent non-compliance with the Act results when such agencies elected not to respond to every item.

- *Establish a policy under which eligible employees would be allowed to telework.* All agencies responding to the Data Call (87) had established telework policies; 73 percent of which met the requirements of the Act at the time of the Call. Focus group participants described the time-consuming effort of revising policy, and the lengthy internal review processes that made it difficult or impossible to align telework policies with Act requirements in time to meet the June 2011 deadline.
- *Designate a Telework Managing Officer (TMO).* Practically speaking, all respondent agencies had designated a permanent or acting TMO at the time of the Call. The two that did not were not covered by the Act, and thus not bound to adhere to its requirements.
- *Determine and notify all employees of their eligibility to telework.* All reporting Executive branch agencies governed by Act requirements had notified agency employees of their eligibility to participate in telework. At the time of the Call, a total of 684,589 agency employees had been determined eligible to telework, representing almost 32 percent of the 2,165,390 employee population reported by agencies.
- *Require a written agreement between an agency manager and each of his or her employees authorized to telework.* While not every agency has systems in place to track telework agreements, records maintained by the 82 agencies that were able to provide responses show that a total of 144,851 employees have a telework agreement with their managers. Agencies renew telework agreements periodically, in some cases,

according to a fixed schedule and, in others, whenever an employee’s supervisor or position changes.

- *Ensure that an interactive training program is provided to eligible employees and their managers and that the training is successfully completed by employees prior to entering into a telework agreement* (unless specifically waived by the head of the agency). The web-based training posted on the Office of Personnel Management's (OPM’s) telework website ([www.telework.gov](http://www.telework.gov)) was the most commonly reported source of training.
  - Agencies were asked to report the number of employees and managers who had received telework training since the signing of the Act. Again, data collection methods often did not permit points of contact (POCs) to respond to this question. Reportedly, a total of 166,348 employees have been trained since the signing of the Act in December 2010.
  - Of those agencies that track training, the largest number record certificates to establish training completion (26 agencies).
- *Adopt telework as a critical management tool into agency Continuity of Operations Plan (COOP)*. At the time of the Call, 75 agencies had included telework as part of their COOP plans.

While technology enables telework and forms the basis for successful programs, inadequate technology and data security issues are often mentioned as critical barriers to telework. Consequently, the Call included questions to assess technology implementation. Results indicate that more agencies bear the cost of equipping teleworkers (e.g., provide computers to teleworkers) than services to support telework (e.g., internet). Agencies report that steps are routinely taken to ensure data security.

### Participation in Telework

The Call asked agencies to report telework participation and frequency during September and October 2011. Although this period of reporting was just a few months after the deadline for meeting Act requirements, a quarter of all employees deemed eligible to participate were reported as teleworking. Teleworkers tend to include more females, older employees, and those with longer agency tenure compared to the Federal population. Evident from the number of respondents, not all agencies were able to collect requested data.

	<b>Total Number of Employees</b>	<b>Employees Deemed Eligible to Telework</b>	<b>Employees with Telework Agreements</b>	<b>Employees Teleworking in Sept 2011</b>
Number of employees in each category	<b>2,165,390</b>	<b>684,589</b>	<b>144,851</b>	<b>168,558</b>
Number of agency respondents	86	82	82	87



Still, as often happens when innovations are introduced, Federal telework faces barriers to full implementation. Asked to describe ongoing challenges, several agencies reported resistance among key stakeholders (e.g., managers) as well as technology and security concerns.

### **How Often Do Employees Telework?**

Achieving telework benefits, such as reductions in energy use, often depend upon how frequently employees telework. The Act also specified the importance of collecting data on the frequency of telework. As of the Call reporting period, many agencies did not have systems in place to track the number of days an employee teleworks. Of those agencies that were able to respond, results indicate fairly low rates of participation tend to predominate, with more than half of agencies reporting that teleworkers spend 2 or fewer days per week teleworking. Only 27 percent of teleworkers were reported as participating 3 or more days per week.

### **What Happens When Federal Employees Telework?**

The Federal Employee Viewpoint Survey (FEVS) allows teleworking employees to be distinguished from those employees who are not able to telework because of a barrier (e.g., limited technology, not allowed to telework). In comparison to non-teleworkers facing barriers to telework, teleworkers are more likely to report knowing what is expected of them on the job and feeling as though they are held accountable for results. Teleworkers also reported a greater sense of empowerment, higher job satisfaction, and a greater desire to stay at their current job.

As in the 2010 report, results show that teleworkers and those who choose not to telework often have similarly favorable work attitudes. It is likely that employees who telework and those who do not experience similarly high levels of workplace autonomy and control. Both characteristics have been shown to be related to positive workplace attitudes.

### **Goals**

The Act requires that agencies report an annual telework participation goal and encourages agencies to set and measure progress towards a variety of other goals. Since this is the first reporting year under the new law, the participation goals provided in this report pose a baseline for agency assessments of progress in the 2013 Report to Congress. Of responding agencies, 41 reported a participation goal as either a percentage or number of employees. Many agencies were still in the process of setting their participation goals at the time of the Call, and OPM will continue to work with those agencies over the coming months.

The Act also asked agencies to report results of assessments of any other goals the agency may have established for telework programs (e.g., emergency preparedness, recruitment and retention, performance). Emergency preparedness was the most frequently mentioned, while less commonly reported goals included reduced commuter miles, energy use, real estate costs, and improved employee performance. While measuring progress towards these goals remains a challenge, this report details examples of some of the innovative ways in which many agencies have begun to assess them.

## **Telework as a Tool for Achieving Social Goals**

The Act directed OPM to initiate a review of the research on outcomes associated with an increase in telework, and make findings available to the public. Included in the appendices to this report are two reviews of the research literature examining the relationship between 1) telework, energy consumption, and transportation and 2) telework and job availability. Results of this review suggest a number of practical tips for approaches agencies could adopt to achieve goals. Examples include:

- Encourage employees with the longest commutes to telework
- Educate employees about how to best save energy while teleworking
- Encourage employers to make telework available to highly sought after and underserved employees (e.g. employees with high demand expertise, workers with disabilities, or Wounded Warriors).

## **Next Steps**

OPM will continue to work in a consultative capacity with agencies to facilitate continuous telework program improvement, advancement of programs, and interagency learning. The focus in 2012-2013 will continue to be on goal-setting, goal measurement, and evaluation.

To address lingering data reliability issues, OPM has worked closely with payroll providers and agencies to develop a Governmentwide set of standards for data collection. These are being implemented by payroll providers and agencies; the resulting automated data collection will be pilot-tested during the summer of 2012. Findings from the pilot will be included in the next reporting cycle.

## INTRODUCTION

The signing of the Telework Enhancement Act in December 2010 (the Act) set in motion a transformation of Federal telework that will have the effect of unleashing its potential as a strategic intervention for supporting agency effectiveness. Prior to the Act, telework was largely implemented through case-by-case approval of employees. Under the Act, telework is implemented as a strategic workplace flexibility offering expanded opportunities for participation (to the extent it does not diminish employee performance or agency operations), and the potential to substantially benefit individual employees and agencies alike.

The Act provides a framework of requirements designed to facilitate a more systematic implementation of telework in Federal agencies than previously existed and adequate notice to employees of their telework eligibility status. Satisfying requirements has meant a fundamental shift in how agency stakeholders are asked to view and implement telework -- from an individual employee benefit to an organizational change *program*. Implemented as a change program, telework supports achievement of objectives increasingly important for ensuring an efficient and effective Federal Government, including cost savings and improved performance. For example, by offering the flexibility many employees need to balance multiple life responsibilities, telework offers an incentive designed to retain high performing employees with consequent financial benefits for agencies. Beneficial outcomes occur directly and indirectly, for instance, through limiting the cost of turnover while retaining important knowledge assets (Horan & Wells, 2005).

Achieving anticipated benefits requires a substantial portion of eligible Federal employees to participate in telework on a regular, ongoing basis. According to reports issued prior to enactment of the Act, relatively few Federal employees teleworked and even fewer teleworked with the regular frequency that research indicates is necessary to achieve meaningful reductions in turnover, cost savings, reduced pollution or other goals (see Bailey & Kurland, 2002, for a review of the research literature, and [www.telework.gov](http://www.telework.gov) for prior status reports). The Act, however, provides the incentive and parameters for making telework more widely available to all Federal employees.

The Act established specific requirements for Federal telework, and satisfying these requirements meant substantial organizational changes in many agencies, with consequences for policies, workplace practices, and, ultimately, workplace culture. Results described in this report provide a new baseline for future assessments of Federal telework under the Telework Enhancement Act of 2010.

The following background section considers the context for Federal telework. The section describes the legislative background, key program requirements outlined in the Act for agencies, and OPM's role in advancing Federal telework – all aspects of context that work in unison to shape Federal telework.

## **BACKGROUND**

The history and statutory framework for establishing telework began more than a decade ago as an effort to address transportation concerns and grew into an important flexible work arrangement and a powerful recruitment and retention tool for the Federal Government. . Over the years, telework has continued to receive attention due to its potential to improve employee morale, enhance work-life balance for employees, improve the competitive position of the Federal Government for recruiting and retaining the best and brightest workforce, increase Federal agency capacity to achieve mission and operational goals, and maximize organizational productivity.

In recent years, the focus has expanded to view telework as a strategic management tool for coping with potential disruptions in the workplace due to severe weather or other emergencies, and as a recruitment tool to increase access to talent pools. What seems clear is that telework will continue to receive attention within the Federal Government as a human capital strategic tool that provides a number of important benefits and flexibilities to organizations and employees alike.

### **Legislative History**

Congressional interest in expanding the use of telework in the Executive branch began in earnest with the passage of Public Law 106-346 in 2000, which required each Executive agency to establish a policy under which eligible employees of the agency would be permitted to participate in telework to the maximum extent possible without diminished employee performance. Further legislation followed this mandate but the focus was more incremental and targeted specific agencies to increase telework participation by specified amounts.

The Telework Enhancement Act of 2010 (Public Law 111-292), which was signed into law by President Obama on December 9, 2010, built upon previous congressional action and provided a framework for Federal agencies to maximize the use of telework. In addition to establishing baseline expectations for the Federal telework program, the Act provided the legal framework for achieving greater flexibility in managing the Federal workforce through the use of telework. It also assigned specific duties and expanded responsibilities to OPM, and other partner agencies, for directing overall policy guidance to Federal agencies on an ongoing basis in an effort to help them build effective telework programs.

### **Act Requirements: Executive Branch Federal Agencies**

Perhaps the most far reaching and ambitious achievement of the Act was the establishment of a more uniform and consistent approach to telework across the Federal Government. For the first time, Congress provided a consistent definition of what constitutes telework in the legislation, and applied it broadly to encompass most flexible work arrangements that allow an employee to perform his or her work at an approved worksite other than his or her assigned worksite:

*“The term ‘telework’ or ‘teleworking’ refers to a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee’s position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work.”*

Additionally, the legislation established expectations for all Federal Executive agencies with regard to telework policies, program implementation and reporting. A deadline of June 30, 2011, was established for meeting agency requirements in the Act. First and foremost, each Federal agency was required to establish a policy under which eligible employees would be allowed to telework, to determine employee eligibility to participate in telework, and to notify all employees of their eligibility status. Federal agencies continue to exercise maximum flexibility to establish telework policies based on their individual mission and operational needs and to ensure that any such telework program does not diminish employee performance or agency operations.

To ensure consistency and continuity for telework programs across the Government, the Act further directed Federal agencies to:

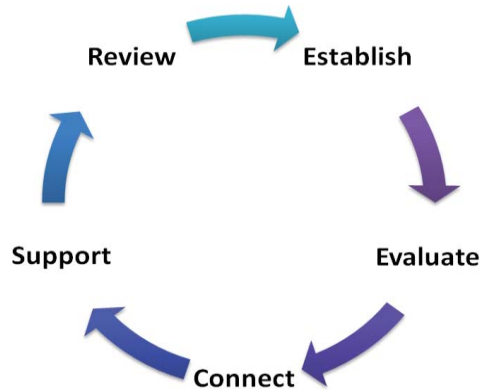
- designate a Telework Managing Officer (TMO) who would be responsible for policy development and implementation (In addition to serving as an advisor for agency leadership and a resource for managers and employees on all matters related to telework, the TMO also is required to consult and coordinate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

## **U.S. Office of Personnel Management: Advancing Federal Telework**

The Act also outlines a number of specific responsibilities for OPM. These responsibilities support the consultative role OPM has long held with agencies, especially in policy guidance, and mandate continued maintenance of the Federal telework website (currently available at [www.telework.gov](http://www.telework.gov)). The Act expands OPM’s role in telework program assessment and data collection, charging OPM to assist agencies in establishing appropriate qualitative and quantitative measures and goals for telework programs. Moreover, OPM, in collaboration with agencies, is required to compile and submit an annual report to Congress on the telework programs of each agency, a requirement addressed here. Specific content is established for the report, for example, degree and frequency of participation in telework by employees in each

agency, number and percentage of employees eligible to participate in telework, and results of any assessments of outcomes associated with telework.

The Governmentwide telework program is managed by OPM's Work/Life/Wellness (W/L/W) office. Prior to the Act, the office developed a model for advancing telework (shown below).



In many aspects, the model aligns with the Act, especially in its emphasis on OPM consultative services, evaluation, and measurement. These reinforce the central role of OPM's W/L/W office in the advancement of telework. Model components include:

- **Establish:** Goals for advancing telework are outlined in the Act and established by individual agencies. W/L/W supports efforts to establish telework goals through workshops, feedback on research results and individual consultations.
- **Evaluate:** W/L/W conducts ongoing data collection through various research programs to assess agency telework program implementation, processes and outcomes, and assist agencies in similar data collection. Data are collected through custom instruments (e.g., periodic Data Call, focus groups, survey of Federal employees), and other existing sources (e.g., agency surveys, FEVS, payroll and Human Resources data).
- **Connect:** We share results and useful lessons learned through evaluation with the Federal telework community, including agencies and other stakeholders.
- **Support:** W/L/W helps agencies develop and implement programs through training (e.g., in telework, action planning, evaluation) and policy guidance. We provide consultative services as needed for building robust individual agency programs (e.g., program implementation, policy analysis).
- **Review:** We analyze research findings, evaluation findings and lessons learned on a continuing basis to assess Governmentwide progress in advancing telework.

## REPORT CONTENT

The scope of the report has been dictated by several objectives, the first being to address content requirements established in the Act. The Act focuses attention on participation in telework agencies, with content spelled out as [Public Law 111-292, 6506(b)(2)]:

- (a) degree of participation by employees of each executive agency in telework;
- (b) method for gathering telework data in each agency;
- (c) reasons for observed increases/decreases greater than ten percent in telework participation;
- (d) agency participation goals for the next reporting period;
- (e) actions taken to identify and eliminate barriers in cases where goals were not met;
- (f) assessment each agency has made in achieving any identified, non-participation goals (e.g., energy use, recruitment, retention, employee attitudes);
- (g) best practices in agency telework programs.

Given OPM's consultative role with agencies, a second objective for this report has been to provide useful information to agencies as they strive to establish, develop, and sustain telework programs. The specific requirements for Federal telework outlined in the Act meant substantial organizational changes in many agencies. Successful change initiatives are directed by evaluation (Worley & Cummings, 2004), consequently, researchers in the Work/Life/Wellness (W/L/W) office, U.S. Office of Personnel Management, took this report as an opportunity to initiate systematic evaluation of Federal telework programs.

At the time of data collection, agencies were finalizing implementation of program parameters established as requirements under the Act (e.g. notifying employees of telework eligibility). Notably, *change initiatives cannot produce intended outcomes until they have been fully implemented and the culture change necessary to support telework has occurred.* Consequently, this inaugural telework status report under the Act is largely focused on program implementation questions, and broad questions guided the research:

- What portion of the Federal workforce teleworks?
- How are telework programs implemented under the Act?

Results provide a new baseline for evaluation of Federal telework under the Act.

### About Goal Assessments and Best Practices

The Telework Enhancement Act of 2010 tasks OPM with reporting “an assessment of the progress each agency has made in meeting agency participation rate goals during the reporting period, and other agency goals relating to telework” [Public Law 111-292, 6506(b)(2)] and “the best practices in agency telework programs [Public Law 111-292, 6506 (b)(2)(G)].”

Establishing just how successful agencies have been in satisfying established goals (participation and outcome) relate to questions of program effectiveness. Some initial insights are provided

regarding Governmentwide goals for telework in the analysis of Federal Employee Viewpoint Survey data. Agencies have just established goals for their programs and these are reported in this report. Assessments of how well these goals have been achieved will be reported once agencies have systematic data with the appropriate time-depth to assess their achievement.

Best practices are established by linking evidence of program effectiveness with practice in order to identify those systems and routines that are most likely to result in desired outcomes. At this implementation stage, agencies are in the process of establishing goals and outcomes; it is too soon to describe any particular set of practices as clearly “best.” However, results of focus groups conducted as part of this study are integrated throughout the report and provide insights into practices that agencies have found to be useful for advancing telework (see Appendix 1 for the full focus group report).

The study for this report employed multiple methods in a phased research design. These are described next.

## METHODOLOGY

A first step for initiating this telework research project was to operationalize key definitions in the Act. An Interagency Telework Measurement team of agency subject matter and method experts was assembled in January 2011<sup>1</sup>. To operationalize the definition, the team considered an essential question: *Who should be included in counts of telework?* The final definition guided all phases of research and was included in the data collection instruments described in this section.

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

- Remote work: A work arrangement in which the employee resides and works at a location beyond the local commuting area of the employing organization's worksite. The arrangement generally includes full-time telework (Note: a recent addition

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<sup>1</sup> The group was assembled and led by Dr. Kimberly Wells, U.S. Office of Personnel Management. Members included acknowledged leaders and experts in Federal telework including: Dr. Wendell Joice, U.S. General Services Administration; Danette Campbell, U.S. Patent and Trademark Office; Pam Budda, U.S. Department of Defense; Aaron Glover, Defense Information Systems Agency; Karen Meyer, United States Navy; Scott Howell, National Aeronautics and Space Administration; Bruce Murray, U.S. Department of Energy; and Dr. Alexis Adams, Christina Heshmatpour, Elnora Wright, and Clint Sidwell, U.S. Office of Personnel Management.



clarifies this definition by stipulating that remote work may result in a change in duty location to the alternative worksite (e.g., home).<sup>2</sup>

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

The Interagency Telework Measurement Advisory Group further specified two forms of telework for research purposes. They are distinguished primarily on the basis of schedule:

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

## **The Logic of Telework Programs**

Fundamental questions initiated and guided planning for this evaluation of Federal telework. Sample questions asked included:

- Which stakeholders should be included in the data collection effort?
- What resources are necessary for the development of the program?
- What outcomes can be anticipated in the short or long term once the program is implemented?

Following best practices and shown below, a logic model was developed at the outset of the study (shown in Figure 1). It addresses basic evaluation questions and functioned as a guide to the study design and data collection.

Throughout the report, reference is made to telework program implementation and outcomes. As illustrated in the model, implementation questions consider program resources, activities, and stakeholders (shown on the left side of the model). Whether anticipated outcomes are attained depends largely upon how successfully telework programs are implemented. In fact,

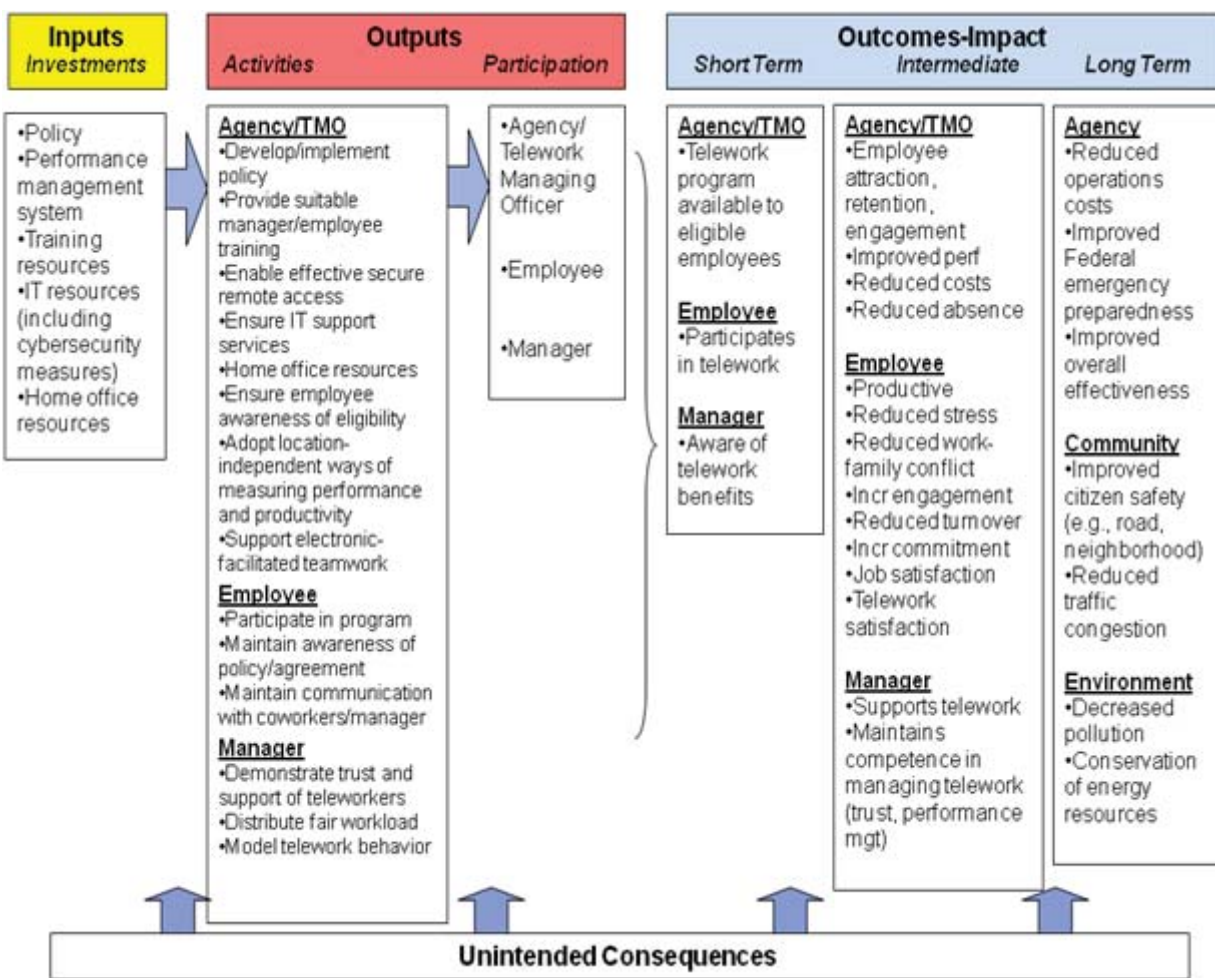
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<sup>2</sup> This definition reproduced here was in place at the time of the Call and guided agency data collection efforts. At the writing of this report, OPM notes that remote work arrangements may result in the employee working full-time from the location beyond the worksite with only occasional visits to the office, as opposed to the currently more typical telework arrangement, where employees are expected to return to the applicable work site on a regular basis.

failure of programs to achieve expected outcomes often reflects a failure to completely or adequately implement a program (Rossi, Lipsey, & Freeman, 2004).

Some outcomes can be expected to occur rather quickly with the implementation of a program (e.g., telework participation). Other outcomes, particularly broad community changes (e.g., reduced traffic congestion and pollution), are only recognized once a critical mass in participation and telework frequency has been achieved. Early adopters of innovative interventions like telework usually participate in numbers too small to achieve large-scale community or environmental outcomes.

Figure 1: Federal telework logic model



## Research Design

The research reported here is designed to incorporate quantitative and qualitative data gathered from the primary stakeholders shown in the logic model: the agency Data Call (the Call), archival data from OPM's Federal Employee Viewpoint Survey (FEVS) and focus groups

with Telework Managing Officers and coordinators. Each data source is used to capture the perspective of a stakeholder group instrumental in the success of telework.

The Call provides a platform for the systematic collection of descriptive data for program practices in each agency. Liberal use of open-ended items is made in the Call, providing some explanatory data from the agency perspective.

Employee data from the FEVS provides an important complement to the agency perspective in that it offers an opportunity to understand telework programs from the “customer” perspective. Results from analysis of FEVS data allow description of Federal employee participation in telework, reasons for non-participation, and participant satisfaction with telework programs. Further, findings from the FEVS also allow for some insights into workplace outcomes related to telework (e.g., job satisfaction, employee development). A major strength of the FEVS is that it allows comparison of teleworkers and non-teleworker experiences and perceptions – a more robust design for establishing linkages between program and outcomes.

Finally, focus groups with TMOs and program coordinators provide rich description of the context in which telework successes occur as well as some of the challenges and opportunities faced by agency stakeholders in establishing these programs. Final results are included in the report to provide important contextual and explanatory data for interpreting results from the surveys.

The table shown in Appendix 3 displays the link between anticipated effects, measures, and data sources. Methods used to assess listed questions/topics are described.

## **Method Summary**

The methodology used in the research is summarized next. For a more detailed description, see the appendices and links referenced in descriptions.

## **Telework Data Call**

Various versions of the Call have been issued to Federal agencies since 2001. The Call has been revised frequently in response to changes in context and Federal telework policy. The current version of the Call instrument was developed to assess program changes made in response to the Act.

Under the Act, Executive branch agencies are required to report telework data to OPM for inclusion in the annual status report to Congress.<sup>3</sup> A number of agencies also were required to report telework participation and frequency data at the sub-agency/component level. Participation in the Call is currently the only way for agencies to comply with data submission requirements in the Act. Note that several agencies not covered by the Act (e.g., the Smithsonian Institution), and thus not required to participate, nonetheless elected to do so.

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<sup>3</sup> Section 6501(2) states that executive agencies are those set forth in section 105.

The Call provides the agency perspective through questions that address agency telework participation and program implementation and processes (e.g., how employees are deemed eligible, how employees are trained and equipped for telework). The instrument used for the 2010 Data Call was revised in 2011 to ensure alignment with the Telework Enhancement Act (see Appendix 4 for more details on the methodology of the Call, and see Appendix 6 for the electronic version of the Call included in the on-line survey platform).

The list of agencies included in the Call was compiled using OPM records (lists from OPM Human Capital Officers, lists from OPM statisticians, lists from previous Data Call administrations) and correspondence with agency points of contact (POCs) for telework (see Appendix 5 for a list of agencies and sub-agencies included in the Call survey administration). For each agency, a telework coordinator or TMO was designated to enter agency data into an online survey platform. Access to the platform was gained through a unique username and password assigned to each agency data entry POC. To protect data integrity, only one agency POC was supplied with access to the data entry system.

The Call was administered between October 26 and December 9, 2011. Agency respondents were invited to participate in the Call by email. Three reminders were sent to POCs and TMOs during the administration period for the Call. Prior to issuance of the Call, data entry points of contact for agencies, coordinators, and TMOs attended three briefings on the Call's content and timeline, which included opportunities to ask any questions. Through these meetings, agency POCs and others involved in telework data collection were familiarized with the Call content. In discussion, specific attention was given to definitions, instructions for data collection and the importance of data quality. Briefings were provided in an effort to support reporting of valid and reliable telework data.

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

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

## Federal Employee Viewpoint Survey (FEVS)

The FEVS has been administered Governmentwide to Federal employees since 2002. The survey captures employee perceptions regarding how well the Federal Government runs its human resources management systems. Three items in the FEVS address telework. The first asks respondents to identify whether they are eligible to telework. The second item asks employees to choose an answer option that best describes their own participation in telework, with response options enabling teleworkers to be distinguished from non-teleworkers, and to provide reasons for non-participation in telework. The third item asks respondents to rate their satisfaction with the telework program in their agency.

The methodology for FEVS data collection is well-documented elsewhere. To summarize, the survey is administered to full-time, permanent employees of Departments and large agencies and small/independent agencies that accept an invitation to participate in the survey. The source for results reported in this document, the 2011 survey, was collected from a sample of employees in most agencies (see <http://www.fedview.opm.gov> for a more detailed description).

## Methodological Distinctions between the Call and FEVS

Our understanding of Federal telework is enriched by the unique and important perspectives offered by the Call (agency) and FEVS (employee). 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.

- Perspective. While the Call and FEVS overlap somewhat in content, the unique perspective offered by each should be kept in mind. This difference means that results for the Call and FEVS are *not* directly comparable. The Call represents agency perspectives and represents official records for telework participation. The FEVS provides an important employee perspective, but is based on individual self-reports and results may differ from official agency records.
- Timeframe. In 2011, the Call and the FEVS represent snapshots of telework behavior at complementary but separate points in time. For past Calls, agency data has varied in the timeframe represented – from single snapshots of discreet time periods to annual averages. In the Act, agencies were given a deadline of June 2011 for implementing telework program requirements (e.g., notify all eligible employees), but not every agency was able to meet that deadline. To achieve an accurate picture of *implemented* Federal telework, OPM elected to collect data for a specified timeframe directly after the time the majority of agencies had satisfied program requirements. Call instructions directed respondents to report data for the months of September and October 2011, or as near as possible to that time period.

The FEVS was administered prior to the June deadline for implementing requirements under the Act, during April and May 2011. For this reason, FEVS results should not be taken as indicative of the impact the Act may have on telework, especially participation rates. In sum, the FEVS represents a pre-Act baseline, while the Call is more representative of programs post-implementation of Act requirements. Taken together, the two provide a complementary timeline, but results from the two surveys are not directly comparable.

- **Baseline Data.** Both the FEVS and Data Call instruments administered in 2011 were updated to address requirements in the Act. For this reason, it is difficult to directly compare 2010 and 2011 FEVS telework results regarding participation in telework. Certainly, aligning measurement with the requirements of the Act mandated such a complete overhaul of the Data Call instrument that current findings cannot be compared to results found in the 2010 telework status report. Results from both the FEVS and Call represent new and important baseline data for assessing the impact of the Act on future telework.

### **Focus Groups: Telework Managing Officer and Coordinators**

The Call made liberal use of open-ended items and response options (e.g., “other”) to allow each agency POC plentiful opportunities to expand and explain answers. Such explanations provide important information for understanding unique responses and the contexts in which Federal telework operates, especially barriers and supports to full implementation of programs. However, in general, responses to survey items are not sufficiently systematic or detailed to fully describe the supports or constraints that may operate to advance or hinder Federal telework. Consequently, to collect the necessary qualitative explanatory data, the 2011 research protocol incorporated focus groups held with key stakeholders: TMOs and coordinators.

See Appendix 1 for the full focus group report, including a detailed discussion of methodology. In September 2011, the W/L/W staff conducted four focus groups with agency representatives to learn more about how telework programs have been implemented and managed across the Federal Government. Group participants explored general foundations for telework program success, challenges to the advancement of agency programs, influence of the Act, and key lessons learned by agencies as they continue to develop and expand telework programs.

Focus group participants were chosen at random from a list of agencies (the same list used to identify participants to the Telework Data Call). TMOs and coordinators were invited to participate in the focus groups by email. Every group followed a structured questioning route developed prior to the meetings. Each session lasted two hours. Note-takers recorded each session and the resulting data were content-analyzed to identify recurrent themes, linkages between themes, and unique features of agency telework programs.

Overall, the mixed method research design (i.e., combination of qualitative and quantitative techniques) employed in this study provides a rich and detailed baseline picture of telework in the initial formative stage for Federal telework programs under the Act. Research in subsequent years will continue to expand the scope of questions posed and outcomes examined.

## **RESULTS**

Presentation of results begins by examining agency progress in meeting Act requirements for telework program implementation. Findings draw primarily upon analysis of data from the Call.

Please recall that several agencies not covered by the Act, and therefore not required to participate, elected to respond in the Data Call. As a result, some of the ostensible non-compliance with Act requirements reflected in responses (e.g., appointment of a Telework Managing Officer) is attributable to the participation of these organizations.

Focus group results are incorporated with results from the Data Call wherever possible in an effort to provide a more complete understanding of the supports and/or constraints operating as agencies worked to fully implement telework programs in accordance with the Act. Noted earlier, focus groups also provide important insights into current practices in Federal telework. While it is too soon at this implementation stage to identify practices that might prove to be “best,” focus group findings do outline a number of promising practices. These are described for results whenever possible and at the end of the report to foster interagency learning.

### **Telework Implementation**

Act requirements provide a basic framework for program implementation and standardize fundamental aspects of Federal telework. A focus group participant noted “the Act helped us because it gave us the legal edge we needed to do some of the things we needed to do . . . . The Act helped us to get a better picture of what’s actually going on and to be able to explain telework a bit more. It gave us the spotlight for a little while . . . .”

Results described next show the extent to which Federal telework programs included Act requirements at the time of the Call in the late fall of 2011.

### **How Have Agencies Met Program Requirements in the Telework Enhancement Act?**

Satisfying requirements in the short timeframe allocated under the Act was truly a herculean effort for most agencies, especially given typically slim staff and resources.<sup>4</sup> In some agencies, satisfying the Act essentially meant building a new program, and for other agencies, it meant significantly changing an existing program. A number of agencies were still working to satisfy requirements immediately prior to administration of the Data Call in October 2011. Notably, the effort necessary to implement or transform telework programs varied across agencies. For

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<sup>4</sup> The Act was signed in December 2010 and included a deadline of June 2011 for satisfying requirements.

example, it was more challenging for large agencies when compared with small agencies to notify all employees of their eligibility to participate in telework.

### Aligning Agency Telework Policies with the Act

In nearly every agency the telework policy had to be revised in order to align with the Act. The law set forth two limitations -- relating to official discipline for either viewing pornography or being absent without permission for more than five days in any calendar year -- as ineligibility criteria for telework participation [Public Law 111-292, 6502(a)(2)(A)(B)]. Prior to the Act, these criteria were not included in eligibility standards established by agencies, and their inclusion required agencies to revise policies.

Revising and implementing telework policies is a slow and lengthy process involving multiple levels of internal review including, in some cases, bargaining with labor unions. Table 1 shows that although 73 percent of agencies had either existing or new policies that met the requirements of the Act, as of September 30, 2011 (date specified in the question asked of agencies), 26 percent of respondent agencies were still working to update policies to incorporate requirements of the Act. The Smithsonian Institution has a policy in place that does not meet all requirements, but it is not subject to the Telework Enhancement Act of 2010.

**Table 1: Telework policy status at the time of the Data Call**

Status of Telework Policy	Number of Agencies	Percentage of Agencies
Agency has a policy in place, and it has been revised and approved to include requirements of the Act (e.g., written telework agreements).	60	70%
Agency has a policy in place but it does not include the Act requirements; agency is currently working to update [the policy] to incorporate elements of the Act not already included.	23	26%
Agency had an existing policy in place that met the requirements of the Act.	3	3%
Agency has a policy approved, but it does not include all of the requirements of the Act.	1	1%
Total	87	100%

Total number of responding agencies = 87



## Designating Telework Managing Officers

Any successful organizational change depends upon leadership support. It is particularly critical that telework program decisions be aligned with intra-agency strategic thinking and planning, given the potential for telework to influence outcomes for entire departments/agencies. The Act required the head of each Executive agency to designate a TMO within “the Office of the Chief Human Capital Officer or other comparable office with similar functions” [Public Law 111-292, 6505(a)]. This placement ideally brings management of telework programs into the circle of top leadership and ensures alignment with strategic decision-making. At the time of the Call, only two responding agencies had not yet appointed either an acting or permanent TMO. The two that did not were actually not covered by the Act, and thus not bound to adhere to requirements in the Act.

**Table 2: Status of Telework Managing Officer Designations**

<b>The Telework Managing Officer as of this Data Call is:</b>	<b>Number of agencies*</b>	<b>Percentage of agencies</b>
Permanent	75	86%
Acting	10	12%
We do not currently have a Telework Managing Officer	2	2%
Total	87	100%

\*Total number of responding agencies = 87

Creation of the TMO position was a frequently discussed topic in focus groups. According to the Act, the TMO serves “as an advisor for agency leadership...a resource for managers and employees, and a primary agency point of contact for the Office of Personnel Management on telework matters.” Prior to the Act, telework coordinators typically performed many of the functions outlined for TMOs. Under the Act, some agencies appointed coordinators as TMOs, but many more did not, sometimes with challenging consequences.

At the time of the focus groups in September 2011, TMO position implementation was still a work in progress. Participant comments reflected uneven results. In some agencies, the addition of the TMO was reportedly quite effective. TMOs were able to directly access senior leadership, and the relationship between coordinators and TMOs was described as a true partnership.

Other focus group comments revealed less positive situations. For example, while the TMO is meant to serve as an advisor to senior leadership, several focus group participants noted that TMOs have encountered difficulties gaining access to leadership. Limited leadership access makes it difficult to position telework as an effective strategic management tool. Several coordinators also noted that the addition of the TMO position resulted in an extra layer of

oversight, making it difficult to complete projects and goals. Such challenges will need to be resolved to ensure future telework program effectiveness.

## Notifying Employees of Telework Eligibility

The Act requires agencies to notify all employees of their eligibility to participate in telework. Prior to notifying employees, agencies first determined which employees were eligible. Criteria for *ineligibility* were established in the Act and include any employee who "has been officially disciplined for being absent without permission for more than 5 days in any calendar year" and/or who "has been officially disciplined for violations of subpart G of the Standards of Ethical Conduct of Employees of the Executive Branch for reviewing, downloading, or exchanging pornography, including child pornography, on a Federal Government computer or while performing official Federal Government duties." [5 U.S.C. 6502(a)(2), as enacted by Public Law 111-292]

Criteria for participating in telework were also established in the Act. These were presented in the instructions defining eligibility for participation in the Call. Respondents referenced this definition to describe eligibility standards for agencies. The definition states:

"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 five 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 employees participating in the telework program, participation and performance complies with the requirements and expectations of his or her telework agreement.
- The employee's official duties do not require on a FULL daily basis (ALL DAY, every work day): direct handling of secure materials determined to be inappropriate for telework by the agency head; or on-site activity that cannot be handled remotely or at an alternate worksite.
- The employee and/or the employee's position are not disqualified based on additional criteria established by the organization" (see The Guide to Data Standards retrievable on [http://www.opm.gov/feddata/GDS/GDS\\_A08.pdf](http://www.opm.gov/feddata/GDS/GDS_A08.pdf)).

The last bulleted parameter in the definition assumes agencies may have criteria for disqualifying employees from telework in addition to those listed in the Act. In the Call, agencies were asked to describe these additional criteria, if any. Performance ratings that fell below specified levels were reported most frequently by agencies that listed additional eligibility criteria beyond those described in the Act.

**Table 3: Criteria used by agencies for determining eligibility to participate in telework**

<b>Additional Eligibility Criteria</b>	<b>Of all agencies</b>	<b>Of agencies with additional criteria</b>
Performance rating not at required level	40%	78%
Required period of employment not satisfied	25%	49%
Category of employee not allowed to participate	14%	27%
Conduct that resulted in disciplinary action	26%	51%
*Note: 45 agencies reported using additional criteria, which represents 52% of respondent agencies.		

At the time of the Call, a total of 684,589 Federal employees had been determined eligible to telework. This number represents 32 percent of the employee population of 2,165,390 reported by agencies.

In compliance with Act requirements, most agencies had either notified or were making progress in notifying employees of their eligibility to telework at the time of the Call.

**Table 4: Employee eligibility notifications**

<b>Have all agency employees been notified of their eligibility to participate in telework?</b>	<b>Number of agencies (n=87)</b>	<b>Percentage of agencies</b>
Yes	75	86%
No	5	6%
In progress	6	7%
Other*	1	1%

\*Some participant agencies are not covered by the Act and thus are not required to adhere to the Act. In this case, eligibility issues are left to unit directors who respond on an “as requested” basis.

The law did not specify the form that eligibility notification should take (e.g., blanket email, in-person notification), and agencies reported using a variety of methods to contact employees regarding telework eligibility. A “general, mass or agency-wide email” was the most frequently selected response as shown in Table 5.

**Table 5: Methods used by agencies to notify employees of telework eligibility**

<b>How were employees notified [of telework eligibility]</b>	<b>Number of agencies using method*</b>
All eligible employees were notified via a general, mass or agency-wide email	48
Each employee was notified of his or her eligibility via personal communication (e.g., email, conversation with supervisor)	39
Other	19
Have not notified/finished notifying	11

\*Multiple methods are often used by divisions located within the same Department/agency. To respond to this item, agencies were advised to mark all that apply, thus the total exceeds the 87 responding agencies.

Focus group participants described the challenges some agencies faced in notifying employees of their eligibility to telework. As an example, a participant commented that there was “lots of initial push-back from managers who didn’t want to encourage telework. Lots of effort was put into making managers understand that being notified of eligibility does not mean that an employee would be allowed to telework. [We] worked to make managers understand that notifying employees was simply part of Act requirements (law).”

Effective telework programs rely upon continued employee participation. To this end, it is important that agencies notify new hires of their eligibility to telework. Most agencies (86 percent) also reported that they *do* notify newly hired employees of their eligibility to participate in telework (Table 6).

**Table 6: Status of eligibility notification for newly hired employees**

<b>Do you notify <i>new</i> employees of telework eligibility?</b>	<b>Number of agencies (n=86)</b>
Yes	70
No	8
Yes, some subcomponents	4
Other	4

### **Establishing Written Telework Agreements**

The Act mandates that a written agreement must be established between the manager and an employee authorized to telework before he or she may participate in telework. The Call asked agencies to indicate how many employees had a telework agreement. According to records maintained by the 82 agencies that provided responses to this question, a total of 144,851 employees have a telework agreement with their managers. A comment made by a focus

group participant illustrates the diligence with which agencies approached satisfying Act requirements for telework agreements: “We made several changes. We did a big overhaul of the policy that was issued in October 2010 . . . Some negotiation had to be done. We had to negotiate telework agreements for everybody; they used to be only for regular basis teleworkers.”

Agencies were asked: *When does your agency renew telework agreements?* Shown in Table 7, agencies renew telework agreements in response to changing circumstances (e.g., change in supervisor) and/or to a fixed schedule.

**Table 7: Renewing telework agreements**

<b>When does your agency renew telework agreements?*</b>	<b>Number of agencies**</b>
Telework agreements are updated according to a fixed schedule	37
Telework agreements are updated when there is a change in supervisor	42
Telework agreements are updated when a position change occurs for the employee	51
Other	35

\*Not all agencies have the systems in place to track telework agreements.

\*\*Agencies were instructed to mark every applicable option; consequently, total responses exceed the number of agencies (n=87).

## Training for Telework

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

Passage of the Act helped ensure that training was applied more uniformly across stakeholder groups, including managers. Focus group participants illustrate this point, commenting, for example that “There used to be training only for teleworkers, not managers. That’s changed. We had tried to do that before and it didn’t make it until the Act.” This is another example of how the Act, by imposing a mandate, provided the impetus needed by telework program staff to expand certain telework related objectives.

The Act does not specify training sources. Because agencies often use multiple forms of training, the question in the Call listed a number of the forms available to Federal agencies and asked respondents to indicate those training options used in an agency.

Results of manager and employee training options are presented separately in Tables 8 and 9. The most frequently listed source of training for both groups was the web-based telework training available on OPM’s website ([www.telework.gov](http://www.telework.gov)).

**Table 8: Telework training sources for managers**

Type of Training (Managers)	Number of Agencies*	Percentage of Agencies
Customized, in-person telework training developed in-house and provided by the agency	22	25%
Customized web-based telework training developed in-house and provided by the agency	10	11%
<b>Web-based training posted on OPM's telework website (www.telework.gov)</b>	<b>59</b>	<b>68%</b>
Agency contracts with a vendor to develop and/or provide telework training (web-based or in-person training)	7	8%
Training through OPM's Eastern Management Development Center/Western Management Development Center	1	1%
Training through the USDA graduate school (a course currently titled: "Telework: A Manager's Perspective.")	2	2%
Training provided through other sources.	9	10%

\*Total responses exceed the number of agencies, because POCs were instructed to mark every applicable option .

**Table 9: Telework training sources for employees**

Type of Training (Employees)	Number of Agencies*	Percentage of Agencies
Customized in-person telework training developed in-house and provided by the agency	19	22%
Customized web-based telework training developed in-house and provided by the agency	11	13%
Agency contracts with a vendor to develop and/or provide telework training (e.g., web-based or in-person)	4	5%
<b>Web-based training posted on OPM's telework website (www.telework.gov)</b>	<b>61</b>	<b>70%</b>
Training provided through other sources.	10	11%

\*Total responses exceed the number of agencies, because POCs were instructed to mark every applicable option .

In the Data Call, agencies were also asked to report the number of employees and managers who had received some form of telework training since the signing of the Act. With training a prerequisite to telework participation (with certain exemptions specified in Section 6503(b) of the Act), this question was posed as a way of gaining some sense of the influence the Act may have had on advancing telework participation. However, data collection methods often did not permit agencies to respond to this question. Thirty-four agencies were not able to distinguish employees who had been trained after the signing of the Act, and 15 agencies reported that they do not maintain records of telework training. In those that do track training (30 agencies), a total of 166,348 employees have been trained since the signing of the Act in December 2010.

A follow-up question asked respondents to describe how they verify completion of telework training for employees and managers. Of those agencies that track training, the largest number record training certificates (26 agencies). Note that other methods unique to individual agencies were also described, for example, polling of employees, observation of staff meetings where training was provided, and record maintenance by individual managers.

**Table 10: Training verification methods**

Please describe how your agency verifies employee/manager completion of training for telework:	Number of Agencies (n=42)
Certificate	26
Classroom list	4
Electronic system	12

## Telework and Emergency Preparedness

As noted previously, the Act recognized telework as an important tool for ensuring continuity of operations in emergencies. The Act directs Executive branch agencies to *incorporate telework into the continuity of operations plan of that agency*. Consequently, all agency telework programs should show evidence of a concerted effort to incorporate telework into strategies to ensure continued agency ability to meet essential mission and operational goals during an emergency.

In briefings prior to the Call, agencies were advised to consult with emergency preparedness staff for answers to emergency preparedness questions. The same instructions were given in the Call instrument. The intent was to ensure factual reporting based on actual records.

Data entry POCs were asked to indicate how the agency incorporated telework into emergency plans at the time of the Call. Emergency plans are intended to continue operations during emergency situations, adverse weather conditions, natural disasters or other incidents causing disruptions of Government operations. As evident in Table 11, telework is incorporated into agency Continuity of Operations Plans and Pandemic Influenza Plans. Telework policies also

typically include information regarding the use of telework during an emergency, and teleworkers are trained in expectations for teleworkers during emergencies.

**Table 11: Reports of agency efforts to incorporate telework into emergency planning**

	Yes*	No	Agency does not have this plan	Other
The agency Continuity of Operations Plan specifically addresses telework.	75	4	8	-
The agency Pandemic Influenza Plan specifically addresses telework.	66	5	16	-
The agency’s telework policy includes information regarding telework during emergencies (e.g., who is supposed to telework).	67	7	-	13
Agency teleworkers are given specific training about what is expected of them in an emergency.	30	28	-	29

\*Total number of responding agencies = 87.

OPM’s guidance for Federal telework ([www.telework.gov](http://www.telework.gov)) emphasizes the importance of conducting periodic exercises to ensure staff members are experienced and comfortable with telework in an emergency. Twenty-three agencies reported that they do conduct telework exercises for at least those employees required to telework in an emergency. However, many more agency POCs (43) report that they do not conduct telework exercises to encourage employees to gain experience with teleworking in an emergency.

**Table 12: Telework exercises for telework in an emergency**

Does your agency conduct telework exercises to encourage employees to gain experience with teleworking in an emergency?*	Number of Agencies (n=86)
Yes, for all employees.	8
Yes, for those employees required to telework during emergencies only.	15
No.	43
Not able to find this information.	4
Other	16



Responses to a follow-up question indicate that 27 agencies conducted telework exercises primarily as part of emergency planning. ‘

**Table 13: Purpose of telework exercise**

<b>Are these exercises intended primarily as part of emergency planning?</b>	
Yes	27
No	4
Other	1

## Beyond Act Program Requirements: Technology

Technology drives and provides the foundation for successful telework. Participants to TMO and telework coordinator focus groups emphasized the importance of technology to telework programs. In summary, when technology is *inadequately* addressed in program implementation and management, technology can become a major barrier rather than a facilitator of the advancement of telework.

An entire section of the Call was devoted to understanding technology implementation and telework programs. Questions began by assessing how agencies equip teleworkers. Unlike prior Calls, the 2011 form treated equipment and services separately.

As shown in Table 14, agencies tend to provide equipment (e.g., computers) to, or share the cost of equipment with, participants in telework (46 agencies). Responses summarized in Table 15, however, suggest it is more commonplace for agencies to ask teleworkers to pay for the technology services that support telework (e.g., internet).

**Table 14: How agency teleworkers are equipped**

<b>Which of the following best describes how the majority of teleworkers in your agency gain access to work-related equipment to telework?</b>	<b>Number of Agencies (n=81)</b>
Agency provides equipment	20
Teleworker purchases equipment	15
Costs are shared	26
Other	20

**Table 15: How teleworkers access work-related technology services**

<b>Which of the following best describes how the majority of teleworkers in your agency gain access to work-related services (e.g., internet) to telework?</b>	<b>Number of Agencies (n=82)</b>
Agency provides services	7
Teleworker pays for services	50
Costs are shared	12
Other	13

Some agency policies require teleworkers to use only agency-provided equipment. Meeting this standard can hinder the advancement of telework, as illustrated in this focus group comment: “This is an austere budget environment, so if you’re an agency with less telework already, and less available equipment, it will be a challenge to equip everyone that will be teleworking.”

Telework can be an important tool for enhancing continuation of essential agency functions in case of emergency (e.g., weather, accidents). Since telework depends upon the support and availability of technology, testing of all pertinent Information Technology (IT) capacities to support telework is a fundamental aspect of program implementation. Moreover, achieving long-term outcomes (e.g., pollution reduction, energy conservation) requires that technology resources be adequate to support widespread and frequent participation in telework. Tests to ensure this capacity are, again, essential.

Table 16 shows that most agencies test IT capacity. Perhaps surprisingly, few agencies (8) report conducting tests according to a regular schedule. Those agencies that reported testing their IT capacity also generally commented that their systems had adequate capacity for handling increased usage due to telework emergencies.

**Table 16: Testing of agency information technology capacity to support telework**

<b>How frequently does your agency test its IT capacity to support telework?</b>	<b>Number of Agencies (n=82)</b>
Never tested.	1
Conducts tests according to a regular schedule (e.g., monthly, quarterly).	8
Tests, but not according to a fixed schedule.	24
Does not test specifically for telework.	24
Not able to find this information.	5
Other	20

The Act directs the National Institute of Standards and Technology (NIST) to issue guidelines ensuring that adequate information and security protections for information and information systems are available for telework. Fully implemented telework programs include policy guidance aligned with NIST guidance. As shown in Table 17, most agencies (72 percent) report that telework policies are consistent with NIST guidelines.

**Table 17: Consistency of telework policy with NIST standards**

<b>In terms of the information security matters addressed, our agency's telework policy is consistent with the guidance provided by NIST at <a href="http://csrc.nist.gov/telework?">http://csrc.nist.gov/telework?</a></b>	<b>Number of Agencies (n=79)</b>
Yes	59
No	3
Not sure	9
Other	8

Substantially more respondent agencies have integrated telework into their overall information security policy (46), rather than develop a separate telework information security policy (15).

**Table 18: Agency policy for telework and information security**

<b>Which of the following best describes your agency's policy governing telework and information security?</b>	<b>Number of Agencies (n=79)</b>
Our agency has a separate, written telework information security policy.	15
Our agency is currently developing a separate policy.	4
Telework is covered under our agency's overall policy.	46
Other	14

Evident in Table 19, Federal agencies have established a variety of protocols for securing personally identifiable information when employees telework. Data security continues to be a key focus for agencies as they implement telework.

**Table 19: Security of personally identifiable information (PII)**

<b>How does your agency secure PII while employees are teleworking?</b>	<b>Number of Agencies</b>
All PII information is encrypted.	36
All PII files are password protected.	26
Privileged Rules of Behavior are signed for those handling PII.	26

How does your agency secure PII while employees are teleworking?	Number of Agencies
Only those with a compelling need are allowed to download PII.	32
Two Factor Authentication is used for remote access.	47
Only Government-furnished equipment is allowed for teleworking.	21
No PII, sensitive or classified information is allowed to be removed physically from the agency facility.	34
No PII, sensitive or classified information is allowed to be transmitted electronically from the agency facility.	20
Other	22

### Participation and Frequency

Shown in the logic model, employee participation in telework is a critical antecedent to desirable program outcomes. How telework occurs (e.g., frequency) is an equally important consideration. Long-term outcomes, such as improved agency effectiveness, energy savings and decreased pollution, assume widespread and frequent participation in telework. Items in the Data Call provide baseline data for assessing participation and frequency.

Participation and frequency of participation data were collected by agencies using various methodologies. A question in the Call asked agencies to identify how they determined the number of teleworkers. Agencies described a number of methods for identifying participation and frequency of participation, including tracking through a time and attendance system (46 agencies), counting telework agreements (19 agencies), and/or through a customized telework electronic tracking system (11 agencies). Other methods included an internal survey of managers (5 agencies) or polling timekeepers (6 agencies). Many agencies used various methods for collecting participation data.

The Call included several questions probing participation and the frequency of participation. The first question asks:

- ***Are employees participating in Federal telework programs?***

Appendices 8 and 10 detail baseline participation data for each agency and sub-agency that responded to the Call. Summary results are shown in Table 20. Just a few months after implementing the Act requirements, agency records show that 21 percent of all employees determined to be eligible had a telework agreement with their manager. However, 25 percent of eligible employees were reported as teleworking. This misalignment between eligibility and agreements reflects limitations in the data collection systems of some agencies, as several agencies do not yet have a formal system for tracking telework agreements. As seen in Table

20, the number of agencies able to respond varied across items, indicating that some agencies were unable to provide the information.

**Table 20: Summary highlights of telework participation as of September 2011**

	<b>Total Number of Employees</b>	<b>Employees Deemed Eligible to Telework</b>	<b>Employees with Telework Agreements</b>	<b>Employees Teleworking in Sept 2011</b>
Number of employees in each category	<b>2,165,390</b>	<b>684,589</b>	<b>144,851</b> <b>(21 percent of eligible employees)</b>	<b>168,558</b> <b>(25 percent of eligible employees)</b>
Number of agency respondents to items	86	82	82	87

Agency participation numbers vary both between and within agencies (see Appendices 9 and 11 for detailed participation data by agency and sub-agency). Among agencies, the percentage of eligible employees who telework range from 0 to 82 percent. Some agencies use the number of telework agreements to estimate telework participation; consequently, some reported participation numbers may be overestimates. This is because some employees may have telework agreements in place for emergencies, but choose not to telework on a regular basis. A more accurate picture is likely to emerge as agencies move toward using time and attendance systems to count teleworkers. A planned Governmentwide automated telework data collection system will ensure more valid and reliable data.

The high participation rates shown for some agencies are encouraging evidence of progress in expanding Federal telework participation. However, to satisfy unique mission and operational goals, even low- to mid-range participation may represent effective use of telework for individual agencies. For this reason, care should be taken when interpreting the participation numbers shown in Appendices 8 – 11.

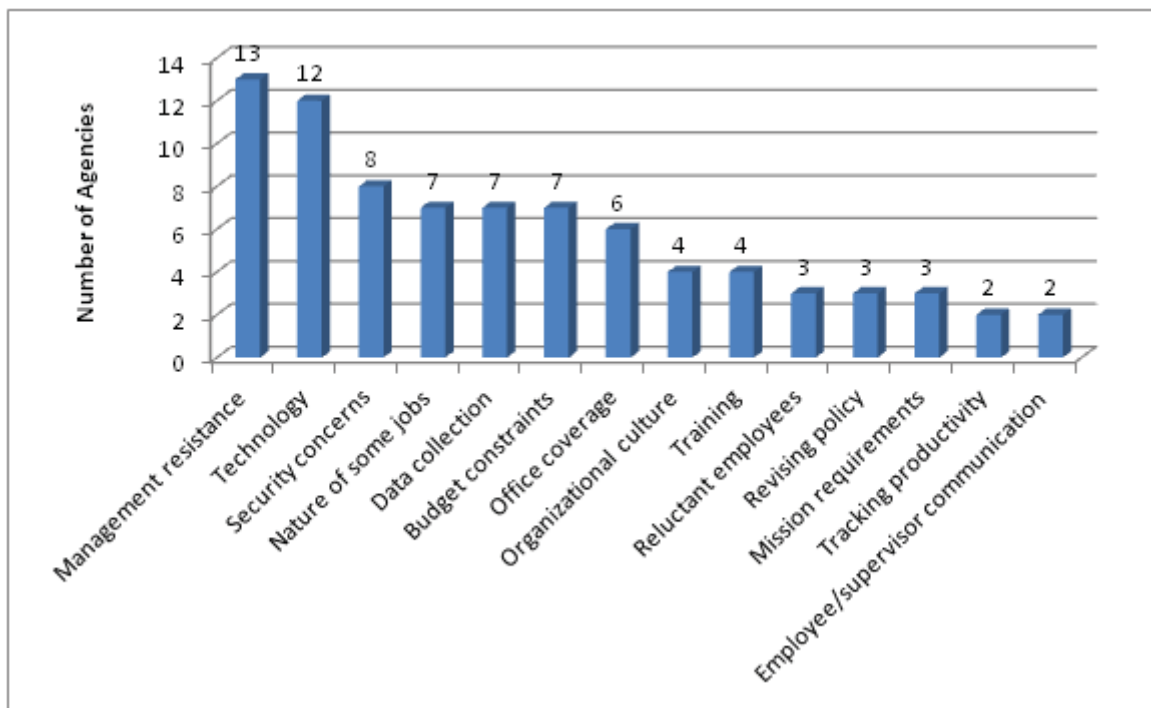
Notable participation rates for large agencies include the Patent and Trademark Office (82%), General Services Administration (59%), Department of the Treasury (48%), Department of Health and Human Services (42%), and the Department of Education (41%). Many smaller agencies reported high rates of participation as well, including the Appraisal Subcommittee of the Federal Financial Institutions Examination Council (70%), the National Mediation Board (77%), the Institute of Museum and Library Services (62%), the Nuclear Waste Technical Review Board (58%), the Federal Labor Relations Authority (57%), and the Committee for Purchase from People Who Are Blind or Severely Disabled (54%).

Participation numbers are also quite diverse within agencies, with some reporting as much as 50 percentage point ranges between their subcomponents. Here again, interpreting the

numbers requires some caution. For some agencies, these wide disparities may represent organizational pockets that have been slower to embrace telework. However, for others these disparities may be evidence of their best strategic use of telework as a workplace flexibility. Subcomponents may report fewer teleworkers in instances where employees primarily deliver services directly to clients or work in the field. Comparatively higher participation rates may occur for subcomponents in which employees work primarily in an office setting.

As is typical of change interventions, a number of potential barriers to telework implementation have been identified. In the Call, agency respondents were asked to describe any ongoing challenges they faced in fully implementing telework. Resistance among key stakeholders (e.g., managers) is widely described for change initiatives, and was described by respondents to the Call (see Figure 2) and by TMOs and coordinators in focus groups. Technology and security concerns were described by current agency respondents, paralleling results reported in previous Data Calls. Other barriers reflected in the chart below are inherent in the Federal system. For example, revising policies is a notoriously slow process given the often complex and multi-layered reviews required.

**Figure 2: Barriers to telework implementation in Federal agencies**



- ***How do employees telework?***

As noted earlier, outcomes often hinge upon frequent and/or regular employee participation in telework. Consequently, the Act specified the importance of collecting data that describes the frequency with which Federal telework occurs.

**Table 21: Frequency of participation in telework**

	<b>3 or more days teleworking per week</b>	<b>2 days teleworking per week</b>	<b>1 day teleworking per week</b>	<b>Once a month per week</b>
Number of employees in each frequency category	46,023	47,675	41,727	5,637
Percentage of all reported teleworking employees by frequency category	27%	28%	25%	3%
Number of agency respondents to item	84	85	81	39

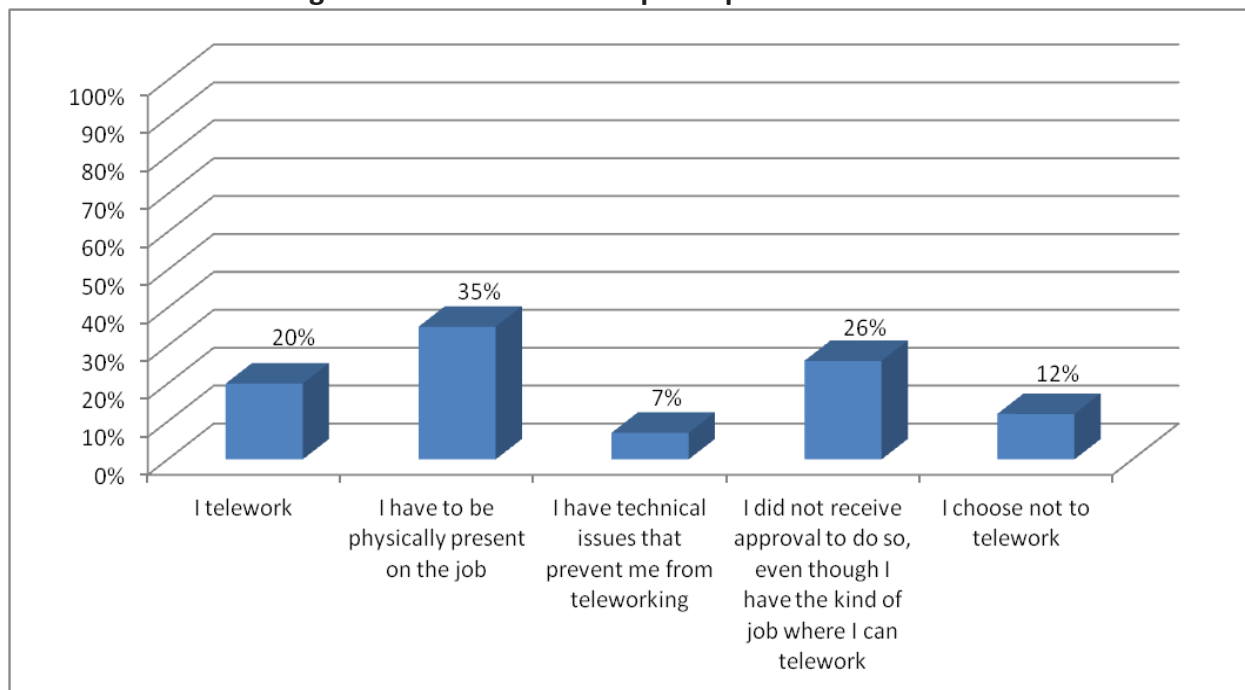
Totalling 141,062, employee numbers reported for teleworkers across frequency categories sum to fewer than the total number of teleworking employees (168,558). The reasons for the apparent discrepancy vary; in some cases agencies were simply not able to report telework by participation frequency. In other instances, the frequency categories typically describe routine telework, and many employees participate in telework on a situational basis instead.

Agencies reported a total of 21,251 situational teleworkers. Only 35 agencies responded to this question, reflecting the fact that relatively few agencies are currently able to track situational telework. Situational telework can be a particularly important tool in emergency situations, unforeseen weather conditions, and similar circumstances. Consequently, efforts to measure situational telework are an ongoing priority for OPM.

- ***What are the reasons for non-participation in telework?***

One of the telework items in the Federal Employee Viewpoint Survey provides employees with an opportunity to specify not only if they telework, but also to select reasons they do not telework. The 2011 FEVS was administered prior to the implementation of the Act; therefore, it provides important baseline information about behavior prior to the implementation of telework under the Act. As shown in Figure 3 below, required physical presence on the job is the most frequently provided reason for not teleworking (35%). Another 26 percent did not receive approval to telework, even though they perceive their job as being amenable to telework.

**Figure 3: Reasons for non-participation in telework**



### ***What about participation in mobile work?***

As illustrated earlier, mobile work is excluded by definition from the counts of teleworkers in the Data Call. However, it is an increasingly popular way for agencies to meet their customers' needs. Relatively few respondent agencies (29 of 87) offer mobile work or were able to track its use. Under these limitations, Call respondents reported a total of 4,238 mobile workers.

### **Who teleworks?**

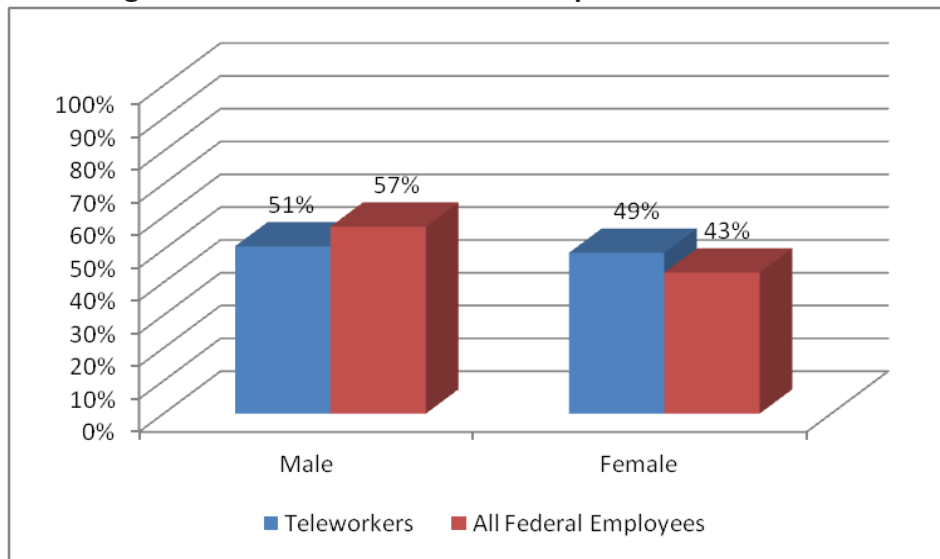
Ensuring that decisions whether to permit employees to telework are based upon the appropriate criteria and rendered fairly is an important consideration for implementing any new policy. Through both the Data Call and focus groups, agency representatives expressed concerns over equity and described their efforts to ensure that all employees have an equal opportunity to telework if their jobs are amenable to teleworking. Analysis of FEVS data provides some insights into the demographic characteristics of the Federal teleworking population. We also can examine how the demographic characteristics of teleworkers differ from those who do not telework by choice and those who do not telework because of a barrier.

Once again, before drawing conclusions about the following findings from the FEVS, it is critical to note that the survey was administered prior to the Act taking full effect. Thus, reported demographic findings cannot be attributed to changes set in motion by the Act. Prior to the signing of the Act, however, there was substantial momentum to expand telework participation across the Federal Government and results do demonstrate how the expanding telework population has changed since the last FEVS administration in 2010.

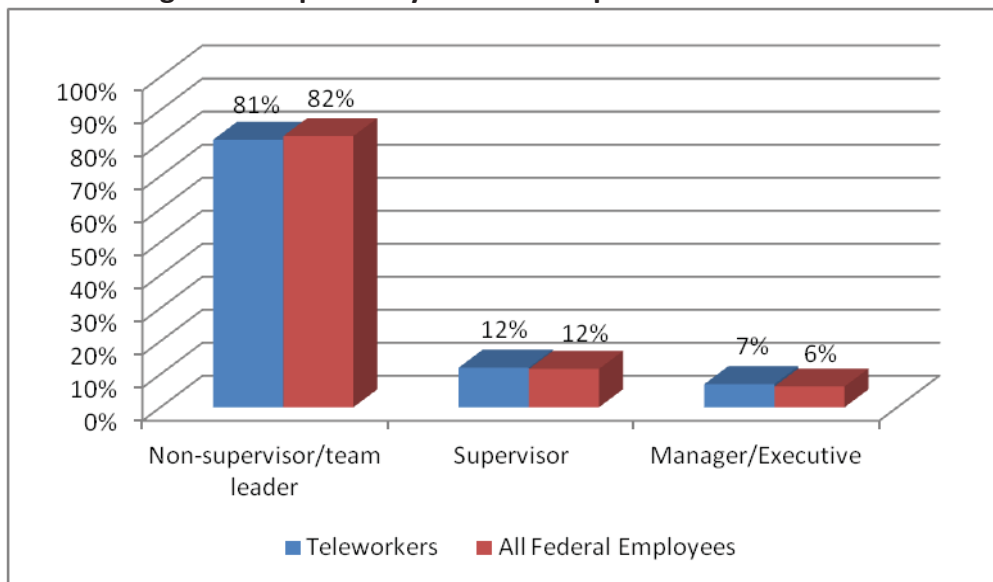


Figure 4 and Figure 5 describe the proportion of Federal teleworkers by gender and supervisory status. According to the FEVS, a slightly higher percentage of teleworkers are male (51%) than female (49%). This is a change from the last FEVS administration which found that more teleworkers were female, but as shown in Figure 4, the percentage of women is greater among teleworkers than is typical of the Federal population (49% versus 43%). Additionally, an overwhelming majority (81%) of teleworkers hold non-supervisory positions, a similar proportion to the Federal population (82%).

**Figure 4: Gender distribution of respondent teleworkers**



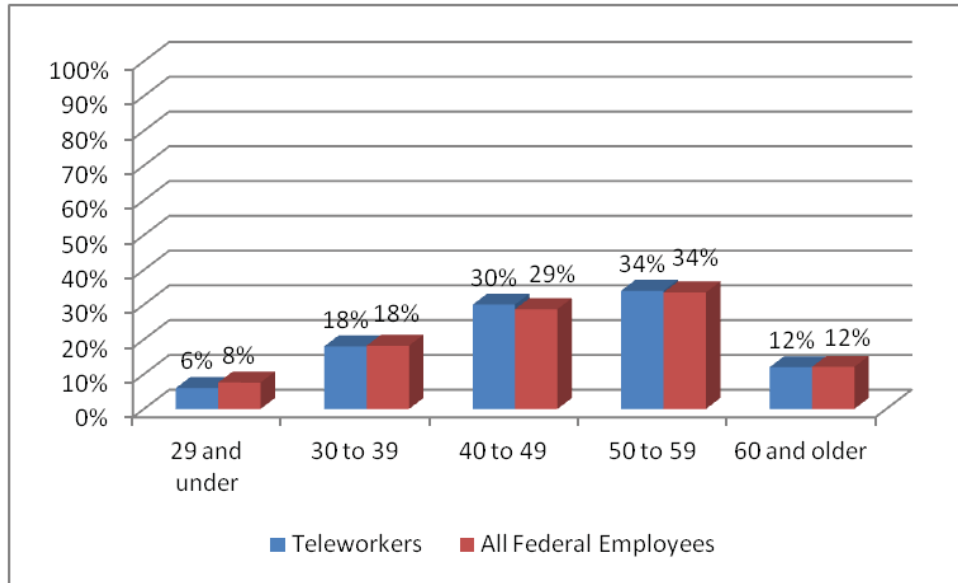
**Figure 5: Supervisory status of respondent teleworkers**



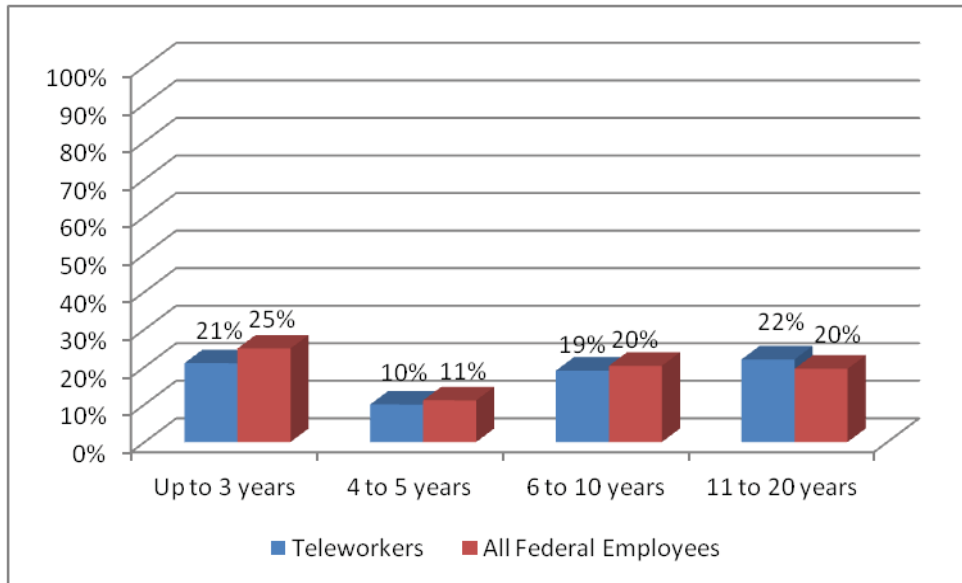
The age distribution of Federal teleworkers is shown in Figure 6. More than a third of teleworkers are between the ages of 50 and 59 (34%). Far fewer teleworkers are below the age of 40 (24%). This largely reflects the current demographic distribution of the Federal workforce which is generally older. In a related finding, Figure 7 displays the distribution of teleworkers by

time in their agencies. Again, only about a third of teleworkers (33%) have been with their current agency for five years or less, while about two thirds have been with their agency longer. In comparison to the Federal population, teleworkers tend to have slightly longer agency tenure.

**Figure 6: Age distribution of respondent teleworkers**



**Figure 7: Time in agency of respondent teleworkers**



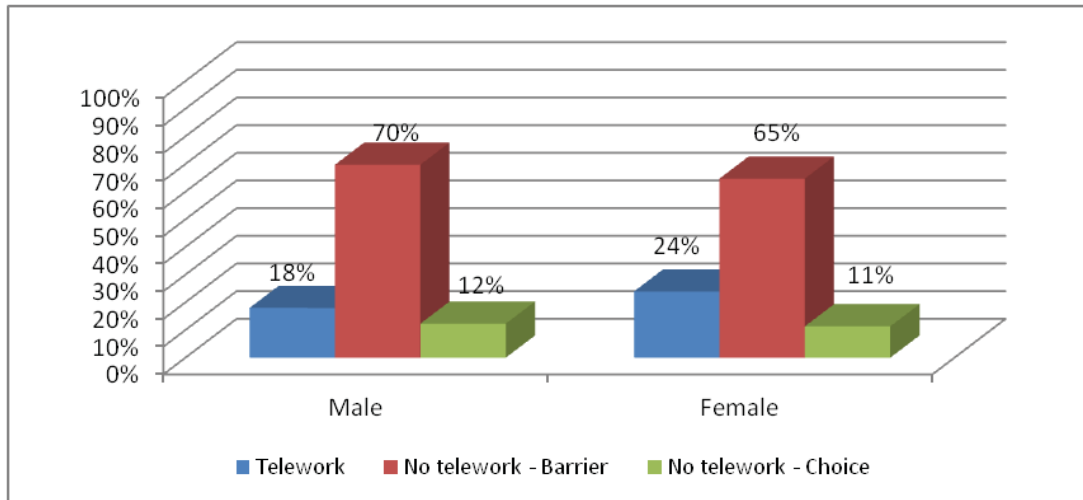
The next figures, also based on FEVS results, compare the demographic characteristics of teleworkers and non-teleworkers. It is important to note the difference between the previous figures and those that follow. The previous figures show how Federal teleworkers are distributed across various demographic categories as compared to the entire Federal

workforce. The following figures show the *percentage of employees* that telework and do not telework within a variety of demographic groups. So, for example, in Figure 8 it is shown that 18% of male employees telework. In Figure 4, it is shown that 51% of teleworkers are male.

For the purposes of simplifying the analysis, the FEVS telework participation item is collapsed here into three categories: employees who telework, employees who do *not* telework because of a barrier (e.g., not allowed, limited by technology), and employees that do *not* telework by choice.

Figure 8 shows that a greater proportion of females telework (24%) than males (18%). Additionally, males (70%) are more likely to report a barrier to participation in telework than females (65%).

**Figure 8: Comparison of teleworkers and non-teleworkers by gender, as a percentage of the total workforce**



Turning to supervisory status in Figure 9 it appears that more supervisors (21%) and managers (23%) telework than employees in non-supervisory positions. However, it is important to note that the differences are small. Moreover, employees in non-supervisory positions (68%) are more likely to report barriers to participating in telework than managers and senior executives (61%). Conversely, managers and executives most often reported choosing not to participate (16%). This is an important point since it is useful for supervisors and managers to telework, if only occasionally. When supervisors model telework behavior it sends a powerful message of support for similar employee participation. The fact that employee participation is somewhat similar across job types represents progress towards achieving wider acceptance of and more equitable access to telework.

**Figure 9: Comparison of teleworkers and non-teleworkers by supervisory status, as a percentage of the total workforce**

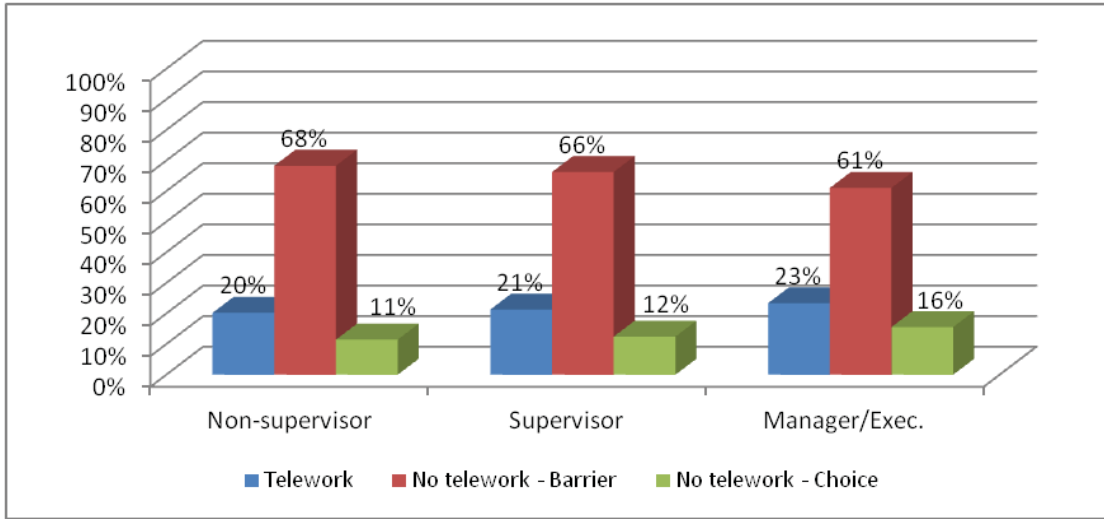
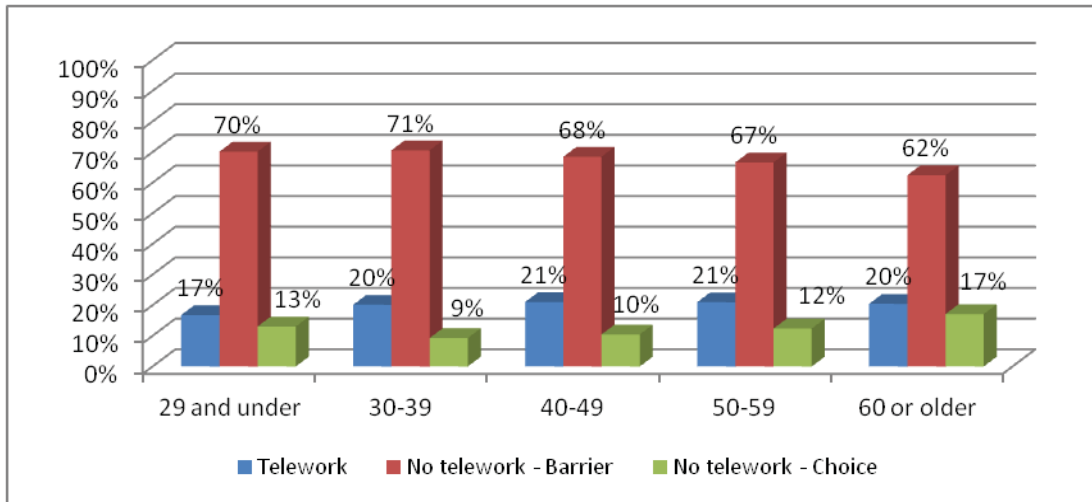


Figure 10 compares teleworkers and non-teleworkers by age group. The proportion of employees that telework does not differ much by age, with one exception. Only 17 percent of young employees (age 29 and under) reported that they telework, compared with 20 to 21 percent of employees in other age groups. Employees under age 40 most frequently report barriers to participation (70 to 71%), while employees between 50 and 59 years old and over the age of 60 most often report choosing not to participate (12% and 17% respectively). Notably, some agencies have policies prohibiting telework for employees with short tenures in the agency.

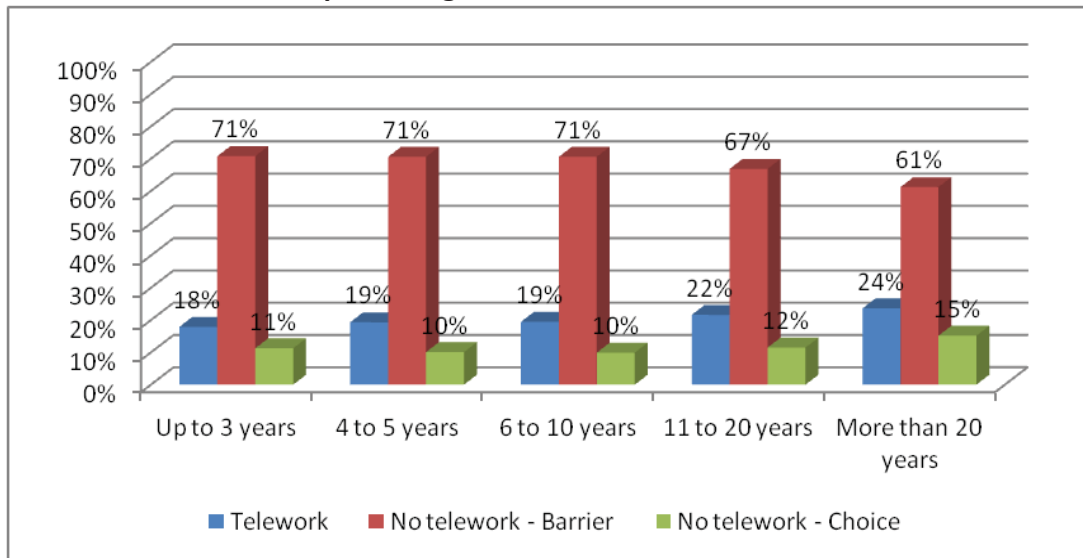
**Figure 10: Comparison of teleworkers and non-teleworkers by age, as a percentage of the total workforce**



There is evidence that employees with longer agency tenure participate in telework at higher rates than those with shorter tenures. As shown in Figure 11, employees who have worked for

the same agency for 20 years or more telework at the highest rate (24%), perhaps explaining the age effect noted above. In comparison, the participation rate for employees who have been with their agency for up to three years is only 18 percent. Employees with the longest tenure are more likely to report choosing not to telework (15%) compared with other groups (10-12%). Those who have been in their agencies ten years or less, more often report barriers to telework participation (71%), compared with employees who have worked with an agency 11 to 20 years (67%) and more than 20 years (61%).

**Figure 11: Comparison of teleworkers and non-teleworkers by time in agency, as a percentage of the total workforce**



### ***What Happens When Employees Telework?***

Described in the beginning of the report, the shift in telework policy in response to the Telework Enhancement Act constitutes a profound organizational change. These change programs are generally engaged to reach individual, agency and community goals. Achieving identified outcomes is, consequently, an essential driver in the adoption of telework in Federal agencies and gauging success means assessing what happens when employees telework.

For the employee, anticipated outcomes related to telework include job satisfaction and other workplace attitudes and perceptions. For the agency, telework may impact recruitment and retention, result in energy savings, reduce building needs, and better emergency preparedness among other outcomes. At the societal level, telework could potentially have beneficial environmental impacts or create new job opportunities for certain individuals.

Evaluating progress in achieving targeted outcomes varies by outcome and agency due to continuing measurement challenges and the fact that many programs are still in early stages of implementation. Yet, the 2011 Data Call and FEVS do provide noteworthy evidence of progress towards setting goals and evaluating outcomes. The following sections describe the evidence for a wide range of employee, agency, and societal outcomes.

## Goals and Outcomes: The Employee Perspective

Telework has the potential to contribute to a number of outcomes relating to the experiences of the individual employee. OPM remains committed to encouraging agencies to measure and evaluate outcomes related to employee satisfaction and other aspects of well-being on the job. Outcomes considered here broadly encompass the workplace experience, employee performance, and job satisfaction. The FEVS contains several items that are useful for analyzing how telework impacts the employee.

Once again, for the purposes of simplifying the analysis, the FEVS telework participation item is collapsed here into three categories: employees who telework, employees who do *not* telework because of a barrier (e.g., not allowed, limited by technology), and employees that do *not* telework by choice. The following series of charts examine these aspects of telework/non-telework as it relates to a variety of workplace outcomes.

The 2011 FEVS data supports the findings reported in OPM's 2010 telework status report to Congress that teleworkers and those who choose not to telework have much in common, whereas employees who report facing barriers to telework report lower job satisfaction, less positive views of their organization, lower support from their supervisors, and overall lower scores on measures than do their teleworking counterparts.<sup>5</sup> Results overall provide a number of encouraging insights useful as the basis for further study of individual agency programs or action planning for continuous telework program improvement efforts.

As in the 2010 report, results of subdividing teleworker respondents in analysis often show similarly favorable percentages between those who telework and those who choose not to telework. Keep in mind that long-standing research beginning in the 1960s with Hackman and Oldham shows that work characterized by autonomy tends to relate favorably to workplace attitudes. Building upon such findings, very early telework researchers theorized that telework operates to increase the level of employee autonomy with beneficial employee outcomes likely to occur (Shamir & Saloman, 1985).

It is especially beneficial to the psychological well-being of eligible employees when they are given the *choice* of whether to participate in telework or not. In fact, the Telework Enhancement Act of 2010 clearly emphasizes the importance of implementing telework on a voluntary basis.

### Managing Performance

Increasingly, the success of telework programs is recognized as being highly dependent upon appropriate performance management practices. OPM outlines a number of components for effective performance management (<http://www.opm.gov/perform/overview.asp>), including setting performance expectations and goals. As in the 2010 report, two FEVS items are

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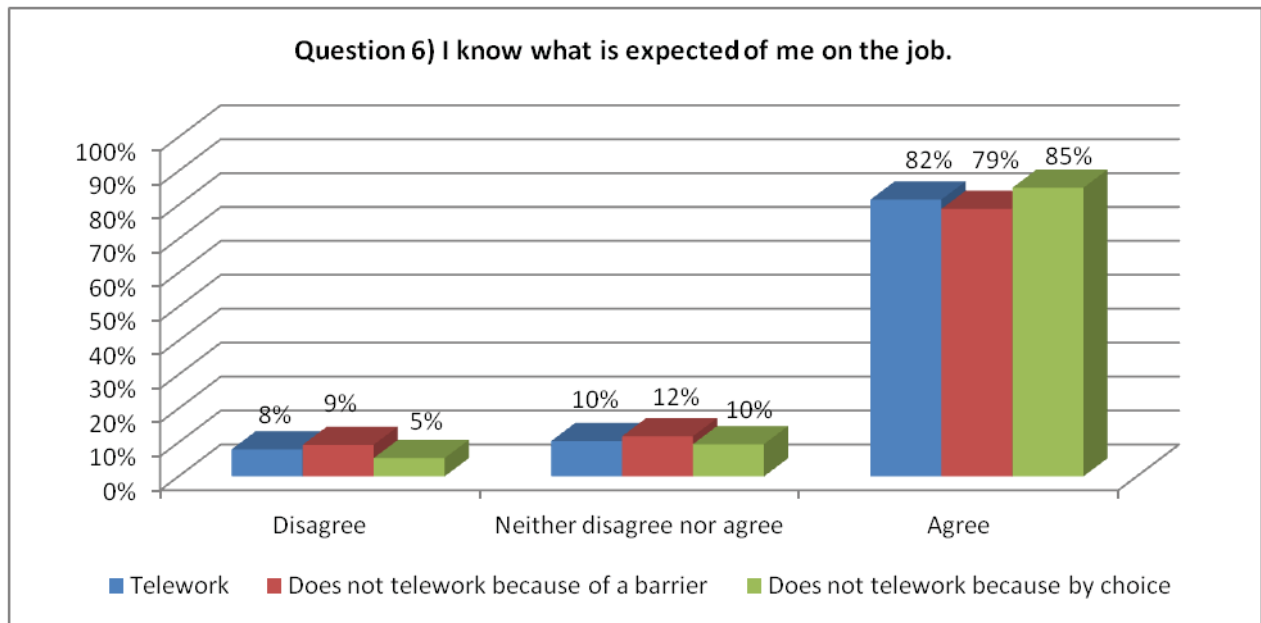
<sup>5</sup> Results reported in this section should not be taken to indicate that telework causes the outcomes described. There are other characteristics of situation or employee (e.g., selection criteria for participation, motivation level) that might account for noted differences between teleworkers and non-teleworkers.

examined here. Both relate to aspects of effective performance management, including *clear work expectations* and a *focus on achieving results*. Note that in a comparison of findings reported from 2010 with 2011, results were either identical or so close as to be nearly identical. For that reason, 2010 results are not repeated here.

Overall, teleworkers indicate higher scores on items reflecting performance management principles than do those non-teleworkers who face barriers. Consequently, they may be better supported to perform their jobs with excellence than those who are not able to telework.

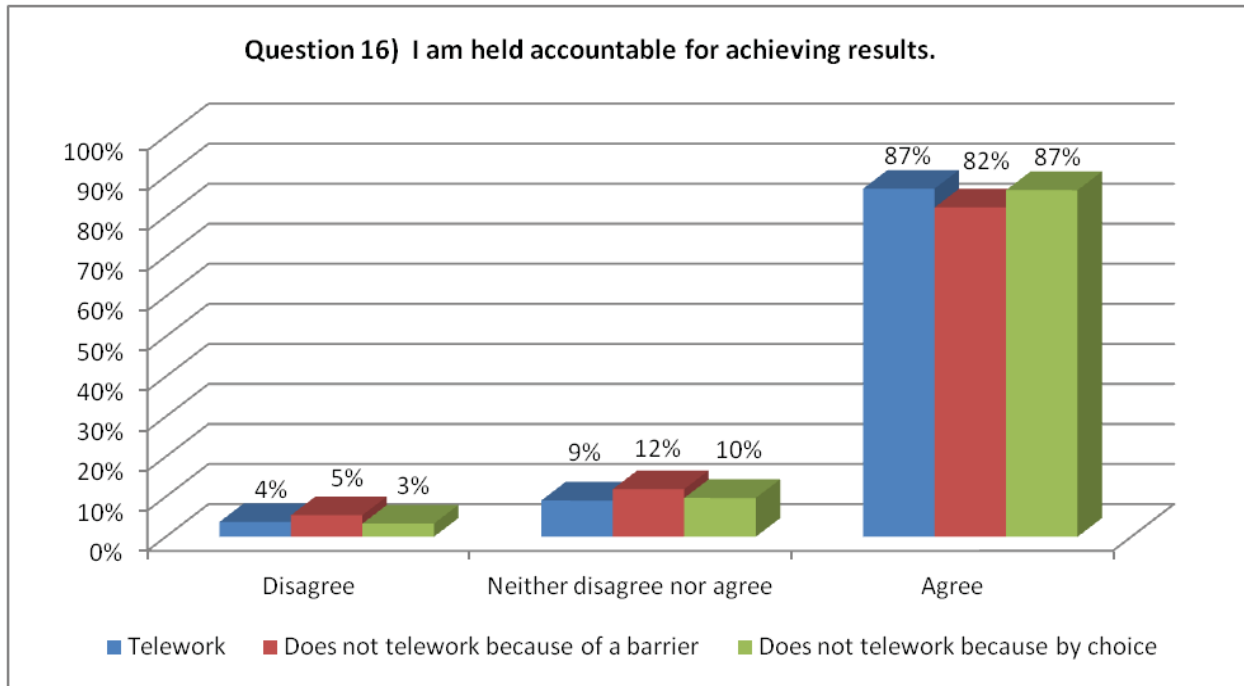
In responding to question number 6 of the FEVS, teleworkers (82%) were more likely to agree that they *know what is expected of them on the job* than non-teleworkers who faced a barrier to telework (79%). Among all FEVS respondents, 80 percent agreed or highly agreed with this statement.

**Figure 12: Clear job expectations**



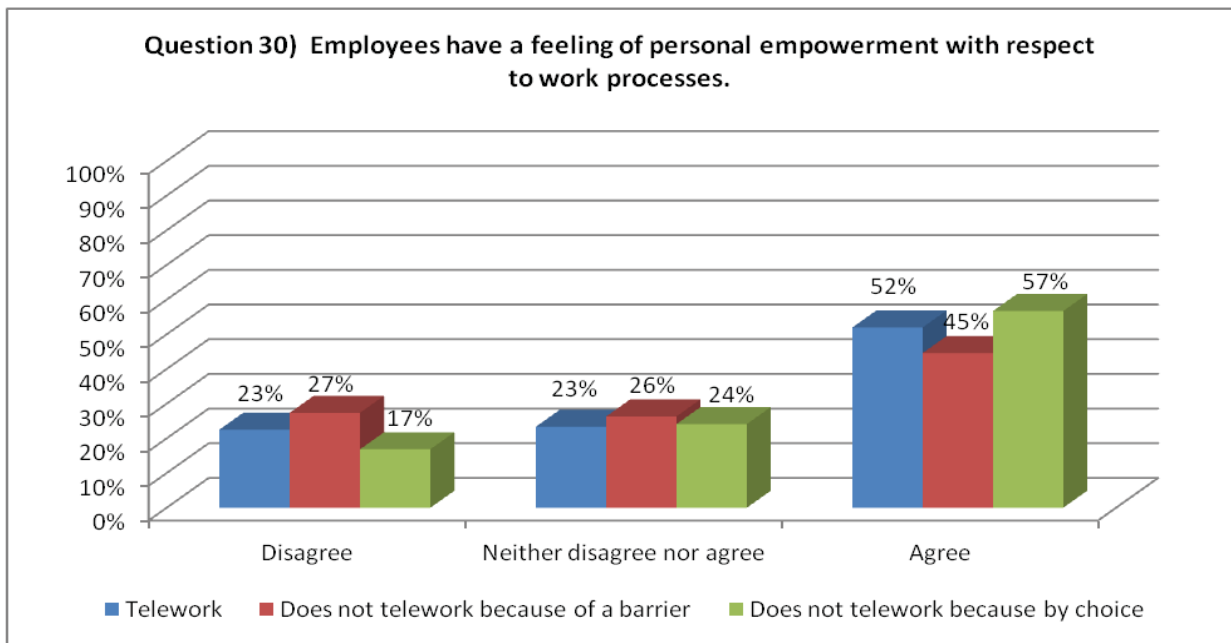
More teleworkers (87%) agree that they are held accountable for results than those who do not telework because of a barrier (82%). Eighty-four percent of respondents also either agreed or strongly agreed with the item.

**Figure 13: Accountable for results**



Finally, and related to performance management, teleworkers agree that they have a greater sense of control over work processes (52%) compared with those employees who do not telework as a result of barriers (45%).

**Figure 14: Empowerment over work processes**



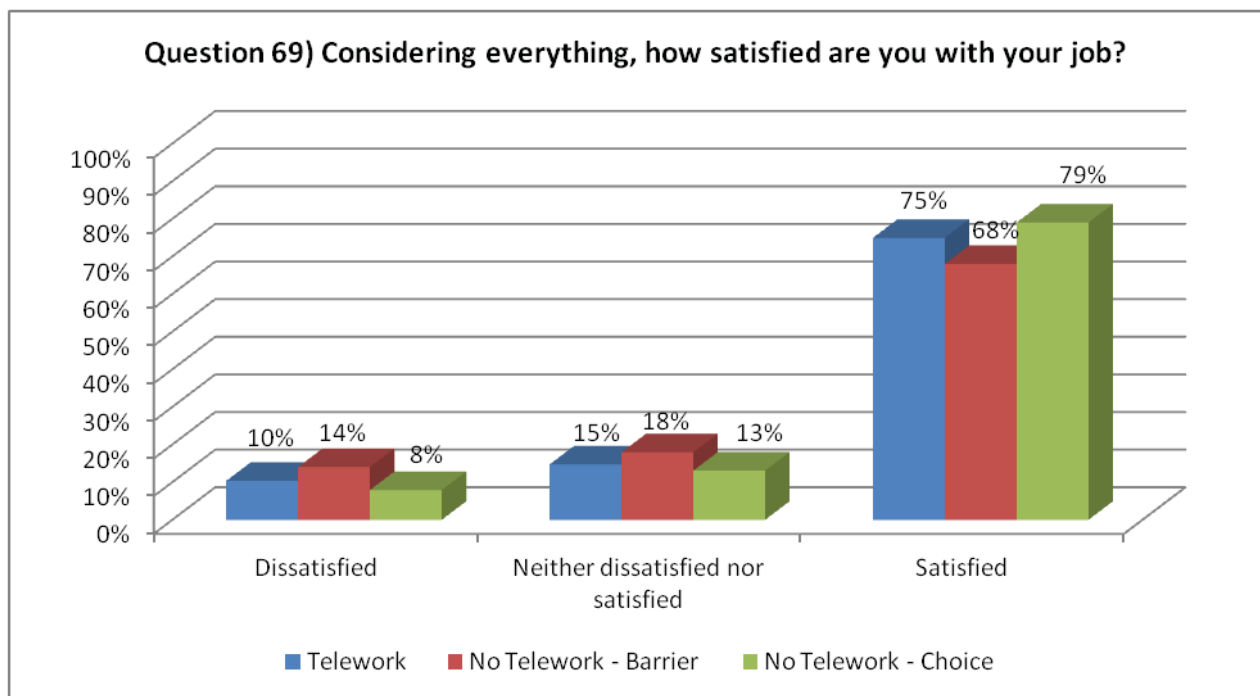


## Employee Attitudes

In a review of telework research, Gajendran and Harrison (2007) show that participants in telework programs are more likely to exhibit job satisfaction and improved performance than non-teleworking coworkers. Employers care about job satisfaction because of the demonstrated link between satisfaction and employee turnover (a potential cost).

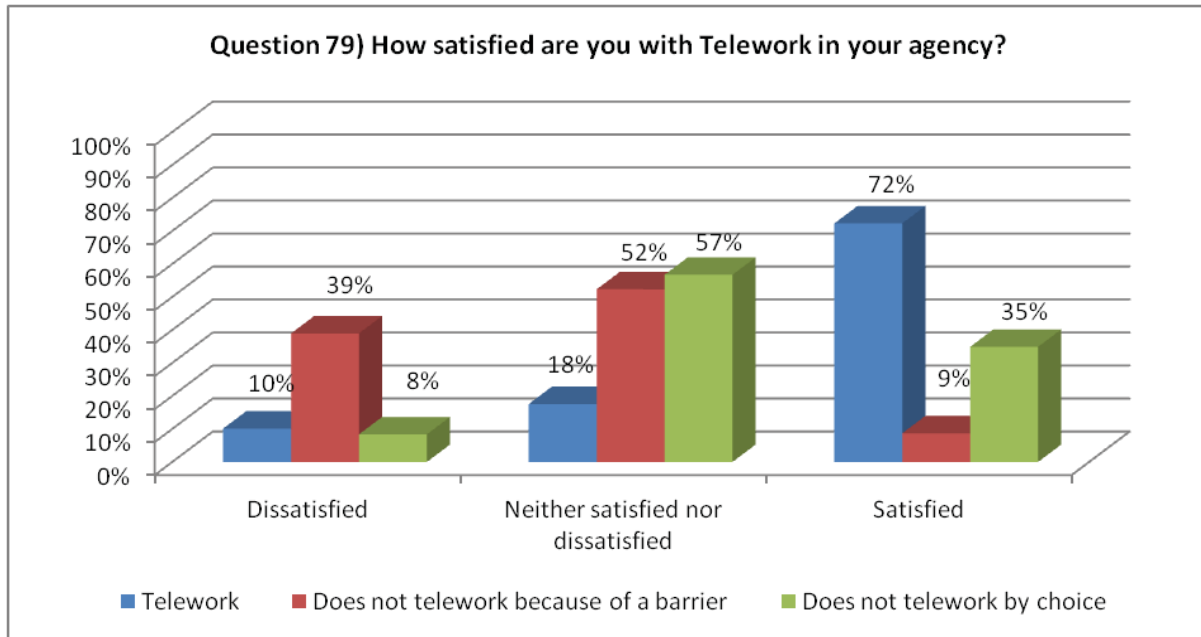
Analysis of the FEVS parallels findings in previous studies. Overall, 71 percent of Federal respondents to the 2011 FEVS reported being satisfied or very satisfied with their jobs. Figure 15 shows a remarkably larger percentage of teleworkers (75%) and non-teleworkers by choice (79%) report satisfaction with their jobs than those who are not able to telework (68%).

**Figure 15: Job satisfaction**



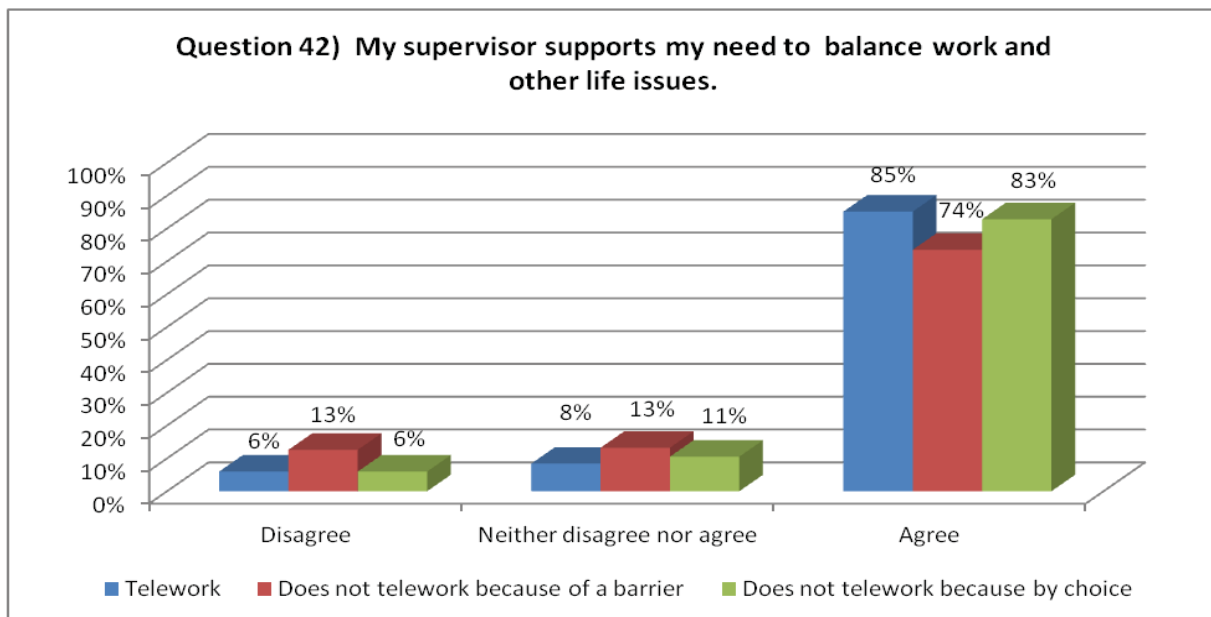
Expressed satisfaction with an agency telework program is an important outcome and an indicator of program success. An initial review of FEVS results suggested a disappointingly low rate of satisfaction with telework among Federal employees (38%). However, Figure 16 shows that such unfavorable perceptions are more likely to result when employees face barriers to program participation. Importantly, a far greater percentage of teleworkers report satisfaction (72%) when compared with those employees who were not able to telework because of barriers (9%) or simply chose not to telework (35%).

**Figure 16: Satisfaction with agency telework**



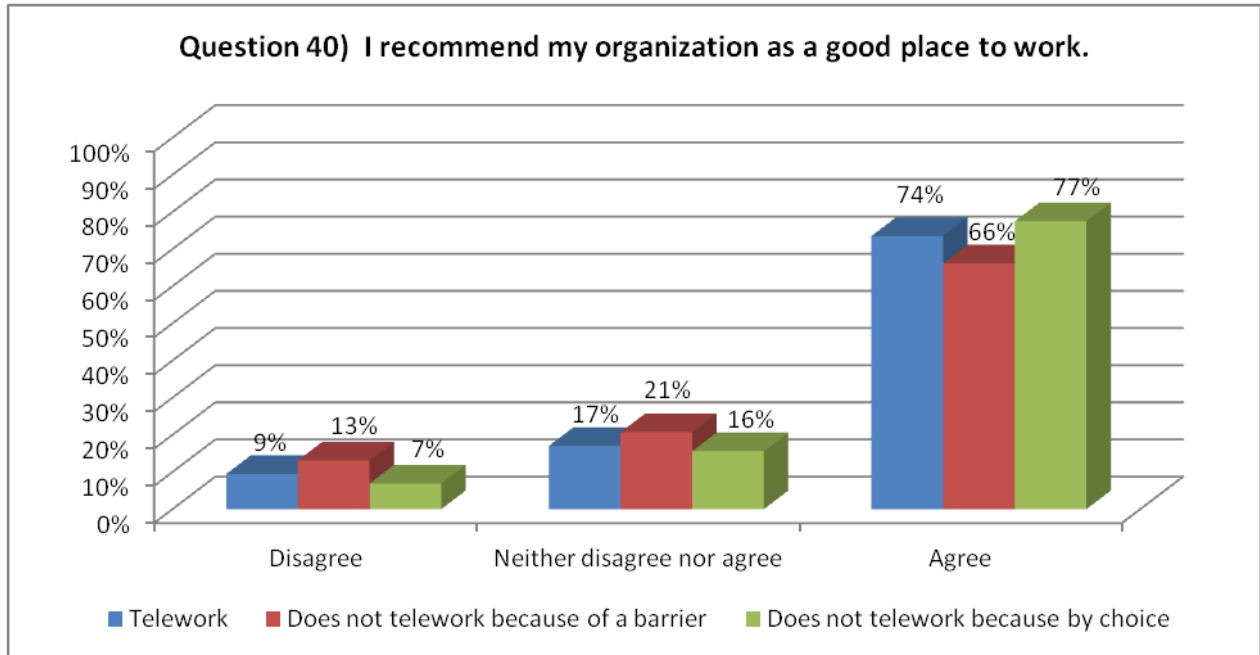
Work-life programs such as telework are often implemented to help employees manage the stress that can arise from conflicting work and life responsibilities (Bailey and Kurland, 2002). Employee perceptions of supervisors as supportive of needs to balance work with other life responsibilities may help relieve stress and lead to more positive work experiences. Figure 17 shows that more teleworkers perceive supervisors as supportive of their efforts to balance work with other life issues (85%) than employees not able to telework because of a barrier (74%).

**Figure 17: Perception of supervisor support by telework participation**



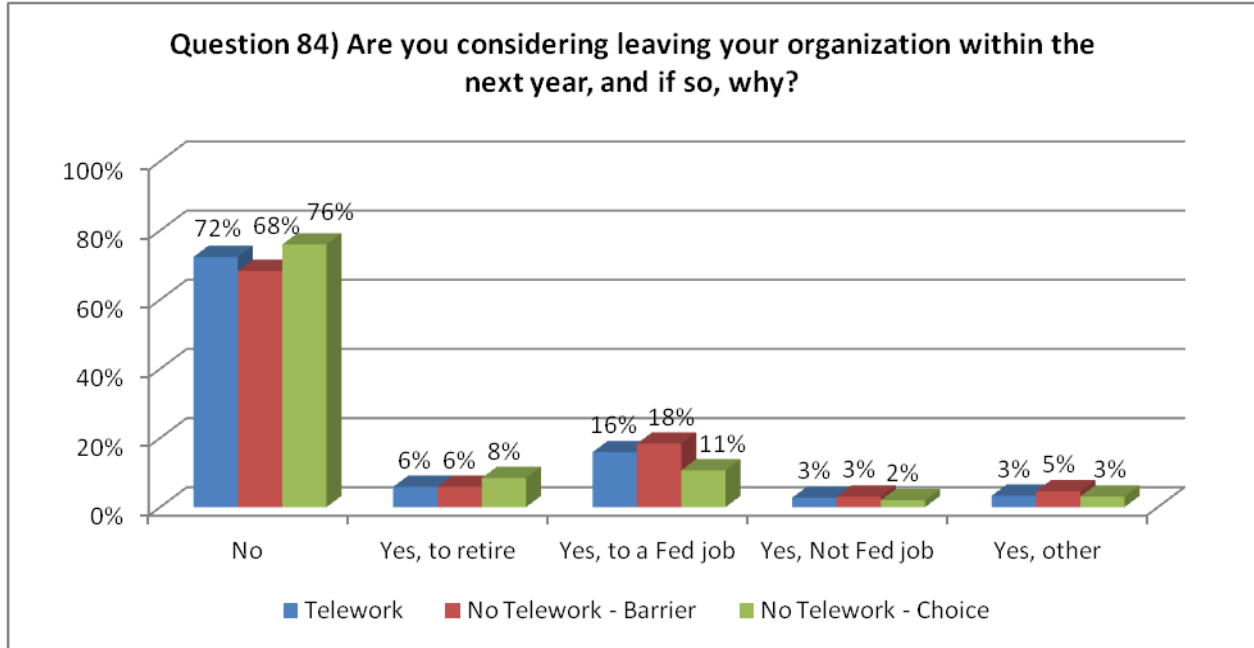
Among respondents to the 2011 FEVS, 69 percent agreed they would recommend their organization as a good place to work. Again, more teleworkers (74%) than employees who were prevented from telework (66%) agreed with this statement (Figure 18). This finding suggests a potential marketing value associated with telework programs, as happy teleworkers share positive impressions of their agencies with potential applicants.

**Figure 18: Recommends organization**



Finally, telework typically relates to employee retention, with teleworkers more likely to express an intention to remain with an employer (Gajendran & Harrison, 2007). Figure 19 parallels previous findings and shows that fewer FEVS teleworker respondents (72%) and non-teleworkers by choice (77%) expressed an intention to leave their current organizations as compared with those not able to telework because of a barrier (68%).

Figure 19: Turnover intent

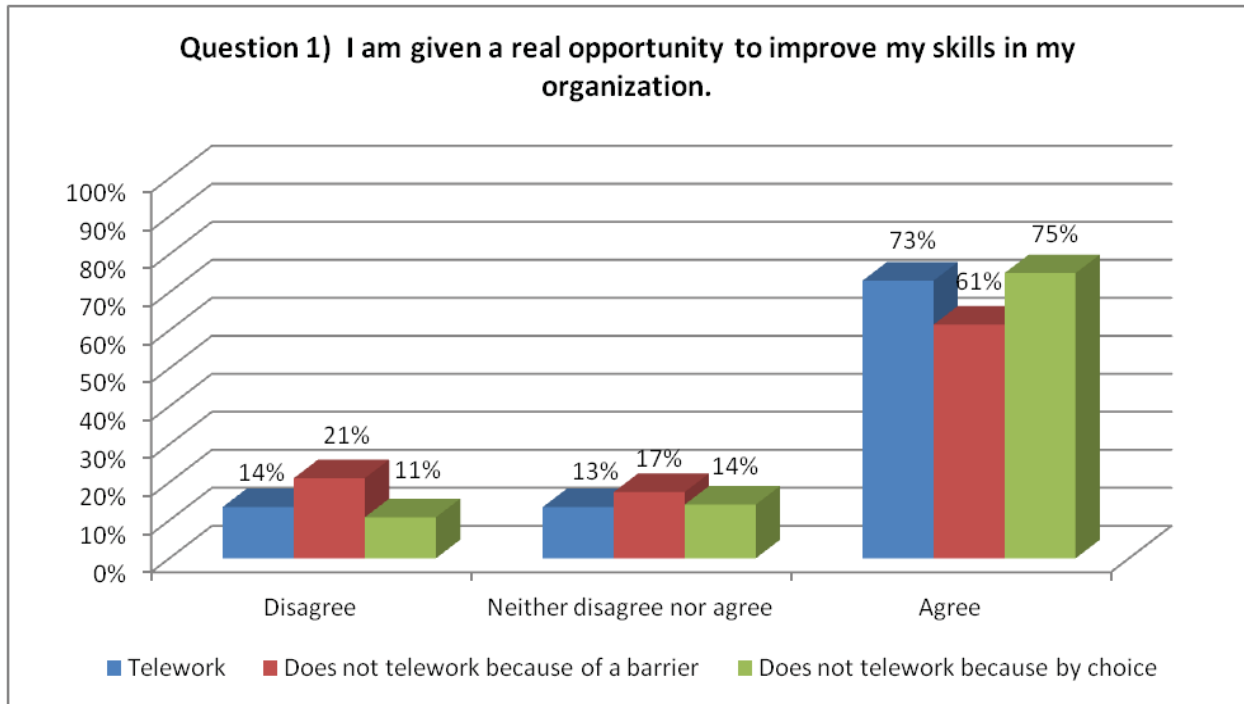


### Telework and Unintended Consequences

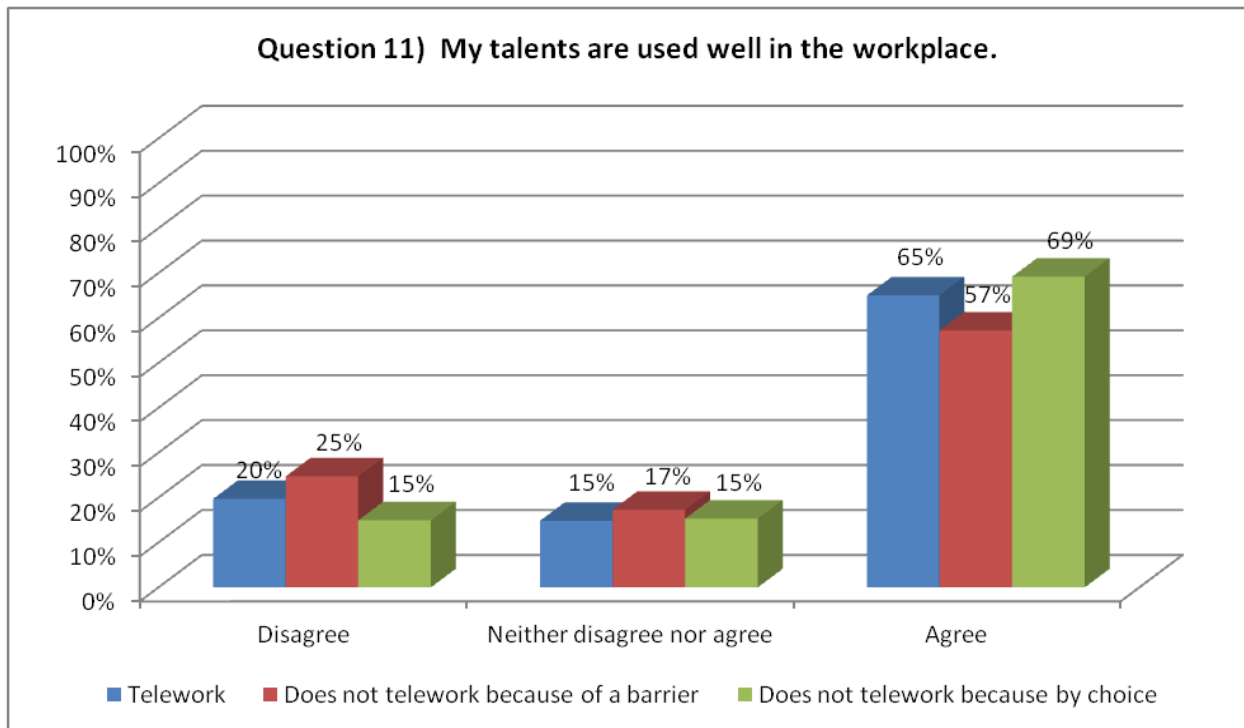
Employees may hesitate to telework and some managers fail to support participation in telework because of concerns regarding possible unintended negative consequences. In an extensive review of telework research, Bailey and Kurland (2002) reported the potential for social and career isolation as a possible negative unintended consequence of telework. Employee isolation can lead to reduced performance as described by Golden, Veiga and Dino (2008). Opportunities for meeting colleagues in passing are regarded as key opportunities for unplanned or serendipitous knowledge exchange. To the extent that telework reduces such opportunities, telework could potentially reduce overall knowledge sharing in workplaces (see Horan & Wells, 2005).

The FEVS includes items that allow exploration of these possible unintended negative consequences. Figures 20 to 23 compare teleworkers with respondents not able to telework on FEVS items that relate to employee development and knowledge sharing with encouraging results. Overall, a higher percentage of teleworkers (73%) than those not able to telework (61%) agree that they have access to skills development, while 65 percent of teleworkers agree that they have opportunities to put their talents to good use, compared with 57 percent of those unable to telework. Finally, more teleworkers (78%) perceive their colleagues as engaging in knowledge sharing when compared with respondents not able to telework (71%).

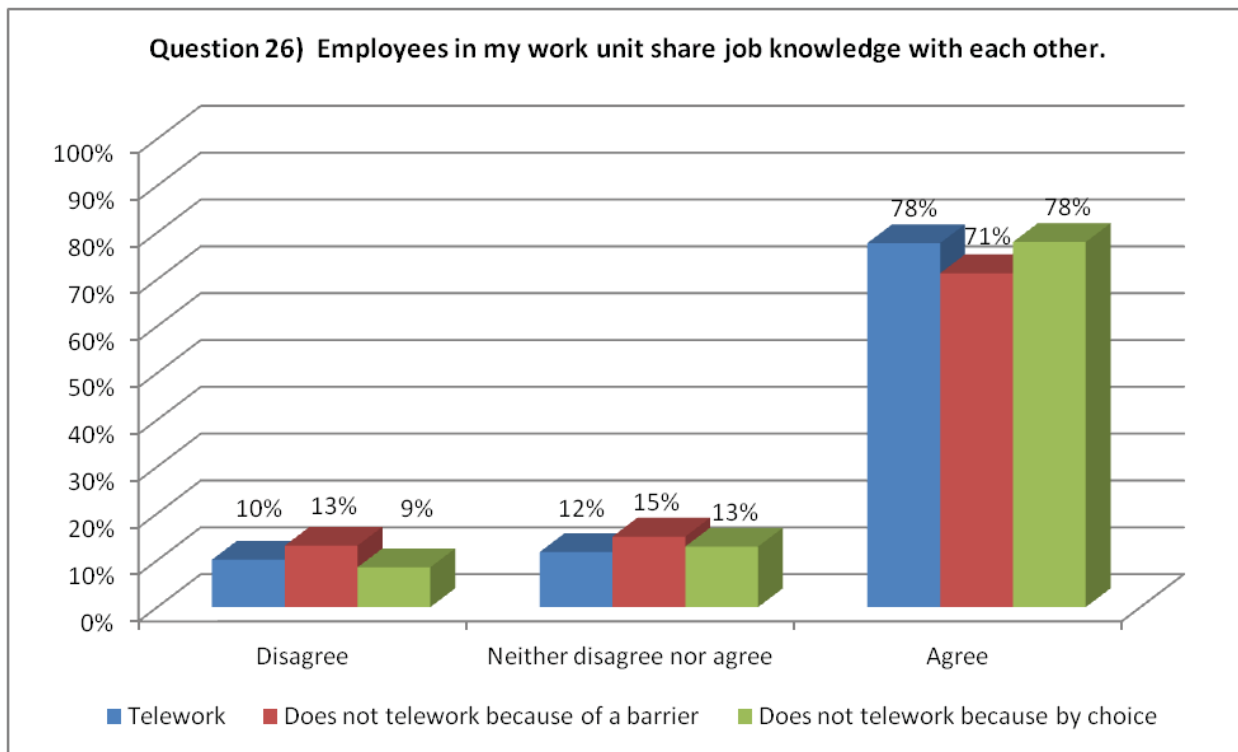
**Figure 20: Opportunities for skills improvement by telework participation**



**Figure 21: Strategic use of talents by telework participation**



**Figure 22: Perceptions of knowledge sharing by telework participation**



### Goal Setting: The Agency Perspective

The Telework Enhancement Act of 2010 requires that agencies report an annual telework participation goal and encourages agencies to set and measure progress towards a variety of other goals. Once established in 2012, agencies are required to make an annual assessment of progress towards meeting participation rate goals and explain whether they have met their goals. In cases where agencies do not meet goals, they must detail actions to be taken to “identify and eliminate barriers to maximizing telework opportunities for the next reporting period” [Public Law 111-292, 6506(b)(2)(E)].

Since this is the first reporting year under the new law, the participation goals provided this year will be a baseline upon which agencies will assess their progress in the 2013 Report to Congress. Not all agencies had completed the process of updating their telework policies as of the data collection period. Consequently, not every agency was able to set a participation goal for this report.

### Participation Rate Goals

Of responding agencies, 41 reported a participation goal as either a percentage or number of employees. Some agencies chose to report a percentage of total employees whereas others reported a percentage of eligible employees or a percentage increase over the past year’s participation rate. One agency felt comfortable staying at its present level of participation and two agencies reported 100 percent participation.

For a variety of reasons, some agencies were either not ready or unable to specify a participation goal. First, since the Act took effect in December 2010 and agencies were not required to notify employees of eligibility until June 2011, many agencies were still in the process of setting and finalizing their policies at the time of the Call. In such cases, agencies avoided prematurely setting a participation rate goal before their new policies took full effect. Additionally, setting a participation rate goal requires the ability to accurately count the number of teleworkers. Since a number of agencies are still struggling with measurement, some agencies may be unable to set a goal at this time.

In total, 27 agencies did not report a participation rate goal. Additionally, 19 agencies declined to give a goal in terms of percentage or number of employees, and gave descriptive responses instead. These other responses included: (1) explanations for why a goal has not been set, (2) aspirational goals, (3) goals to be achieved for number of employees with telework agreements, and (4) the desire to remain at current levels of participation. Full responses can be found in Appendix 7.

### **Other Goals**

The Telework Enhancement Act also encourages, but does not require, agencies to set and assess progress towards meeting other goals through telework – such as emergency preparedness, energy use, recruitment, retention, performance, and productivity. In this year’s Call, several new items measured how many agencies have set non-participation goals. The results can be found in Table 22. Analyzing how agencies have begun to measure goal attainment will provide evidence useful for identifying best practices.

Given the emphasis placed on agency continuity of operations (COOP) in the Act, it is encouraging to see that emergency preparedness goals were the most frequently mentioned. Telework has been promoted across the Federal Government as a way to maintain operations during emergency situations and the Call confirms that many agencies have included telework as part of COOP and pandemic influenza plans.

Less commonly reported goals include reductions in commuter miles, energy use, and agency real estate costs, as well as improved employee performance. Based on the results of qualitative data collected in the Call, it appears that agencies are facing challenges when measuring these goals. The lack of readily available data and the difficulty of measuring these outcomes may be dissuading more agencies from focusing attention here.

Agencies reported goals paralleling commonly reported benefits of telework in the academic literature, including improved employee attitudes and recruitment and retention. Again, ease of measurement may also play a role. A number of tools already exist for measuring these outcomes including the FEVS, internal job satisfaction surveys, and new employee and exit surveys.

**Table 22: Agency goals for telework**

<b>Outcome Goals</b>	<b>Yes</b>	<b>No</b>	<b>Number of Responding Agencies</b>
Emergency preparedness	72	8	80
Improved employee attitudes	58	22	80
Employee recruitment	53	27	80
Employee retention	52	28	80
Reduced commuter miles	45	34	79
Improved employee performance	34	46	80
Reduced energy use	26	54	80
Reduced or avoided real estate costs	25	55	80

Table 23 summarizes the responses to a question regarding agencies' realized cost savings. For 29 agencies, cost savings estimates are still in the planning stages, and 15 agencies either do not track this information or have no reported savings. This provides further evidence that estimating savings and measuring outcomes remain a work in progress. Still, several agencies did report fewer absences and reduced space needs, utility bills, and transportation subsidy expenditures.

**Table 23: Agency cost savings**

<b>Realized Cost Savings</b>	<b>Number of agencies</b>
Planning is underway for assessing cost savings	30
Reduced employee absences	15
Human capital (e.g., recruitment, retention)	10
Rent, office space	6
Utilities	4
Reduced transportation subsidy	4
Training	0
Other	23
N/A or no savings tracked	15



## Measuring Outcomes: The Agency Perspective

The following sections summarize how agencies have measured outcomes so far and highlight best practices for advancing telework in Federal agencies. At this early stage of the implementation process, agencies have been revamping their policies, working to expand access to telework, setting goals, and building their telework staffs. Agencies vary tremendously in size, personnel and resource availability, as well as how far along they are in the implementation phase of program development. As a result, measuring telework program outcomes remains a work in progress, and it is too soon to clearly establish any particular practice as “best.” Yet, from the 2012 Call we found evidence of innovative methods of measuring progress towards meeting goals.

### Recruitment

Multiple agencies include telework in job announcements. Several have plans to conduct internal surveys and focus groups of new employees to determine telework’s impact on their decision to join the agency. Others mentioned using existing data sources such as the FEVS and other large scale surveys, while several agencies also reported that they do not know how to or do not currently have plans to measure this outcome.

- *U.S. Patent and Trademark Office: Patent examiners participating in a full-time telework program have a lower attrition rate (3 percent lower in FY2010) than the patent examiners not on a full-time telework program.*
- *National Transportation Safety Board: The agency hired back an employee by allowing him to telework full-time while finishing a graduate degree out-of-state.*

### Retention

Agencies reported using exit surveys, internal satisfaction surveys, internal focus groups, the FEVS, and anecdotal evidence to measure retention.

- *National Transportation Safety Board: The agency has been able to retain several employees in mission-critical positions that are difficult to backfill, who have relocated to other states for personal reasons by allowing them to telework on a full-time schedule.*
- *Farm Credit System Insurance Corporation (FCSIC): The FCSIC currently has one employee teleworking on a short-term basis due to a medical condition. Had this employee not been permitted to telework, she might have retired earlier than planned.*
- *PTO: The Trademark organization began its hoteling initiative in 2002, with the Trademark Work at Home (TWAH) hoteling program for Trademark examining attorneys. For the five years prior to the program, Trademarks had an average resignation rate of 9.62 percent. From 2006 to 2010, the most recent five years since the incorporation of the TWAH hoteling program, the average resignation rate was 3.03 percent. In a Trademark perception survey, 90 percent of hoteling respondents indicated the TWAH program has influenced them to stay.*

## Improved employee performance

Fewer methods of measurement were reported for this outcome, indicating that agencies are still considering ways to measure performance. A few agencies stated that telework requires a certain performance rating, acting as an incentive to increase performance either to maintain or gain access to telework. Others cited the FEVS, internal management surveys, employee satisfaction surveys, and focus groups as methods of progress towards this goal.

- *Defense Nuclear Facilities Safety Board (DNFSB): In the Board's internal telework survey, employees indicated they were more productive on the days they teleworked due to fewer interruptions and they tended to work longer because they did not have to spend time commuting. Employees must be rated at least "Fully Successful" to telework; employees who want to continue to telework are motivated to maintain good performance.*
- *Federal Deposit Insurance Corporation (FDIC): The Telework Survey revealed that over 70 percent of our managers agree that teleworkers' productivity increases or remains the same, and 80 percent of employees believe teleworking increases their productivity.*
- *PTO: In Fiscal Years 2009 and 2010, examiners participating in the Patent Hoteling Telework Program (PHP) worked, on average, approximately 14 more examination hours, including overtime, per year than non-PHP examiners. With the average PHP examiner having more examination hours than a non-PHP examiner, the resulting gain in productivity is approximately 5.7 full-time equivalents (FTEs,) which are the same as approximately six additional patent examiners working for a full year.*

## Improved employee attitudes/job satisfaction

Agencies most frequently reported comparing the results of the FEVS on employee attitude measures year- to -year. A few agencies mentioned their own internal employee satisfaction surveys, focus groups, and exit surveys.

- *DNFSB: Prior to the 2011 FEVS, employee satisfaction with the Board's telework program was extremely low. To address this problem, in the fall of 2010, management directed that core telework be piloted in the spring of 2011. Employee satisfaction with telework increased from 7.9 percent in 2010 to 55.3 percent in 2011.*
- *National Transportation Safety Board (NTSB): From the 2011 FEVS, 80.8 percent employees were either very satisfied or satisfied with the telework program, a 26.6 percent increase over the last few years.*

## Emergency preparedness

Many agencies described the role of telework in their emergency planning (e.g., as part of COOP, pandemic plans, encouraging unscheduled telework). Only a few described measurements for assessing this as an outcome. Common methods included tracking periodic

exercises or tests, measuring numbers of log-ins to agency systems during tests or emergencies, and examining time and attendance records during emergencies. One agency used increases in telework agreements as evidence of emergency planning success.

- *PTO: The existing telework program provides PTO with the ability to continue some everyday business operations during an emergency beyond those defined in the COOP plan. For example, during the February 2010, snowstorm closure, the Trademark Assistance Center continued to answer public inquiries with 91 percent answered in 20 seconds, which was better than the average performance for the previous quarter. The Trademark examining corps accomplished 85 percent of the production that they did in the same four days of the prior week even though the rest of the Government was shut down. Without telework and hoteling, the agency would have been completely unproductive during this time. In addition, while the Federal Government was closed for four full days, patent examining time was only down about 19 percent for the bi-week. The variety of flex work schedule programs and telework likely contributed to the PTO not losing closer to the full 40 percent patent examining time potentially lost during the four days of Government closures.*
- *Overseas Private Investment Corporation (OPIC): We plan to measure the use of telework for emergency preparedness through reports using NotiFind, WebTA (web-based time and attendance system), and/or our payroll provider's reporting center (Datamart).*

### **Reduced energy costs**

Only three agencies (PTO, Farm Credit Administration, and National Council on Disability) reported measuring energy costs (via avoided office space needs). Agencies cited barriers to measurement, such as leasing their buildings or not having direct access to or control of their utility use data. A few have established working groups to study this and others cited energy use reductions as part of broader sustainability plans, but provided no metrics for measuring reductions.

- *PTO: Given that we would have had to lease 1/3 of the campus – 2 more buildings (approximately 776,000 RSF) – were it not for Telework, we would likely have spent an additional \$2,401,933 annually for electricity costs (based on the campus total for FY2011 Q3).*

### **Avoided real estate costs**

Several agencies described eliminating some office space as a result of telework, but few were able to translate this into dollar figures or square-footage of space saved. Several had established working groups to study real estate cost measurement. Several agencies were making strategic use of hoteling, office sharing, and unique floor designs to save space.

- *Department of Agriculture: Plans are underway to capture and collect data on individual eligibility as well as unique facility location identifier in an automated fashion. This*

*capability will enable the Department to track and capture data on underutilized facilities that may house employees who are, in large part, able to telework. This data will enable the Department to make strategic decisions on closures or consolidation of office space based on the ability to increase telework.*

- *Department of Commerce: The agency is working to reduce space through a three part strategy: 1) identify consolidation opportunities; 2) look for reduction savings in expiring leases before new contracts are made; and 3) review all planned and existing leases for savings as well as eliminating any excess or underutilized owned space. Reduction savings can come from implementing three day or more per week telework, reducing space through open floor design, reduction of support space, and setting workstation size standard.*
- *Department of Labor: The agency has been aggressively reducing its real estate requirements by reducing the work space footprint of individual workers and requiring that new space is built in a ration of 80 percent workstations and 20 percent private offices. "Hoteling" also is encouraged. The agency also seeks to consolidate bureau populations (minimizing travel time between office functions), and by providing more open, collaborative office designs. Lastly, a lease replacement/consolidation prospectus is being prepared that, if approved and developed, will make substantial use of hoteling and similar practices.*
- *General Services Administration: The agency uses space reconfiguration to provide enhanced hot-desking, hoteling, and desk sharing options.*

### **Reduced commuter miles**

Several agencies reporting that transportation subsidy costs decreased as a result of telework. A few reported collecting or planning to collect data from employees, without specifying which data they would collect. The Office of the U.S. Trade Representative calculates commuter miles saved and compares year to year. The Department of State tracks miles saved by teleworkers using an online application that employees complete. The National Council on Disability reduced parking facility need. The U.S. Commission on Civil Rights estimated commute miles saved from the number of full telework days.

- *PTO: PTO fourth quarter FY 2011 telework data indicates that 2,322 employees teleworking five days per week translates to 28,647,675 miles reduced in a year and 15,040 tons of emissions reduced in a year. 1,142 employees teleworking four days per week translates to 11,271,540 commuter miles reduced in a year and 5,918 tons of emissions reduced in a year.*
- *Department of Transportation (DOT): DOT is working to develop a "commute days avoided" metric, which will be comprised of a calculation of employees' telework hours recorded in a time & attendance system and employees' regular days off (RDO).*

### **Goals and Outcomes: The Societal Perspective**

In addition to individual employee and agency outcomes, telework is often implemented as a means for achieving broader societal goals, as shown in the logic model (pictured above in

Figure 1). For example, using certain telework program designs, large-scale participation in telework could contribute to energy use reduction, pollution control, and traffic congestion relief. Offering telework as a workplace flexibility could also result in increased job availability.

The Telework Enhancement Act of 2010 tasked OPM with researching “the utilization of telework by public and private sector entities that identify best practices and recommendations for the Federal Government” and reviewing “the outcomes associated with an increase in telework, including the effects of telework on energy consumption, job creation and availability, urban transportation patterns, and the ability to anticipate the dispersal of work during periods of emergency.” See the Telework Enhancement Act of 2010, Pub. L. 111-292 (Dec. 9, 2010) at section 4. Congress requested that such studies or reviews be made available to the public.

In 2011, two literature reviews were compiled by OPM researchers. They respond to the Act by summarizing research that addresses private sector practices in telework and telework as a tool for reducing energy use and environmental impacts, alleviating traffic congestion, and increasing job opportunities (See Appendix 2 for complete contents).

Evidence from the review of the literature suggests that agencies with energy, transportation and job availability goals should consider the following program design elements, when appropriate, in order to maximize telework’s impact on broad social outcomes.

#### Telework, Energy, Transportation, and the Environment

- Maximize hoteling where possible in order to decrease office space.
- Encourage teleworking for those with the longest commutes.
- Be aware of potential home energy use increases and potential cost transfer to employees
- Consider pollution and emissions differences between home and office mix of energy sources.
- Develop a variety of telework arrangements that can be flexibly applied, such as combining telework with other flexible schedules.
- Use information and communication technology effectively.
- Educate teleworkers about how to save energy while teleworking.

#### Increasing Job Availability through Telework

- Identify and consider how to address strategic agency needs through expanded opportunities for telework (e.g., retention of knowledgeable employees nearing retirement).
- Encourage the use of telework as a recruiting and retention tool for highly sought after employees
- Increase awareness of existing opportunities to telework through recruitment efforts.

The extended contents of the literature reviews can be found in Appendix 2. On these and other societal level telework goals, future research is needed within Government and in the broader research community in order to gain clarity on the potential impact of telework on society.

## **CONCLUSION AND NEXT STEPS**

To conclude the 2012 Telework Status Report, results overall provide evidence of remarkable efforts on the part of agencies as they have worked to adjust telework practice to align with the Telework Enhancement Act. Agencies, overall, have made tremendous strides to address and satisfy mandated requirements, and results reported from multiple data collection efforts suggest that the major work of implementing programs has been addressed. Federal telework is being transformed into the strategic management tool that many in the telework community have long envisioned.

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

Effective program development requires continuous evaluation and feedback. Accurate and useful evaluations, in turn, rely upon valid and reliable sources of data. As mentioned throughout the report, agency practices and data collection methods vary too widely to provide reliable data. To ensure that ongoing agency and Governmentwide evaluations are informed by data of the highest quality, as well as to reduce the manual reporting burden for agencies, OPM will continue to work with the Federal Shared Service Centers and agencies to automate the collection of telework data via the Enterprise Human Resources Integration (EHRI) HR and Payroll data feeds. An employee's telework eligibility and usage will be collected, summarized and reported to OPM via the monthly EHRI HR-Status data feed and bi-weekly EHRI payroll data feed. OPM will be able to analyze these data to explore links between telework and important agency outcomes, especially factors related to productivity and cost (e.g., leave use).

The work of establishing a Governmentwide automated telework data collection system is currently underway. OPM recently released new standards for the telework data to be collected via EHRI. In addition, an updated version of the Governmentwide reporting requirements contained in the Guide to Human Resources Reporting (GHRR) was recently published. OPM will begin collecting pilot data in late summer and begin the work of establishing data reliability and validity through standard professional tests of data during the fall of 2012. OPM will also continue to work with both the Shared Service Centers and Agency

Telework Managing Officers to ensure a thorough understanding of the reporting requirements.

Development of robust programs and the successful advancement of telework also depend upon interagency learning and sharing of best practices. To that end, OPM will continue to hold interagency meetings and learning forums. Work/Life/Wellness staff will also investigate ways to leverage the many opportunities afforded by technology to facilitate interagency learning, including Communities of Practice.

The focus groups held for this report provided a wonderful opportunity to include the voice of agency experience in the annual status report to Congress. They also provide important insights useful for understanding the current state of telework program development and current practices in Federal telework. While it is too early at this implementation stage to identify practices that might prove to be “best,” focus group findings do outline a number of promising practices for advancing Federal telework. Moreover, focus group comments are thought-provoking and should prove useful in fostering interagency learning as agencies work to improve programs. For these reasons, and by way of closing the report, practice recommendations from agency focus groups are reproduced here (for the full report, see Appendix 1):

### **Lessons Learned**

#### *Gain Leadership Buy-In*

Several participants agreed that gaining buy-in from leadership members at all levels is key to a successful telework program. Comments indicate that gaining leadership support can truly be the catalyst for effective implementation, and buy-in occurs when managers try it for themselves.

#### *Involve Critical Functions*

The importance of partnering early and often with union representatives and IT experts within agencies was mentioned as particularly instrumental to the success of telework programs. Involvement of all critical parties and functions will limit the number of unexpected surprises and is important for ensuring the effective collaborations necessary for long-term success.

#### *Institute Reliable Data Collection*

Participants also commented that instituting a reliable data collection or tracking procedure is critical to demonstrating telework success and as a tool for long-range planning and managing for program effectiveness. One participant commented, “As a whole, we need to have a better system for tracking telework. Providing data for the OPM Data Call is difficult for many who have to manually track telework participation.

Governmentwide, we need to make it easier to collect and report data.” Other participants noted that online application systems need to be comprehensive before going live to ensure seamless application. This is another area where partnership with IT and security experts is crucial.

#### *Standardize Eligibility and Participation Criteria*

Participants described the importance of standardizing eligibility decisions and notification. Some agencies notify their employees via mass email and/or during new employee orientation, while others prefer managers to send individual emails. Participants agreed that part of increasing trust in the telework process is to make sure that communications and notifications are handled fairly and according to established standards across an agency.

#### *Measure Performance Accurately*

Agencies reported facing challenges of performance management in advancing their telework program. Participants stressed the need for performance management systems to measure the outcome of completed tasks and goals. They agreed "managers want to know exactly what teleworkers are working on when out of the office". It is critical for performance management systems to directly link to agency-wide performance plans.

#### *Be Patient*

Lastly, several participants emphasized the importance of remaining aware that change takes time and progress with telework requires patience. One participant suggested that one way to address this is to make sure that telework goals and objectives are clear and shared across an agency and that information about progress toward those goals is also shared on an ongoing basis.



## Appendix 1: Focus Group Report

### 2011 Telework Focus Groups: Summary of Results

#### Introduction

In recent years, both Congress and the executive branch have increasingly promoted telework to help achieve important public policy goals. Most recently, agencies have worked hard to comply with the requirements of the Telework Enhancement Act (Public Law 111-292) (the Act), which was signed into law in December 2010. To address the Act's requirements, some agencies have built new programs; others have extensively transformed agency telework, while others have revitalized existing programs. Understanding these current practices is an important first step toward identifying "best practices" and the development of robust telework programs across the Federal government.

The U.S. Office of Personnel Management's (OPM) Work/Life/Wellness (W/L/W) Office is responsible for supporting Federal agencies in implementing and managing effective telework programs. Among other responsibilities, OPM provides telework policy guidance to agencies, assists agencies in defining and establishing appropriate telework measures and goals, assesses agency progress in telework program development, and conducts research on critical issues relevant to the application of telework practices and procedures. OPM's W/L/W Office conducted focus groups for at least two reasons. First and foremost, in support of W/L/W consultative efforts with agencies, we sought to gain an understanding of the general environment for telework in agencies through group discussion. Our second intention was to gain a systematic perspective on the successes and challenges agencies may have encountered as a result of the Act. In fact, in every focus group discussion, agency efforts to address Act requirements figured as a constant reference point for participants. Even questions probing more general aspects of telework tended to elicit responses that referenced the Act, demonstrating its influence on participant perspectives.

Overall, the integrated focus group results presented in this report provide insights into what has worked well for agencies in terms of telework implementation, what the Act has caused agencies to focus on, and what has been challenging for agencies as Telework Managing Officers (TMOs)<sup>6</sup> and coordinators seek to better manage their telework programs. Individual names of agencies will not be discussed as stated in the focus group protocol for each session. This measure was adopted in order to encourage participants to speak freely.

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<sup>6</sup> Telework Managing Officers were established in the Act and are part of the "Office of the Chief Human Capital Officer or comparable office with similar functions." The TMO is "devoted to policy development and implementation related to telework programs." Further, he or she serves "as an advisor for agency leadership...a resource for managers and employees, and a primary agency point of contact for the Office of Personnel Management on telework matters..."

The organization of this report follows the same order as the questions and topics actually used to guide the focus groups (see Appendix A for the structured questions used in all focus groups). It begins with more general aspects of telework and proceeds through topics related to Act implementation. Report sections provide an overview of top-ranking responses to structured questions in the protocol. Notable quotes outlined in each section illustrate agency perspectives and provide detailed insights into Federal telework. The report ends by outlining lessons learned shared by participants.

## **Methodology**

In September 2011, the W/L/W staff conducted four focus groups with agency representatives to learn more about how telework programs are being implemented and managed across the Federal Government. Two groups were conducted with agency TMOs, and two groups were held with telework coordinators. Participants were chosen at random. Thirteen agencies were represented in the coordinator focus groups, and eight agencies were represented in the TMO focus groups. All groups met for approximately two hours. During the focus groups, W/L/W researchers facilitated discussion by leading participants through a series of structured questions. The questioning route was developed with reference to telework survey results, existing telework literature (Kurland and Bailey 2000, Nassar-McMillan and Borders 2002), and the Telework Enhancement Act. Two W/L/W researchers conducted each focus group; one served as the focus group facilitator and the other recorded focus group comments using a laptop computer. Focus group size ranged from four to eight participants.

Focus group data were analyzed in accord with the method outlined by qualitative data analysis experts, Miles and Huberman (1994). The procedure began with a thorough review of the notes obtained by the recorder of each session. The results of the TMO and coordinator focus groups were maintained in separate files for organizational purposes and analysis. Recurring themes were identified through a detailed review of focus group notes by individual researchers. Themes were identified by teams of independent reviewers and confirmed by comparison of results from pairs of researchers. Points of divergence were discussed for the final identification of key themes. Themes identified across all groups are reported below.

## **What Works Well**

Focus group discussions began on a positive note by asking participants to describe what was going well in telework programs. The focus groups were held in September, just as TMOs and coordinators were winding down a huge effort to satisfy Act requirements. Satisfying requirements meant revising policies, determining employee eligibility to participate in telework, and considering aspects of program implementation such as teleworker training. Not surprisingly, such topics were foremost in the minds of TMOs and coordinators and, consequently, heavily considered in participant descriptions of what was going well in their telework programs.

It is encouraging to note that the efforts agencies were required to make in response to the Act were mentioned prominently as areas of success. In fact, as a result of the Act, participants reported that more managers and their direct reports recognize the benefit of telework. In

testifying to the heightened attention to telework since the enactment of the Telework Enhancement Act, one participant commented, “The Act helped us to get a better picture of what’s actually going on and to be able to explain telework a bit more. It gave us the spotlight for a little while.”

Themes described next reveal both common experiences and experiences that were unique to respective agencies. Therefore, even topics that were popular and addressed by several agencies show small percentages in final results.

Of the 21 total participants,

- 5 participants (24%) commented that training has gone well,
- 4 participants (19%) reported that leadership support has been a factor that has worked well in their telework programs,
- 6 participants (29%) noted that communication has gone well, and
- 3 participants (14%) shared that telework policies and procedures have been an area of strength.

Please see Figure 1 for a graphical representation of the focus group results regarding what has worked well for agencies as they develop telework programs.

### *Training*

Effective training also proved to be an important consideration for program success and is a program aspect a number of participants defined as going well. A common concern among leadership was the ability to manage teleworkers. In order to decrease these concerns, agencies provided training for managers. These exercises have helped capture telework endorsements by managers. Training for teleworkers also was highlighted as a successful component of agency telework programs. Participants recalled the use of training support and materials provided by OPM on telework.gov. Other agencies developed their own training programs in the form of classes and workshops to provide new teleworkers the opportunity to address potential challenges. For example, one participant related, “my agency developed its own training. Our top leader assumes training should help advance telework, and encourage support from managers. Also, the training should help employees to really understand how to better telework.”

### *Leadership and Other Supports*

Participants expressed the importance of obtaining manager and executive buy-in. Some participants reported that they were able to obtain buy-in by encouraging leadership to think positively and creatively about which positions are appropriate to telework, particularly those positions that may not have been considered eligible in the past. One focus group participant shared the impact of a top leader’s demonstration of support by stating, “I don’t know how comfortable our top leader is on a personal level, but he/she saw to it that all members of

his/her staff would get telework agreements in place and that had a big effect. It said 'we're on board.' He/she doesn't give many speeches on it, but this act led by example." This participant's comment testifies to the importance of leaders pushing beyond their personal feelings about telework and leading by example.

In terms of practical concerns, agencies have paid a great amount of attention to the importance of establishing strong technological capabilities to support effective telework programs. Many participants expressed the importance of ensuring that information technology infrastructures are well equipped and discussed the efforts being made in their agencies to ensure appropriate infrastructure. Some agencies described telework drills that allow them to identify any technology-related issues such as user inexperience and technology configuration.

### *Communication*

Technology, training, and leadership support have influenced the success of communication in telework programs. Teleworkers stay connected with their managers and in-office counterparts by use of email, phone, instant message, and voicemail. Several agencies believe that use of these technologies has supported interaction between employees and is therefore a point of success in programs.

Another aspect of communication mentioned as going well in programs is the type of messages that agencies have shared to promote telework. One participant commented, "One thing we did differently was to sell telework to managers as a productivity tool. We said work-life balance is icing on the cake, but the key thing is how to make this a productivity tool and that seemed to help more hesitant managers who thought this was soft stuff only pertaining to women having babies. It made them realize, no, this is about productivity."

Participants also described the kinds of messages communicated within the agencies and their importance to trust, a key competency in successful telework. Participants agreed that it is important to communicate a sense of trust between top leaders, supervisors, and teleworkers. One agency instituted a campaign to promote the importance of trust by posting and distributing flyers with the message "Work plus Trust equals Teletrust" across the agency. Participants agreed that the same amount of trust extended toward office-bound employees to effectively manage their work responsibilities must be extended toward teleworkers. Messages indicating the equitable extension of trust are critical to the establishment of an effective telework program.

### *Revision of Policies and Procedures*

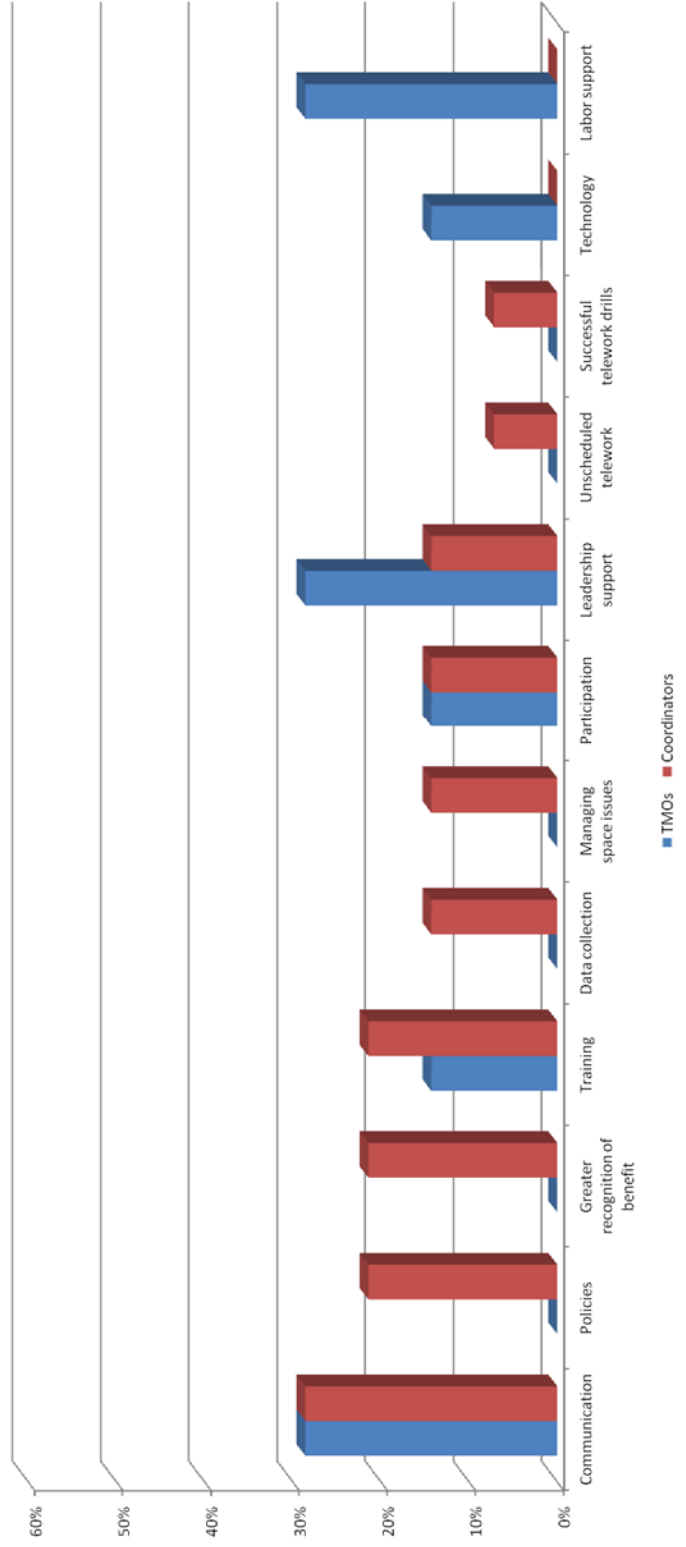
Multiple participants commented that revisions have been made to their agency telework policies within the last year as a result of the Act's requirements. Participants indicated that these modifications have resulted in stronger, more effective agency policies. Procedures to manage notification of eligibility and unscheduled telework also have been implemented by agencies to advance telework programs. Participants addressed the importance of new procedures to increase the effective use of telework across their agencies.

Notable quotes related to what is going well in agencies are shown in the following table.

**Table 1: Comments Illustrating Aspects of Successful Telework Programs**

Focus Group Question	Notable Quotes
<p>What is going well in your Agency's telework program?</p>	<p>I think the Act helped us because it gave us that legal edge we needed to do some of the things we needed to do. The Act helped us to get a better picture of what's actually going on and to be able to explain telework a bit more. It gave us the spotlight for a little while. I'm worried as we move away from that we'll have to work to be remembered.</p> <p>I don't know how supportive the director general is on a personal level, but her staff all had to get telework agreements and that had a big effect. It said "we're on board." She doesn't give many speeches on it, but led by example.</p> <p>We have about 90% of staff eligible because we went very broad. One thing we did differently is that we tried to sell it to managers as a productivity tool. We said work-life balance is icing on the cake, but the key thing is how to make this a productivity tool and that seemed to help more hesitant managers.</p>

**Figure 1: Successes of Agency Telework Programs by Proportions of Telework Managing Officers (TMOs) and Telework Coordinators**



## Challenges faced by Agencies

Focus group participants also shared challenges they faced in advancing telework within their agencies. Again, responses reflect both unique challenges and barriers, as well as more common experiences across agencies.

Of the 21 total participants:

- 6 participants (29%) reported that gaining buy-in and manager resistance have been factors that have presented challenges for their telework programs,
- 3 participants (14%) commented that performance management has been challenging,
- 3 participants (14%) noted technology related challenges,
- 4 participants (19%) reported challenges relevant to the equity with which telework has been made available to employees, and
- 3 participants (14%) noted the challenge of limited *access* to senior level leadership for program partnership and support.

Please see Figure 2 for a graphical representation of the focus group results regarding what challenges agencies faced as they develop telework programs.

### *Manager Buy-In*

While several agencies described success in establishing leadership buy-in, they also described the challenges of gaining manager buy-in. Participants shared that some managers are used to being able to see their staff members physically working in the office (typically described as line-of-sight management) and that they find comfort in this dynamic. Preference for this style of management poses a recognizable challenge to telework.

Others commented that resistant managers are unsure of how to effectively manage employees who are working remotely and, therefore, are reluctant to embrace the numerous possibilities for effective teleworking arrangements. One participant shared what has worked at his/her agency by commenting, "One of the things we did was to obtain support for managers to be included in telework, because initially they weren't covered. Once we covered them with our policy, they were able to model that behavior."

Several participants shared that some managers in their agencies have not accepted the fact that there should *not* be a difference between how teleworkers are managed and how employees who are completely office-bound are managed (as stated in the Act). Highlighting the importance of sharing information, another participant stated, "The managers who do allow it have presented best practices at manager meetings. We did not see a big boost in numbers of telework, but it [manager presentations] did encourage a slightly more receptive perception of telework."

### *Performance Management*

In a similar vein, successful performance management also proved to be challenging for some of the agencies that were represented in the focus groups. Several participants described the lack of an effective performance management system that focuses on outcomes. Others stated that problems with performance management are fundamentally about education and that managers need to be trained in how a telework program can be applied successfully and seamlessly in accord with performance management standards. Further illustrating the challenge, participants commented that some managers seem unaware of how to help staff members identify aspects of their jobs that can be effectively performed remotely.

### *Technology*

As described earlier, a number of participants noted the importance of effective technology to the success of telework. Several focus group participants also identified technology as a challenge area for advancing telework. Participants shared that teleworkers within their agencies only have access to a Government-issued BlackBerry rather than a laptop. Others commented that there is no available access to shared drives for teleworkers. Participants also shared that there are challenges with the use of personal computers by teleworkers due to security issues. Some participants spoke of budgetary constraints and the consequent impact on the availability of equipment for teleworkers. One participant stated, "This is an austere budget environment, so if you're an agency with less telework already, and less available equipment, it will be a challenge to equip everyone that will be teleworking."

### *Equity*

Multiple participants stated that telework has not been applied in an equitable manner across their agencies. Some participants shared that, although all positions have been deemed eligible within their agency, not all employees are permitted to exercise the option. Others commented that employees in professional positions tend to be able to exercise telework to a greater extent than employees in administrative or support positions in their agencies. One participant shared, "We have pockets where a lot of people telework, and others where they haven't because the supervisor isn't on board or the staff doesn't realize the value of it. We have to find ways to share the practices across the agency."

### *Access to Leadership*

Lastly, a few participants shared that in their roles as telework champions within their agency, an important challenge is posed by limited access to agency top leader(s). One participant commented, "If there was a specific need, we may be able to do something to contact them. But for us getting there is heavy duty." Participants agreed that it would be extremely helpful to improve and increase opportunities for collaboration with their senior leader(s) on telework issues.

Notable quotes addressing challenges to agency telework programs are shown in the following table.

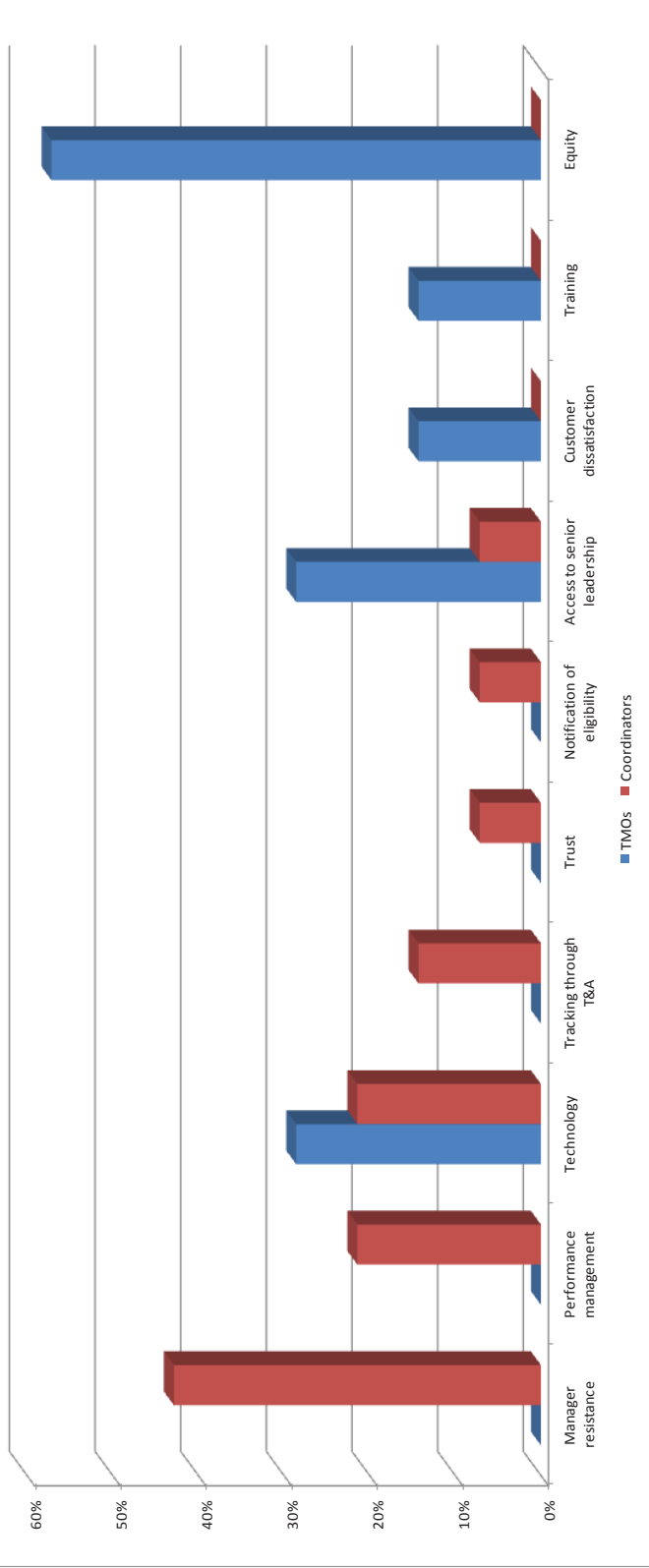


**Table 2: Comments Describing Challenges to Telework**

Focus Group Question	Notable Quotes
<p>What has been your Agency’s experience in achieving manager buy-in?</p>	<p>One of the things we did was to obtain support for managers to be included in telework, because initially they weren’t covered. Once we covered them with our policy, they were able to model that behavior.</p> <p>When I think of it, all of our managers telework as well. So the fact that they telework encourages their personnel to telework. Great support from the manager level.</p> <p>The managers who do allow it have presented best practices at manager meetings. We did not see a big boost in numbers of teleworkers, but it [manager presentations] did encourage a slightly more receptive perception of telework.</p>
<p>What are the top challenges you have faced in advancing telework in your agency?</p>	<p>This is an austere budget environment, so if you’re an agency with less telework already, and less available equipment, it will be a challenge to equip everyone that will be teleworking.</p> <p>Implementing the Act isn’t a priority for the agency head in the biggest agencies. It doesn’t have that level of urgency. It leaves us with some discretion and opportunities to get things further. There’s more lateral communication than vertical. Not a bad thing.</p> <p>The Law didn’t say how you notify! Standard letters issued to managers to help them understand the intent of the law and what they could use in conversation with employees who wanted to telework was helpful. Having access to standardized language helped managers have a discussion with employees who could not telework based on sensitivity of work, etc. Several grievances on telework too from employees who wanted to telework, but could not because of performance, leave issues, etc.</p> <p>A major challenge in big agencies is that the TMO won’t have access to the agency head. Assistant Secretaries don’t have access. If there was a specific need, we may be able to do something to contact them. But for us getting there is heavy duty. Quite surprising how closed ours was to it, he didn’t want to get involved.</p>

Focus Group Question	Notable Quotes
	<p>Another challenge, not having access to other TMOs, etc. during roll-out of the Act. Would be helpful for collaboration (mentioned community of practice).</p> <p>Equity in the application of telework. I see the professional side of the house automatically in. On the support side, oftentimes there is resistance to allowing them. We still have managers that want to see these people all the time. I find it difficult to see how the managers can work at home without any question, but those who support them can't.</p>

**Figure 2: Challenges of Agency Telework Programs by Proportions of Telework Managing Officers (TMOs) and Telework Coordinators**



## **Differing Perspectives: TMOs and Coordinators**

Figures 1 and 2 show the proportions of TMOs and coordinators that cite various successes and challenges of their telework programs. The chart separates TMOs and coordinators in order to reflect their unique experiences with their telework programs. There is a critical distinction between their perspectives. While TMOs frequently reported successes that are high-level in nature, including achieving support from labor organizations, overcoming agency-wide technology barriers, and gaining support from senior leadership, coordinators reported successes relating to an employee point of view and the implementation process. With respect to challenges faced in telework programs, similar trends emerged among TMOs and coordinators. TMOs cited concerns over broader issues like ensuring equitable access to telework, training, and technology, while coordinators mentioned manager resistance, difficulty in monitoring and measuring performance, and trust between employees and managers.

## **Specific Program Management Challenges**

A specific, but recurring, challenge related to the establishment of the TMO by the Act. Different issues were raised by coordinators and TMOs. For example, one challenge raised by coordinators was that the addition of the TMO position can result in an extra layer of oversight that can make it difficult to complete projects and goals. Some coordinators reported that they do not have the autonomy they once had to manage their agency's telework program and, as a result, cannot follow through with goals and objectives without vetting plans through the TMO. Depending on the ease of access that a coordinator has to his or her TMO, this dynamic can prove challenging and can result in additional time to complete initiatives. Similarly, TMO participants discussed the challenge of not always having the direct and easy access to executive-level leadership necessary to carry through with telework-related goals and objectives.

Some of the coordinators also said they still see themselves as the individuals taking care of the daily operations of their agency's telework program, but that, with the addition of the TMO position, they have lost some of the recognition for ensuring effectiveness of the programs. Other coordinators shared that their relationship with the TMO at their agency is one of true partnership and regular communication and that the loss of recognition has not been an issue.

## **Responding to the Telework Enhancement Act**

The focus group protocol included questions that asked participants to describe their experiences responding to the requirements of the Telework Enhancement Act. Participants were asked how employees in their agency were notified of their eligibility to telework. Multiple participants reported that, at the time of the focus groups, their agencies were not finished with the process of informing employees of their eligibility status. Others had informed employees and described a number of methods and systems such as mass emails, the agency intranet system, all-hands meetings, or an agency newsletter. Still others described a

process where supervisors were informed of their staff member’s eligibility in supervisory meetings and then charged to verbally inform their employees directly of their eligibility status.

Participants also were asked how telework is being used, if at all, in emergency preparedness and/or COOP planning in their agency. The majority of participants reported that telework had been folded into their agency’s COOP plan. A couple of participants shared that telework had not been successfully incorporated in the agency COOP plan, but that there are plans to do so in the near future. One participant stated that telework is a part of his/her agency’s COOP plan, but that there has been very little in the way of testing the system or practicing response in the face of a mock emergency. This participant shared that all employees in his/her agency have the tools and are equipped, but that many have not practiced and may not actually be prepared and ready in the face of an actual emergency.

**Table 3: Quotes related to Specific Challenges**

Focus Group Question	Notable Quotes
<p>What changes, if any, have you made to your telework programs in response to the Telework Enhancement Act?</p>	<p>The problem with telework is that it’s a good idea in search of a purpose early on in the sense that there’s a long list of things we wanted to solve and we called it telework. We can’t get our arms around it. There’s a certain feeling like, the Act passed so we have to get this done from the department’s point of view. But embracing it as a tool is an ongoing process.</p> <p>We began setting goals and developed a training piece. The Act did help to change the mindset; we have a program and it has done well, but the Act caused us to ask: What can we do now? What goals do we need to have? The training component has not been there, but because of the Act we developed our own training. Training should help advance telework, and encourage support from managers. Also, the training should help employees to really understand how to better telework.</p>

**Lessons Learned**

Many focus group participants reported aspects of strength and success in the ongoing implementation of Federal agency telework programs. Participants also shared areas where change and development has been challenging. Given these experiences, all of the agencies interviewed had “lessons learned” that they believe are important. These are shared here:

### *Gain Leadership Buy-In*

Several participants agreed that gaining buy-in from leadership members at all levels is key to a successful telework program. Comments indicate that gaining leadership support can truly be the catalyst for effective implementation, and buy-in occurs when managers try it for themselves.

### *Involve Critical Functions*

The importance of partnering early and often with union representatives and IT experts within agencies was mentioned as particularly instrumental to the success of telework programs. Involvement of all critical parties and functions will limit the number of unexpected surprises and is important for ensuring the effective collaborations necessary for long-term success.

### *Institute Reliable Data Collection*

Participants also commented that instituting a reliable data collection or tracking procedure is critical to demonstrating telework success and as a tool for long-range planning and managing for program effectiveness. One participant commented, "As a whole, we need to have a better system for tracking telework. Providing data for the OPM Data Call is difficult for many who have to manually track telework participation. Governmentwide, we need to make it easier to collect and report data." Other participants noted that online application systems need to be comprehensive before going live to ensure seamless application. This is another area where partnership with IT and security experts is crucial.

### *Standardize Eligibility and Participation Criteria*

Participants described the importance of standardizing eligibility decisions and notification. Some agencies notify their employees via mass email and/or during new employee orientation, while others prefer managers to send individual emails. Participants agreed that part of increasing trust in the telework process is to make sure that communications and notifications are handled fairly and according to established standards across an agency.

### *Measure Performance Accurately*

Agencies reported facing challenges of performance management in advancing their telework program. Participants stressed the need for performance management systems to measure the outcome of completed tasks and goals. They agreed "managers want to know exactly what teleworkers are working on when out of the office". It is critical for performance management systems to directly link to agency-wide performance plans.

### *Be Patient*

Lastly, several participants emphasized the importance of remaining aware that change takes time and progress with telework requires patience. One participant suggested that one way to address this is to make sure that telework goals and objectives are clear and shared across an agency and that information about progress toward those goals is also shared on an ongoing basis.

**Table 4: Participant Recommendation Highlights**

Focus Group Question	Notable Quotes
<p>If you had to share one lesson learned from your telework program, what would it be?</p>	<p>Make sure you have a process in place by which to compile data via Web T.A. For people moving to implement telework I would say make sure you have the infrastructure before moving forward.</p> <p>As a whole, we need to have a better system for tracking telework. Providing data for the Call is difficult for many who have to manually track. Governmentwide we need to make it easier to collect and report data.</p>
	<p>A point I'd like to make is that we're in this political environment now where we can never close down. I just hope that when OPM does their briefings for Congress you will remind them that there are many agencies that NEVER close down and have been operating 24/7 for a century. It's not that different without the official telework policy. That message is not getting through to Congress.</p>

## Focus Group Appendix A

### Structured Questions for Coordinators and Telework Managing Officers (TMOs)

#### Advancing Agency Telework Programs

The purpose of the first few questions is to understand how telework is going in Federal agencies. Please think broadly when answering the first few questions. (Advise participants that they will be asked specific questions about the Act; advise them to think broadly here.)

- What is going well in your Agency's telework program?
- What are the top challenges you have faced in advancing telework in your agency? We ask you to limit your list to no more than 3.

**PROBE:** Has IT capability been an issue for the utilization of telework? If so, how has this issue been resolved?

**PROBE (TMOs only):** What challenges have you faced in leading the telework program?

#### General Questions about Implementing Telework Programs

- What role did your Agency's leadership play in the success of the telework program?

**PROBE:** How has your Agency leadership communicated support for telework?

- What has been your Agency's experience in achieving manager buy-in?
- How have you communicated the message of support across your Agency?

#### The Telework Enhancement Act

Now let's turn our attention more specifically to the Act. The purpose of the next few questions is to learn more about your experiences with implementing the Act.

- What changes, if any, have you made to your telework programs in response to the Act?

**PROBE:** How has the Act helped to expand/improve your Agency's telework program?

**PROBE:** What are the specific challenges you've faced in implementing the Act.

**PROBE:** What key things are you currently working on to implement the Act?

- Thinking about implementing the Act, how did you communicate with employees about their eligibility?



## Questions about Telework Program Effectiveness

- Would you describe your telework program as “successful?” How do you define success for telework? What is the evidence you are using to arrive at this conclusion?

**PROBE:** Describe any goals/outcomes you have specified for your program.

**PROBE:** Does your telework program address (or track) cost-benefit and/or performance measurement? If so, how?

- How is telework being used, if at all, in emergency preparedness and/or COOP planning in your agency?

## Finally....

- If you had to share one lesson learned from your telework program, what would it be?

## Conclusion of the Session

- Thank everyone for participating and remind them that their efforts will be used as qualitative data in the Report to Congress.
- Share WLW staff contact information in case questions/concerns arise following the focus group.

## Appendix 2: Literature Reviews and Best Practices for Agencies

In response to the Telework Enhancement Act of 2010, two literature reviews were compiled by OPM researchers. They detail best practices for agencies and summarize the state of the literature on telework as a tool for reducing energy use and environmental impacts, alleviating traffic congestion, and increasing job availability.

### Telework, Energy, Transportation, and the Environment

Telework can be a useful tool for agencies or organizations that hope to lessen traffic congestion, reduce greenhouse gas emissions, and improve local air quality. Both the public and private sectors have steadily come to promote telework as a means for achieving a variety of goals. Frequently telework is credited with decreasing energy costs, adverse environmental impacts, and emissions of greenhouse gases. This may be a fair assumption, but both the private and public sectors have room to improve methods of measuring and verifying these savings.

The energy impact of telework can be broadly modeled as a function of transportation, home and office space and equipment, and information and communication technology (Horvath, 2010). Below are a few highlights from the growing literature on telework, energy, and the environment.

- The estimated impact of telework on **national energy use** is small. One study estimated national energy savings of between 0.01 and 0.40 percent in the U.S. and 0.03 to 0.36 percent in Japan (Matthews & Williams, 2005).
- Numerous studies have estimated the impact of telework on **vehicle miles traveled**, or VMT, which in turn impacts gasoline consumption and traffic congestion. One conservative estimate puts the impact of teleworking at about 1 percent of overall U.S. household VMT (Mokhtarian, 1998). Although this reduction appears small, telework is a much more cost-effective method of reducing congestion than other approaches, such as expanding mass transit (Choo, Mokhtarian, & Salomon, 2005).
- Telework appears to result in significant trip reductions and lower VMT for individual teleworkers. Multiple studies have found that individual employees save in the range of 30 to 50 miles per day or 50 to 80 percent less VMT per year (Lake, 2008).
- Beyond energy use, telework can impact **greenhouse gas emissions** and **office space** needs. Studies have estimated a possible savings of 3.5 billion square feet of office space (Romm, 2002) and a ten year savings of 312.4 million tons of greenhouse gas emissions (Fuhr & Pociask, 2011).

Many studies suffer from an inability to account for all the different ways the work environment affects energy use. A few have emerged that attempt to quantify the **net impact** of telework on energy consumption in the home and office. Below are a few conclusions of these studies:

- When teleworking, employees have lower impacts on energy consumption and air pollution. Non-telework energy use and air pollution costs are likely equal to or higher than those for telework days (Kitou & Horvath, 2008).
- Telework generally reduces air pollutant emissions, but may not reduce all types of emissions equally.<sup>7</sup> Impacts will differ by pollutant, location, heating or cooling season, induced travel, avoided VMT, latent demand, and minimizing space and equipment use when teleworking. Program designers must consider factors such as their local climate, energy mix, transportation patterns, and whether teleworking employees will maintain offices at home and at the central worksite (Kitou & Horvath, Energy-related emissions from telework, 2003).
- Certain forms of transportation may actually increase emissions. Substituting shorter commutes may not reduce energy or emissions because of rebound effects from home energy use. A rebound effect is an unintended increase in energy use due to a behavioral change or new technology that negates the savings from the change. Successful telework programs will encourage the avoidance of polluting forms of transportation, increase commuter vehicle occupancy rates, substitute longer commuters, and increase teleworking frequency (Kitou & Horvath, Transportation choices and air pollution, 2006).

## **Success Stories in the Private Sector**

A quick search of media associated with telework will reveal a number of striking savings estimates from private companies. Companies have reduced energy costs, real estate costs, employee fuel costs, other utility costs, and travel costs. These estimates certainly suggest that telework has great potential for all sectors to save on energy and building costs.

One company has reported savings of \$387 million in reduced office space and utility costs due to its telework program between 2002 and 2008. In 2009, another company reported savings of \$10.3 million in employee fuel costs and 47,320 metric tons of avoided greenhouse gas emissions. A third company reported saving \$550 million in real estate and reduced overhead costs between 1991 and 1997.<sup>8</sup>

## **Success Stories in the Federal Government**

While Federal Government data on telework participation and frequency has been collected over the years, there is still much more to learn about how telework has impacted energy use,

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<sup>7</sup> Telework reduces the emissions of carbon dioxide (CO<sub>2</sub>), mono-nitrogen oxides (NO<sub>x</sub>), particulate matter (PM<sub>10</sub>), and carbon monoxide (CO) but not nitrous oxide (N<sub>2</sub>O) and methane (CH<sub>4</sub>).

<sup>8</sup> As a caution, often these savings figures come from telecommunications companies that may have a vested interest in supporting telework. Many are reported without background on how the estimates were produced and which assumptions were made. Lastly, the units of measurement of the savings differ widely and assumptions – if provided – also differ. This makes comparisons very difficult. Nonetheless, the savings numbers are impressive.

air quality, and emissions within the public sector. Agencies are still adapting to new telework programs and searching for new ways to estimate savings. Yet, a few examples from the Federal Government stand out as models for future research on the potential of telework to reduce energy use and environmental impacts.

- The United States Patent and Trademark office (PTO) is widely considered a leader in telework within the Federal Government. PTO has 7,030 teleworkers (86.52 percent of eligible workers) and 8,125 eligible telework positions (78.35 percent of the agency). Of PTO's teleworkers, 3,739 of them telework 4 to 5 days per week. Employees who telework 4 to 5 days per week relinquish their office space and use a hoteling system when at the Alexandria office. As a result of this unique arrangement, PTO has realized \$19.8 million in real estate savings as of August 2011.
- GSA has developed an Excel-based tool for agencies wishing to calculate the break-even point for the costs of telework, purchasing information technology, and real estate savings – the Cost-per-Person Model (Kaczmarczyk, 2008). A GSA commissioned study by Booz Allen Hamilton found that agencies could realize a return on investment of between 225 percent and 1500 percent through a variety of telework program arrangements (General Services Administration, 2006).
- The National Institutes of Health has pursued cost savings from telework through its hoteling initiative. In 2007, the National Science Foundation found that employees saved, on average, 62 hours of commuting time, \$1,201 in costs, and 1,751 lbs of emissions in a year of teleworking. This amounted to a 12 percent reduction in National Science Foundation teleworkers' carbon footprint (Telework Exchange, 2008).

### **Best Program Designs for Achieving Broad Community and Societal Goals**

While research still must be improved and expanded, a review of the existing literature shows promise for telework as a tool for addressing energy and environmental challenges. The Telework Enhancement Act of 2010 has reaffirmed the Federal Government's commitment to expanding telework while accurately measuring participation and success. Undoubtedly, this will result in useful information that will help agencies better assess programs and design programs around achieving goals. For some agencies, energy savings and environmental impact may be among the most important program goals. Evidence suggests that agencies seeking to reduce energy costs and emissions should consider the following design elements:

- **Maximize hoteling in order to decrease office space.** If teleworkers maintain offices at work and if lights and equipment are left turned on at all times, this significantly decreases the potential savings from building costs and utility bills.
- **Encourage teleworking for those with longest commutes.** Evidence suggests that the most substantial energy savings benefits occur for those with long commutes and in some cases energy use at home could be greater than savings from telework (Kitou & Horvath, 2008).

- **Consider cost transfer to employees.** Some have suggested that energy savings from telework could merely be transferring utility costs onto employees rather than resulting in a net energy and cost savings overall (Overmeyer, 2011).
- **Consider local electricity energy mix.** Teleworking could be reducing pollution from one source (the source that powers the office) while increasing it at a dirtier source (the source that powers the home).
- **Be flexible with program design.** Developing a variety of telework arrangements that can be flexibly applied, as has been done by PTO, could maximize the energy benefit potential of a program.
- **Use information and communication technology effectively.** Technology plays a critical role in any telework program. Creativity can help maximize the energy benefit. For example, an agency could replace some air travel with teleconferencing or establish telework centers for those uncomfortable with working inside the home.
- **Educate teleworkers about how to save energy while teleworking.** Educating teleworkers about the arrangements and behaviors that best save energy and reduce pollution could increase the benefits seen from the program. Many workers may have personal desires to further these goals, but may be unsure of the best means to do so.

In order to succeed, telework programs must be thoroughly planned and all transportation and non-transportation trade-offs should be considered. Poor building management, inefficient work arrangements at the office, and low frequency telework schemes can offset any potential energy savings from telework (Kaczmarczyk, 2008). With careful planning, experimentation, and data collection, agencies as well as private companies can realize substantial cost savings while exercising societal responsibility through reducing energy and environmental impacts.

### **Increasing Job Availability through Telework**

As noted previously, telework is promoted and implemented in order to achieve a variety of objectives. While a primary set of objectives includes recruitment, retention, and productivity, telework also has been pursued as a tool for job improvement and for making jobs more available to traditionally underserved populations. These last might include new mothers, employees with disabilities, and aged workers. Underserved populations are particularly strong candidates for telework because they may be hindered by substantial barriers that can be alleviated through using telework as a workplace flexibility (Tremblay, 2003; Feldblum 2008)

There is substantial anecdotal evidence to support the use of telework towards improving job satisfaction and expanding job availability. The available empirical studies, however, tend to focus more on telework as a tool for improving the workplace, rather than on telework's potential to create or expand job opportunities for specific populations. In fact, it is still not clear how telework creates jobs as opposed to making it possible for certain types of people to apply for jobs they would not be able to apply for otherwise. While qualitatively, the range and approximate magnitude of economic impacts such as productivity, wage rates, absenteeism and retention

rates has been well researched (mostly through surveys), quantitative estimates or forecasts of specific economic impacts of telework have been sparse (Doherty, Andrey, & Johnson, 2000). This trend is not only reflected in this report, but across the study of telework as a whole (Bailey & Kurland, 2002). Research suggests this measurement challenge may be due to "the lack of formal methods of reviewing or monitoring [telework] program success and the fact that many different 'players' exist in the administration and success of [telework] programs, combined with the wide range of possible organizational, individual and societal impacts in the short- and long-term (Doherty, Andrey, & Johnson, 2000)."

## **Success Stories in the Private Sector**

The private sector provides unique insight into job creation and availability. Literature examining telework in the private sector commonly addresses job creation and job availability through rural development. Many universities, including Washington State University, have identified and encouraged telework as a strategy to revive the rural economy (Washington State University, 2004). Telework can be a very attractive employment option for economically struggling former manufacturing areas, seasonal resort areas, and cold-climate locales. Regions such as the mid-Atlantic and Northeast have lost population and tax base to the high-tech Northwest or warm southern regions of the United States because these areas have been better able to sustain year-round residents. The answer may lie in luring more residents who can work for anyone from anywhere (Fenson & Hill, 2003).

Examples of this revitalization can be found in Colorado ski communities such as Steamboat Springs and Telluride, which have been actively seeking to attract professional teleworkers. By design, these professionals live in the towns and communities (Fenson & Hill, 2003). The towns do not have to create industrial infrastructure or deal with industrial pollutants, and the areas can maintain a highly educated, well-paid populace. Creating these communities requires providing workers with access to a commercial airport, overnight mail services, and computer-based digital switching for telephones. In the past, this was particularly challenging for rural communities (Fenson & Hill, 2003).

Smaller communities outside large metropolitan areas can enjoy enormous benefits from telework. Teleworkers contribute to the revitalization of small towns in outlying areas. A well-placed telework center can allow residents to retain or secure a position with a firm in a metropolitan or inconveniently located area while continuing to work in close proximity to their rural homes. This can enhance retail, service, and food vendor revenue in the smaller struggling community as well (Fenson & Hill, 2003).

The literature suggests that issues associated with increasing telework in rural areas primarily lie in the lack of existing technological infrastructure (OECD, 2001). However, there is little qualitative data that identifies specific challenges to infrastructure provision. Overall, there is a wealth of private-sector information that discusses the benefits of telework, but little that addresses the challenges these companies face in program implementation. More qualitative

data is necessary to completely understand the challenges of implementing telework programs in rural areas.

## **Best Program Designs for Making Jobs More Available through Telework**

- ***Expanding telework participation.*** In the United States, particularly in the public sector, agencies increasingly offer telework as a flexible workplace option. NASA's Langley Research Center, GSA, and other agencies have all established telework programs to meet their workforce needs, with some promising results. GSA reports that telework has been made available to 92 percent of its 12,205 employees (Feldblum, 2008).
- ***Legislation can expand opportunities for underrepresented populations.*** In the public sector, teleworking as a method to create and make jobs available differs in perspective between Federal and state government. In general, the Federal Government shows greater rates of participation in telework than state governments (Telework Research Network, 2011). This is predominantly due to the passage of legislation geared toward creating flexible work environments for specific groups, including disabled, veteran, and aged workers such as the Federal Employees Flexible and Compressed Work Schedules Act, the Americans With Disabilities Act (ADA), New Freedom Initiative, and most recently the Telework Enhancement Act of 2010 (Feldblum 2008; Virginia Commonwealth University, 2005; Eyster, Johnson, & Toder, 2008). The ADA of 1990, enacted over 20 years ago, provides a way for people with disabilities to maintain inclusion in the age of technology by deeming telework a reasonable accommodation. The ability to telework provides potential for employment opportunities for people who may not otherwise access or perform in a traditional work environment due to a disability (Sullenger, 2006).

Just as there are policies and legislation in place to support job availability and job creation at the Federal level, a number of states have also played an integral role in increasing telework in their respective legislatures. According to a report on Workplace Flexibility by the Georgetown Law Center (2006), California, Georgia, Michigan, Utah, and Virginia are a few among many states that have enacted laws to increase opportunities through telework, whether in the form of private/ public partnerships or providing private-sector incentives to companies with telework policies.

- ***Using telework as a tool to encourage retention of workers nearing or at retirement age.*** The demographics of the workforce in the United States are rapidly changing as the Baby Boomers reach retirement age. Studies indicate that workers aged 55 to 64 in the American workforce will increase by 48 percent in the next five years, and those aged 65 and older will increase by 40 percent. The Federal workforce has already begun to experience the impact of this shift as a large percentage of Federal employees are eligible to retire, risking a decrease of institutional knowledge and years of expertise. However, similar to the workplace dynamics in New Zealand, retirement-age workers are willing to postpone retirement despite their eligibility, whether by necessity or choice. Regardless of the choice, older employees will want or need

employment opportunities that support workplace programs such as flexible schedules and telework (Feldblum, 2008).

In 2006 the Department of Labor published a report suggesting that workplace flexibilities are particularly attractive to older workers and might help ensure their continued services (and thus better knowledge management) especially in an era when many Baby Boomers are now retirement eligible.

- ***Using telework as a tool to promote employment of highly trained and skilled veteran and employees with disabilities.*** In 2004, the Department of Labor, Office of Disability Employment Policy, funded three projects to help recently disabled veterans and workers' compensation clients with disabilities to get the training and equipment they need to find and perform teleworking jobs (West & Davis, 2007). Virginia Commonwealth University was funded as one of the projects. Their national employer survey (issued to public and private employers) regarding telework and employees with disabilities revealed that respondents were generally amenable to accommodating employees with disabilities and those with other pressing needs. The findings also revealed that most organizations that allowed employees to telework did so on an ad hoc basis. However, respondents were more likely to allow telework when the employee already had a work history in the organization and the supervisor and coworkers had confidence in the employee's work habits and dedication (West & Davis, 2007).



### Appendix 3: Measurement Model

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

Activity and Expected Effect	Measures	Data Source
Telework programs are fully implemented in Federal agencies.	Number of agencies with Telework Managing Officer (acting or permanent).  Number of employees notified of eligibility to telework, by agency.  Number of employees trained to telework, by agency.  Number of employees with telework agreements, by agency.  Number of managers trained in telework and telework management, by agency.	-Agency records as reported in the annual OPM telework Data Call
Eligible employees routinely participate in Federal telework programs.	Percent of all employees who telework.  Percent of eligible employees who engage in routine telework.  Percent of telework eligible employees who telework.	- Agency records as reported in the annual OPM telework Data Call  - Federal Employee Viewpoint Survey (FEVS)
Telework is used as an effective tool to address unexpected contingencies in the workplace (e.g., disrupted building access for weather or other)	Percent of eligible employees who engage in situational telework.	- Agency records as reported in the annual OPM telework Data Call

Activity and Expected Effect	Measures	Data Source
Teleworkers are resourced to effectively telework.	Percent of agencies who provide equipment and services to teleworkers.	- Agency records as reported in the annual OPM telework Data Call
<p>Cybersecurity concerns are satisfied with telework across agencies.</p> <p>Agency telework policies address cybersecurity issues.</p>	<p>Percent of agencies who address cybersecurity concerns in establishing telework.</p> <p>Number/percent of agencies with cybersecurity addressed in telework policies.</p> <p>Comments from TMOs and coordinators reveal that technical resourcing and cybersecurity issues have been addressed.</p>	<p>- Agency records as reported in the annual OPM telework Data Call</p> <p>-Focus groups</p>
Agency leadership at all levels supports employee telework.	<p>Agency marketing/messaging demonstrates leadership support of employee telework.</p> <p>Percent of agency leadership/managers who participate in telework.</p>	<p>-Focus group data</p> <p>-FEVS</p>
Manager buy-in has been achieved for telework in Federal agencies.	Comments from agency TMOs and coordinators indicate manager buy-in has been established.	-Focus group data
Agency support of telework has been communicated to employees.	Comments from agency TMOs and coordinators describe and outline efforts to communicate support.	-Focus group data
Telework eligibility determinations are fair and based on objective criteria regardless of grade, etc.	Teleworkers compared with non-teleworkers by demographics (e.g., gender supervisory status)	-FEVS

Activity and Expected Effect	Measures	Data Source
<p>Telework is used as an emergency preparedness tool in Federal agencies.</p>	<p>The agency Continuity of Operations Plan specifically addresses telework.</p> <p>The agency Pandemic Influenza Plan specifically addresses telework.</p> <p>Agency telework policies include information regarding telework during emergencies (e.g., who is supposed to telework).</p> <p>Teleworkers are trained to know what is expected of them during emergencies.</p>	<p>- Agency records as reported in the annual OPM telework Data Call</p>
<p>Participation in Federal telework programs has increased since June 2011 under the Telework Enhancement Act.</p>	<p>Percent of agency population that telework beginning in 2011.</p> <p>Comments from agency TMOs and coordinators describe improvements/expansion under the Act.</p>	<p>- Agency records as reported in the annual OPM telework Data Call</p> <p>-Focus group data</p>
<p>Telework program <i>participation</i> goals have been established for telework programs in every agency.</p> <p>Telework program outcome goals (e.g., improved job satisfaction, employee retention) have been established by all agencies.</p>	<p>Number of agencies that report telework goals.</p> <p>Number/percent of agencies with formal plans for increasing employee participation in telework.</p> <p>Number of agencies that report outcome goals.</p> <p>Comments from TMOs and coordinators describe outcome goals.</p>	<p>- Agency records as reported in the annual OPM telework Data Call</p> <p>- Agency records as reported in the annual OPM telework Data Call</p> <p>-Focus group data</p>

## **Appendix 4: Detailed Methodology for the Data Call**

The data in the 2012 Telework Status Report to Congress were derived from three sources: the 2011 OPM Telework Data Call, the 2011 Employee Viewpoint Survey, and a series of focus groups. Each data source is used to capture the perspective of a stakeholder group instrumental in the success of telework.

The methodology employed for focus groups and the Employee Viewpoint Survey are addressed in the main body of the telework status report and elsewhere (see [www.fedview.opm.gov](http://www.fedview.opm.gov)). This expanded method section presented in this appendix considers the Data Call only. Note that the Call represents the agency perspective by collecting both quantitative and qualitative data. Through quantitative data we can estimate, for example, how many employees are teleworking or how many agencies have updated their policies. Quantitative data, however, is limited in its explanatory value and how much contextual perspective it can provide. By also examining qualitative data - such as the open-ended items included on the Call form - we can gather explanatory data and gain a better understanding of the setting in which telework programs are evolving.

### **2011 OPM Telework Data Call**

Various versions of the Call have been issued to Federal agencies since 2001. Under the Act, Executive branch agencies are required to report telework data to OPM for inclusion in the annual status report to Congress. A number of agencies also were required to report telework data at the sub-agency/component level. Participation in the Call is currently the only way for agencies to comply with these data submission requirements.

#### **The Data Call Instrument**

The Call provides the agency perspective with questions that address agency telework participation and program implementation and processes (e.g., how employees are deemed eligible, how employees are trained and equipped for telework). The instrument used for the 2010 Data Call was revised in 2011 to ensure alignment with the Telework Enhancement Act (see Appendix 3 for the Word form of the Call included in the online platform). While these changes make some comparisons between previous years' Calls less appropriate, they were necessary in order to accurately gauge the changing nature of Federal telework programs. The purpose of the Data Call is primarily to facilitate tracking and assessment of the impact of policy, rather than trend analysis. Using earlier definitions or inapplicable question wordings clearly would not provide useful information and may actually have caused agencies confusion, with negative consequences for item validity and data reliability.

In order to develop the new definitions and questions included in the updated 2011 Data Call, an Interagency Telework Measurement team was assembled and led by Dr. Kimberly Wells, U.S. Office of Personnel Management. Members included acknowledged leaders and experts in Federal telework, including: Dr. Wendell Joice, U.S. General Services Administration; Danette

Campbell, U.S. Patent and Trademark Office; Pam Budda, U.S. Department of Defense; Aaron Glover, Defense Information Systems Agency; Karen Meyer, United States Navy; Scott Howell, National Aeronautics and Space Administration; Bruce Murray, U.S. Department of Energy; and Dr. Alexis Adams, Christina Heshmatpour, Elnora Wright, and Clint Sidwell, U.S. Office of Personnel Management. These method and subject matter experts reviewed the question wordings, question structures, response alternatives, and instructions to ensure that the Call instrument captured the information needed.

Additionally, two cognitive interviews were conducted with a random sample of TMOs and telework coordinators to test how actual respondents might interpret questions. The interviews also helped to ascertain whether typical respondents had the resources needed to answer the questions. Participants in the interviews were asked to go through the Call and think aloud about how they would respond and how they interpret key terms in the questions. To facilitate, W/L/W staff led the sessions using probing questions and noted participants' responses to the questions. The experts' and respondents' comments were integrated into the final Data Call draft.

Finally, an expert in survey development for the Census gave generously of her time and provided detailed review and comments to the Call. Comments were reviewed by the Interagency Telework Measurement Group and incorporated wherever possible.

### **The Data Call Respondents**

The Act requires OPM to “submit a report addressing telework programs of each executive agency” to Congress. OPM maintains lists of executive branch agencies, and these were consulted and used to form the respondent frame for the Call. Discrepancies across lists were resolved in consultation with agencies. The complete list of agencies and sub-agencies contacted to participate in the Call are shown in Appendix 5.

For each agency, a telework coordinator or TMO was designated and confirmed to enter agency data into an online platform. Access to the platform was gained through a unique username and password assigned to each agency data entry POC. To protect data integrity, only one agency POC was supplied with access information.

The Telework Enhancement Act now requires a specified subset of agencies to report data at the agency and subagency levels. Agencies completed the full Data Call for the agency-level submissions. Agencies required to submit at the subagency level provided data only for telework participation and frequency questions. In total, OPM received responses from 87 agencies and 158 subagencies. A few chose not to respond or submit a full response because of security concerns (e.g., the intelligence community) or because they are not subject to the Act's reporting requirements due to the definition of “Executive agency” included in the Act. Several agencies (e.g., the Smithsonian Institution) are not Executive agencies within the meaning of the statute and thus not required to participate, but several elected to do so nonetheless.

Links to the electronic data entry platform for the Data Call were forwarded to agencies on October 26, 2011, with opportunities to enter data until December 9, 2011. Agency points of contact were invited to participate in the Call via email invitation. To encourage participation, three reminders were sent to data entry POCs and TMOs during the administration period for the Call.

Prior to issuance of the Call, data entry points of contact for agencies, coordinators, and TMOs were invited to attend two sessions designed to brief agencies on the Call's content and timeframe as well as to address any questions. These sessions were an effort to support reporting of valid and reliable data. Although OPM does not have the authority to require attendance at these sessions, every effort was made to encourage participation through multiple reminder emails. The first session (September 2011) focused on reviewing the questions and definitions in the Data Call instrument. The second session (October 2011) walked participants through how to use the online platform, and slides from this session were distributed to all invitees regardless of whether they attended. Between the first and second sessions, Federal telework policy was issued regarding the definition of "telework day." This was clarified in the second training session. However, because OPM cannot mandate attendance it cannot assure that all agencies received this information – although each agency's telework staff also learned of this update through the issuance of policy guidance.

### **Timeframe**

The Call was administered in the fall of 2011, between October 26 and December 9. The decision not to request annualized data addressed several data quality concerns. Due to differing data collection methods, many agencies cannot uniformly report annualized data. Some agencies count telework agreements, some get periodic data feeds from payroll providers, and others simply use informal surveys of managers. The choice to target September and October 2011 was made for several reasons. First, agencies were given until June to satisfy Act requirements, so data collection during the program development months of December through June would not fairly represent telework under the Act. Second, July and August typically are vacation months and any data collected for participation during those months would likely under-report telework activity. Third, with the report due in June 2012, the data collection had to occur at such a time as to allow for data analysis and report compilation. These combined factors left only a short window for which telework data could be collected that would represent telework activity under the Act.

### **Quality Control**

In weekly reminder emails, agency points of contact were encouraged to contact OPM staff members who were available to answer any questions agencies had about the Data Call instrument and online platform. Questions mainly pertained to accessing the website and lost passwords, with very few pertaining to the Call instrument or Call items.

Following the Data Call administration, respondents were given several opportunities to check the accuracy of their responses. First, agencies were provided with a review function built into

the online platform that allowed them to view their responses before submitting them. Second, OPM produced and distributed individual reports for each agency data entry point of contact and TMO. Agencies were advised to review and make any necessary corrections to these reports. Responses were updated in the database as needed. A new report was generated and verified by the agency before the agency's data was considered finalized. As a final check, W/L/W staff followed standard analysis protocol and checked the final database for any outstanding anomalies or possible problems in the dataset using descriptive statistics and frequencies. When any discrepancies, outliers, or other anomalous responses were identified, W/L/W individually contacted the agencies to verify and update the data.

### **Strengths and Weaknesses of the Data Call**

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

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

When considering these limitations, it is important to note that the participation and frequency questions represent a small portion of the 38 questions in the Data Call instrument. OPM has full confidence in the remaining sections of the Data Call, including those on policy implementation, program goals, emergency planning, information technology, information security, and barriers. In addition, all analyses and coding of qualitative responses were replicated by a second researcher to ensure that all results were accurate and fairly representative of agency perspectives.

## Appendix 5: Agencies and Sub-agencies Included in Administration of the Telework Data Call

Agency Name	Sub Agency Name
Agency for International Development	
Alaska Natural Gas Transportation Projects (Office of the Federal Coordinator)	
Board of Governors of the Federal Reserve System	
Chemical Safety and Hazard Investigation Board	
Committee for Purchase from People Who Are Blind or Severely Disabled	
Commodity Futures Trading Commission	
Consumer Product Safety Commission	
Corporation for National and Community Service	
Court Services and Offender Supervision Agency	
Defense Nuclear Facilities Safety Board	
Department of Agriculture	Office of the Assistant Secretary for Civil Rights
Department of Agriculture	Office of Inspector General
Department of Agriculture	Rural Development
Department of Agriculture	Office of General Counsel
Department of Agriculture	Office of Congressional Relations
Department of Agriculture	Food, Nutrition and Consumer Services
Department of Agriculture	Farm and Foreign Agriculture Services
Department of Agriculture	Research, Education and Economics
Department of Agriculture	Office of the Secretary
Department of Agriculture	Marketing and Regulatory Programs
Department of Agriculture	Office of Homeland Security
Department of Agriculture	Departmental Administration
Department of Agriculture	Natural Resources and Environment
Department of Agriculture	Office of Budget and Program Analyses
Department of Agriculture	Office of Chief Economist
Department of Agriculture	Office of Chief Information Officer/Chief



Agency Name	Sub Agency Name
	Financial Officer
Department of Agriculture	Office of Communications
Department of Agriculture	Office of Executive Secretariat
Department of Agriculture	Food Safety and Inspection Service
Department of Commerce	Nat Telecommunications and Info Admin
Department of Commerce	Nat Oceanic and Atmospheric Administration
Department of Commerce	Office of the Secretary
Department of Commerce	Office of the Inspector General
Department of Commerce	Bureau of Economic Analysis
Department of Commerce	National Institute of Standards and Tech
Department of Commerce	International Trade Commission
Department of Commerce	Economics and Statistics Administration
Department of Commerce	Economic Development Administration
Department of Commerce	Bureau of the Census
Department of Commerce	Bureau of Industry and Security
Department of Commerce	National Technical Information Service
Department of Commerce	Minority Business Development Agency
Department of Defense	Department of Air Force
Department of Defense	Department of Army
Department of Defense	Other Department of Defense
Department of Defense	Department of Navy
Department of Education	Office of Safe and Drug-Free Schools
Department of Education	Office of Inspector General
Department of Education	Office of Communications and Outreach
Department of Education	Office of Innovation and Improvement
Department of Education	Office of Postsecondary Education
Department of Education	Office of the Chief Financial Officer
Department of Education	Office of the Chief Information Officer
Department of Education	Office of the General Counsel
Department of Education	Office of Vocational and Adult Education
Department of Education	Office for Civil Rights

Agency Name	Sub Agency Name
Department of Education	Office of the Under Secretary
Department of Education	EDET- Office of English Language Acquisition
Department of Education	Office of Special Education and Rehabilitative Services
Department of Education	Advisory Councils and Committees
Department of Education	Office of the Deputy Secretary of Education
Department of Education	IMM Office of Secretary of Education
Department of Education	Institute of Education Sciences
Department of Education	National Assessment Governing Board
Department of Education	Office of Elementary and Secondary Education
Department of Education	Office of Management
Department of Education	Office of Legislative and Congressional Affairs
Department of Education	Office of Planning, Evaluation, and Policy Development
Department of Education	Federal Student Aid
Department of Energy	
Department of Health and Human Services	Administration for Children and Families
Department of Health and Human Services	Health Resources and Services Admin
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration
Department of Health and Human Services	Program Support Center
Department of Health and Human Services	Office of Secretary
Department of Health and Human Services	National Institutes of Health
Department of Health and Human Services	Indian Health Service
Department of Health and Human Services	Food and Drug Administration
Department of Health and Human Services	Centers for Medicare and Medicaid Services
Department of Health and Human Services	Centers for Disease Control and Prevention
Department of Health and Human Services	Agency for Toxic Substances and Disease Registry
Department of Health and Human Services	Administration on Aging
Department of Health and Human Services	Agency for Healthcare Research and Quality
Department of Homeland Security	US Citizenship and Immigration Services

Agency Name	Sub Agency Name
Department of Homeland Security	US Immigration and Customs Enforcement
Department of Homeland Security	US Secret Service
Department of Homeland Security	US Coast Guard
Department of Homeland Security	Office of the Inspector General
Department of Homeland Security	Federal Law Enforcement Training Center
Department of Homeland Security	Federal Emergency Management Agency
Department of Homeland Security	HQ Components
Department of Homeland Security	US Customs and Border Protection
Department of Homeland Security	Transportation Security Administration
Department of Homeland Security	National Protection and Programs Directorate
Department of Homeland Security	Domestic Nuclear Detection office
Department of Homeland Security	Office of the Under Secretary for Science and Technology
Department of Housing and Urban Development	Office of General Counsel
Department of Housing and Urban Development	Secretary and Deputy Secretary
Department of Housing and Urban Development	Public and Indian Housing
Department of Housing and Urban Development	Public Affairs
Department of Housing and Urban Development	Policy Development and Research
Department of Housing and Urban Development	Housing
Department of Housing and Urban Development	Government National Mortgage Association
Department of Housing and Urban Development	Field Policy and Management
Department of Housing and Urban Development	Departmental Operations and Coordination
Department of Housing and Urban Development	Departmental Equal Employment Opportunity
Department of Housing and Urban Development	Congressional and Intergovernmental Relations
Department of Housing and Urban Development	Community Planning and Development
Department of Housing and Urban Development	Chief Procurement Officer
Department of Housing and Urban Development	Chief Information Officer
Department of Housing and Urban Development	Chief Financial Officer
Department of Housing and Urban Development	Administration
Department of Housing and Urban Development	Fair Housing and Equal Opportunity
Department of Housing and Urban Development	Office of Healthy Homes and Lead Hazard

Agency Name	Sub Agency Name
	Control
Department of Interior	US Geological Survey
Department of Interior	Office of the Solicitor
Department of Interior	Office of the Secretary
Department of Interior	Office of the Inspector General
Department of Interior	Office of Surface Mining
Department of Interior	National Park Service
Department of Interior	National Business Center
Department of Interior	Bureau of Ocean Energy Management, Regulation and Enforcement
Department of Interior	Bureau of Reclamation
Department of Interior	Bureau of Indian Affairs
Department of Interior	Bureau of Land Management
Department of Interior	US Fish and Wildlife Service
Department of Justice	Office of Justice Programs
Department of Justice	US Trustee Program
Department of Justice	US Marshals Service
Department of Justice	Tax Division
Department of Justice	Office of the Inspector General
Department of Justice	Federal Bureau of Investigation
Department of Justice	Executive Office for Immigration Review
Department of Justice	Executive Office of US Attorney and Office of US Attorney
Department of Justice	Bureau of Prisons/Federal Prison System
Department of Justice	Offices Boards and Divisions
Department of Justice	Antitrust Division
Department of Justice	Environment and Natural Resources Division
Department of Justice	Civil Division
Department of Justice	Civil Rights Division
Department of Justice	Community Oriented Policing Service
Department of Justice	Criminal Division

Agency Name	Sub Agency Name
Department of Justice	Drug Enforcement Administration
Department of Justice	Alcohol, Tobacco, Firearms and Explosives
Department of Labor	Office of the Assistant Secretary for Administration and Management
Department of Labor	Occupational Safety and Health Administration
Department of Labor	Women's Bureau
Department of Labor	Veterans Employment and Training Services
Department of Labor	Office of the Solicitor
Department of Labor	Office of the Secretary
Department of Labor	Office of the Inspector General
Department of Labor	Office of the Chief Financial Officer
Department of Labor	Office of the Assistant Secretary for Policy
Department of Labor	Bureau of International Labor Affairs
Department of Labor	Office of Disability Employment Policy
Department of Labor	Office of Administrative Law Judges
Department of Labor	Adjudicatory Boards
Department of Labor	Bureau of Labor Statistics
Department of Labor	Employee Benefits Security Administration
Department of Labor	Employment and Training Administration
Department of Labor	Employment Standards Administration
Department of Labor	Mine Safety and Health Administration
Department of Labor	Office of Public Affairs
Department of State	International Boundary and Water Commission: U.S. and Mexico
Department of State	International Boundary Commission: U.S. and Canada
Department of State	International Joint Commission: U.S. and Canada
Department of Transportation	Federal Motor Carrier Safety Administration
Department of Transportation	Office of Inspector General
Department of Transportation	St. Lawrence Seaway Development Corporation
Department of Transportation	Research and Innovative Technology Administration

Agency Name	Sub Agency Name
Department of Transportation	Surface Transportation Board
Department of Transportation	Pipeline/Hazardous Materials Safety Administration
Department of Transportation	Office of Secretary of Transportation
Department of Transportation	National Highway Traffic Safety Administration
Department of Transportation	Maritime Administration
Department of Transportation	Federal Railroad Administration
Department of Transportation	Federal Highway Administration
Department of Transportation	Federal Aviation Administration
Department of Transportation	Federal Transit Administration
Department of Treasury	Office of Inspector General for Tax Administration
Department of Treasury	Office of Thrift Supervision
Department of Treasury	Internal Revenue Service
Department of Treasury	Office of Inspector General
Department of Treasury	Office of Comptroller of Currency
Department of Treasury	Financial Crimes Enforcement Network
Department of Treasury	Departmental Offices
Department of Treasury	Bureau of Public Debt
Department of Treasury	Bureau of Engraving and Printing
Department of Treasury	Alcohol and Tobacco Tax and Trade Bureau
Department of Treasury	Financial Management Service
Department of Treasury	US Mint
Department of Veterans Affairs	
Director of National Intelligence	Central Intelligence Agency
Director of National Intelligence	National Security Agency
Environmental Protection Agency	
Equal Employment Opportunity Commission	
Executive Office of the President(Science and Technology)	
Executive Office of the President	U.S. Trade Representative

Agency Name	Sub Agency Name
Export-Import Bank of the United States	
Farm Credit Administration	
Farm Credit System Insurance Corporation	
Federal Communications Commission	
Federal Deposit Insurance Corporation	
Federal Election Commission	
Federal Energy Regulatory Commission	
Federal Housing Finance Board	
Federal Labor Relations Authority	
Federal Maritime Commission	
Federal Mediation and Conciliation Service	
Federal Retirement Investment Board	
Federal Trade Commission	
General Services Administration	
Institute of Museum and Library Services	
Inter-American Foundation	
International Boundary and Water Commission	
International Broadcasting Bureau	
Japan-U.S. Friendship Commission	
Marine Mammal Commission	
Merit Systems Protection Board	
National Aeronautics and Space Administration	
National Archives and Records Administration	
National Capital Planning Commission	
National Council on Disability	
National Credit Union Administration	
National Endowment for the Arts	
National Endowment for the Humanities	
National Labor Relations Board	
National Mediation Board	

Agency Name	Sub Agency Name
National Science Foundation	
National Transportation Safety Board	
Nuclear Regulatory Commission	
Nuclear Waste Technical Review Board	
Occupational Safety and Health Review Commission	
Office of Federal Housing Enterprise Oversight	
Office of Government Ethics	
Office of National Drug Control Policy	
Office of Personnel Management	
Office of Special Counsel	
Overseas Private Investment Corporation	
Patent and Trademark Office	
Peace Corps	
Pension Benefit Guaranty Corporation	
Postal Regulatory Commission	
Railroad Retirement Board	
Securities and Exchange Commission	
Selective Service System	
Small Business Administration	
Smithsonian Institute	
Social Security Administration	
Tennessee Valley Authority	
Trade and Development Agency	
U.S. Access Board	
U.S. Commission on Civil Rights	
U.S. International Trade Commission	
United States Holocaust Memorial Museum	



## **Appendix 6: Telework Data Call Instrument**

**Welcome to the Office of Personnel Management's (OPM's) 2011 Call for Telework Data (Call).** Agency participation in this annual Call is a requirement under the Telework Enhancement Act of 2010, Public Law 111-292 (the Act). This form allows systematic data collection. Results will be collated and reported to Congress. Questions have been revised from the previous Call for Telework Data to agree with data elements outlined in the Act and results of this Call will provide a new baseline for future data collections.

The Call will remain open from **October 24 – November 30, 2011**. During that time, you should complete your data collection and entry according to the following instructions.

### **REPORTING INSTRUCTIONS (Please Read Carefully)**

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

### **Report data according to the specified timeframe**

For past data calls, agencies have collected data according to a variety of timeframes; some have collected data at a single point in time and others have averaged data over a calendar year. Combining data from such different sources can lead to inaccuracies in the final combined Federal results. The challenge of achieving an accurate picture of telework Governmentwide is complicated this year by the timeframe of requirements under the Act. Agencies were not required to implement basic aspects of telework programs until early June 2011, and not every agency was able to meet that deadline. To achieve an accurate count of Federal telework participation requires that we collect data according to a time when all programs were more likely to be fully implemented and employees were able to participate. For these reasons, we are asking you to focus your data collection efforts for this Call on the months of **September and October 2011**. Dates given throughout the data call will specify "as of [date]" (e.g. September 30) with the understanding that data collection should occur for timeframes as near as possible to that time. This will ensure that all final data represent the same timeframe to the extent practicable given the varying data collection methods employed by agencies.

### **Respond consistently and according to majority practice**

When responding to Call items, we ask you to respond thinking not of unique practices within your agency, but customary practice as of September 30, 2011, for the majority of the agency as outlined in the agency policy. For example, when asked to indicate your agency goals for telework, answer according to practice of the majority of the organization for which you are responding.

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.

### **Maintain consistent reporting levels**

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

#### [Appendix A](#)

### **Complete the entire Call according to directions and provided definitions**

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

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

Read the [definitions and data terms](#) carefully before responding to the survey.

### **Report numbers accurately**

When a question calls for numbers, be sure to enter whole numbers without decimal points or commas (as examples: 8.2 should be written as 8 and 1,500 should be written as 1500). If you have no data in a particular category, please indicate in spaces provided for explanation (e.g., “other”). However, when a required question calls for numbers, you must enter a number. For example, if you do not have any routine teleworkers that work 3 or more days during a two week period, report 0 (zero) in the answer space.

### **Please complete and submit the Call by the deadline**

The site to enter data will be open as of October 24, 2011. All responses must be received by COB November 30, 2011. Failure to submit your data by this date will mean that your agency

will not be included in the annual telework report to Congress. Keep in mind that the Telework Enhancement Act requires that each Executive agency submit telework data to OPM for inclusion in the June 2012 report and subsequent annual reports to Congress. Currently, responding to this data call is your only opportunity to ensure that your agency has met the reporting requirements in the Act.

If you have concerns or questions about this Call for data, please contact us at [WorkLifeSurvey@opm.gov](mailto:WorkLifeSurvey@opm.gov).

- [Definitions and Data Terms](#)

## DEFINITIONS AND DATA TERMS

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

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

*Include in reported counts of telework:*

- REMOTE: (1) A work arrangement in which the employee resides and works at a location beyond the local commuting area of the employing organization's worksite. (2) A full-time telework arrangement.

*Do not include in reported counts of telework:*

- MOBILE: (1) Work which is characterized by routine and regular travel to conduct work in customer or other worksites as opposed to a single authorized alternative worksite. Examples include site audits, site inspections, investigations, property management, and work performed while commuting, traveling between worksites, or on Temporary Duty (TDY).

## Employee

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

## Eligibility to Participate in Telework

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

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

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

## Types of Telework

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

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

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

## General Questions

- 1) Please enter your agency or sub-agency name: \_\_\_\_\_
- 2) Please provide the following information about your Agency Telework Representative who prepared the report:
- Last Name: \_\_\_\_\_
- First Name: \_\_\_\_\_
- Phone: \_\_\_\_\_
- Email address: \_\_\_\_\_
- 3) Please provide the following information about your Agency Telework Managing Officer:
- Last Name: \_\_\_\_\_
- First Name: \_\_\_\_\_
- Phone: \_\_\_\_\_
- Email address: \_\_\_\_\_
- 4) The Telework Managing Officer as of this data call is:
- Acting
  - Permanent
  - We do not currently have a Telework Managing Officer.

## Telework Participation

- 5) What was the total number of employees in your agency as of September 30, 2011 (or the closest date for which you have data)? Answer for the largest administrative unit for your organization, that is, your agency/department. \_\_\_\_\_
- 6) What was the total number of employees determined eligible to participate in telework under the Act's requirements and any additional agency/ policy as of September 30, 2011 (or the closest date for which you have data)? \_\_\_\_\_
- If you are unable to provide a number please describe why:  
\_\_\_\_\_
- 7) The last bulleted parameter given in the definition of eligibility to participate assumes agencies may have criteria in addition to those listed in the Act for disqualifying employees from telework. As of September 30, 2011, does your agency use additional criteria for disqualifying an employee from telework?
- Yes

- No. Our agency does not use additional criteria (e.g., you use only the criteria for eligibility and participation outlined in the Telework Enhancement Act)

8) The Telework Enhancement Act requires that all employees should have been notified of their eligibility to telework by June 7, 2011. This means that every employee in your agency should have been notified of their eligibility – *both eligible and ineligible employees*.

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

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

**[Ask 8a if R answered Yes to 8]**

8 a. If yes, how were they notified? Mark all that apply.

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

9) Do you currently notify newly hired employees of their eligibility to telework?

- Yes
- No
- Other

**[Ask 9a if R answered Yes to 9]**

9 a. If you answered yes, how are new employees notified of their eligibility to telework? Please describe: \_\_\_\_\_

10) How many agency employees in total have a telework agreement with their managers?

\_\_\_\_\_ (Number)

If you are unable to provide a number of telework agreements, please describe why:

\_\_\_\_\_

11) When does your agency *renew* telework agreements (Mark all that apply)?

- Telework agreements are updated according to a fixed schedule (e.g., annually with the employee performance review period)
- Telework agreements are updated when there is a change in supervisor

- Telework agreements are updated when a position change occurs for the employee (e.g., a new position in the same agency, employee goes on detail)
- Other. Please describe: \_\_\_\_\_

12) Does your agency/ track the number of employees whose telework agreements are officially denied? If yes, please provide the number of denials *since June 7, 2011*.

- Yes \_\_\_\_\_ (number)
- No
- Other. Please describe: \_\_\_\_\_

13) If you answered yes to question 12 and your agency *does* maintain records of telework agreement denials, how many were based on (report a number for all that apply):

- Type of Work (e.g., handles secure materials/documents, performs on-site activities exclusively)
- Performance
- Conduct
- Other. Please describe: \_\_\_\_\_

Note: Use only one category for each denial; the sum of the numbers in the categories above should equal the reported total of denials.

### Telework Frequency

14) Consider the month of September 2011 (or the closest 4 week period for which you have data available). How many employees teleworked during this time period?  
 \_\_\_\_\_(number)

15) Again considering the month of September, how many employees teleworked on a routine basis? Prior data calls have specified pay period, but, because this may be 4 weeks for some agencies, we ask you to consider a *typical* two week period in September.

3 or more days during a two week period \_\_\_\_\_ (number)  
 2 days during a two week period \_\_\_\_\_ (number) 1 day during a two week period  
 \_\_\_\_\_ (number)

15a) Some employees may telework routinely, but less frequently than every two weeks. In your agency, how many employees telework routinely once per month?

- \_\_\_\_\_ (number)
- Not available

16) How many employees have teleworked on a situational basis during the same two week September data collection period used above?

- \_\_\_\_\_ (number)
- Our agency does not maintain any records of situational telework.
- Other. Please describe: \_\_\_\_\_

17) How many employees have conducted mobile work during the same two week data collection period specified above?

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

- \_\_\_\_\_ (number)
- Our agency does not maintain any records of mobile work.
- Other. Please describe: \_\_\_\_\_

18) Please describe which *pay periods/time period* you used to calculate your answers in Question 14 through 17: \_\_\_\_\_

19) When calculating the *number of days* teleworked, is it the usual practice in your agency or sub-agency to include:

- Employees who only work full work days from an alternative location
- Employees who work any part of a work day from an alternative location
- Other. Please describe: \_\_\_\_\_

20) How did you determine the number of teleworkers reported in questions above? (Mark all that apply.)

- Tracked telework through a time and attendance system
- Used a customized telework electronic tracking system
- Other. Please describe: \_\_\_\_\_

**[Stop here for sub-agencies, continue to next section for agencies]**

## Policy and Program Implementation

21) What is the current status of the agency telework policy currently in place as of September 30, 2011? If you have policies for each component, division and so on, please respond to this question thinking only of the broadest agency policy.

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



- We do not have a telework policy in place, but a policy is being developed.
- Other. Please describe: \_\_\_\_\_

22) As of this data call, what percent of your agency provides training to *managers* by any of the following (the total of all responses should equal 100%):

\_\_\_\_\_ % Customized, in-person telework training developed in house and provided by the agency \_\_\_\_\_ % Customized web-based telework training developed in house and provided by the agency

\_\_\_\_\_ % Web-based training posted on OPM's telework website (www.telework.gov) \_\_\_\_\_ % Agency contracts with a vendor to develop and/or provide telework training (Web-based or in-person training)

\_\_\_\_\_ % Training through OPM's Eastern Management Development Center/Western Management Development Center

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

\_\_\_\_\_ % Training provided through other sources.

Please identify the percent and other training: \_\_\_\_\_

23) As of this data call, what percent of your agency provides training to *employees* by any of the following (the total of all responses should equal 100%):

\_\_\_\_\_ % Customized in-person telework training developed in house and provided by the agency \_\_\_\_\_ % Customized web-based telework training developed in house and provided by the agency \_\_\_\_\_ % Agency contracts with a vendor to develop and/or provide telework training (e.g., web-based or in-person training)

\_\_\_\_\_ % Web-based training posted on OPM's telework website (www.telework.gov)

\_\_\_\_\_ % Training provided through other sources.

Please identify the percent and other training: \_\_\_\_\_

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

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

25) If you gave a number in response to the previous question (24), please describe how your agency verifies completion of training for telework: \_\_\_\_\_

## Telework Goals

26) The Telework Enhancement Act requires each agency to establish an "agency goal for increasing telework participation to the extent practicable or necessary for the next reporting period".

What is your telework goal for fiscal year 2012? That is, what is the number and the percentage of employees the head of your agency expects to telework during the next fiscal year?

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

a) If your agency has not yet established a telework goal, please describe what has prevented you from doing so and the plans your agency has for establishing a participation goal: \_\_\_\_\_

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

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

a. Employee recruitment?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

b. Employee retention?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

c. Improved employee performance?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

d. Improved employee attitudes (e.g., job satisfaction)?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

e. Emergency preparedness?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

f. Reduced energy use?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

g. Reduced/avoided real estate costs?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

h. Reduced commuter miles?

- Yes
- No

**[show if R answers yes to above]** If yes, please describe how your agency does or plans to use telework to achieve this goal and any plans for measuring this achievement: \_\_\_\_\_

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

If your agency has identified *additional* telework goals, please describe how your agency either does or plans to use telework to achieve these goals and any plans for measuring these achievements: \_\_\_\_\_

28) Since June 2011, has your agency achieved *cost savings* from implementing or maintaining telework in any of the following? (Mark all that apply)

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

a) Please describe how you have assessed and/or verified any identified cost savings:

\_\_\_\_\_

### Telework and the Agency's Emergency Plans

The following questions refer to your agency's emergency plans. In particular they ask how your agency incorporates telework into its emergency plans. As described in meetings prior to administration of the data call, you may want to consult with your emergency preparedness staff when responding to the items.

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

29) At the time of this data call, how does your agency incorporate telework into its emergency plans?

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

- Yes
- No
- Agency does not have a Continuity of Operations Plan.

b. The agency Pandemic Influenza Plan specifically addresses telework.

- Yes
- No
- Agency does not have a Pandemic Influenza Plan.

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

- Yes
- No
- Other. Please describe: \_\_\_\_\_

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

- Yes
- No
- Other. Please describe: \_\_\_\_\_

**[Ask if R answers yes to d]** If yes, describe how teleworkers are trained to know what is expected of them in an emergency: \_\_\_\_\_

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

- Yes, for all employees
- Yes, for those employees required to telework during emergencies only
- No
- Not able to find this information
- Other. Please describe: \_\_\_\_\_

**[Ask 29ei and 29eii if R answers "yes, for all employees" or "yes, for those employees required to telework during emergencies only."]**

i. are these exercises intended primarily as part of emergency planning?

- Yes
- No

ii. what was the date of your last telework exercise?

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

f. Please describe any other ways your agency incorporates telework in its emergency plans: \_\_\_\_\_

## Technology

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

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

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

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

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

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

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

i) What were the general results of your latest test? Please describe: \_\_\_\_\_

ii) What was the total number of unique logins during the peak hour of telework usage?

\_\_\_\_\_

iii) When was your IT capacity to support telework most recently tested?

\_\_\_\_\_

Or please describe: \_\_\_\_\_

- iv) Not able to find requested information

33) Which of the following best describes your agency's policy governing telework and information security?

- Our agency has a separate, written telework information security policy
- Our agency is currently developing a separate, written telework information security policy
- Telework is covered under our agency's overall information security policy
- Other. Please describe: \_\_\_\_\_

34) In terms of the information security matters addressed, our agency's telework policy is consistent with the guidance provided by the National Institute of Standards and Technology at <http://csrc.nist.gov/telework?>

- Yes
- No
- Not sure
- Other. Please describe \_\_\_\_\_

35) How does your agency secure Personally Identifiable Information (PII) while employees are teleworking? (Mark all that apply)

- All PII information is encrypted
- All PII files are password protected
- Privileged Rules of Behavior are signed for those handling PII
- Only those with a compelling need are allowed to download PII
- Two Factor Authentication is used for remote access
- Only Government-Furnished Equipment is allowed for teleworking
- No PII, sensitive or classified information is allowed to BE REMOVED PHYSICALLY from the agency facility.
- No PII, sensitive or classified information is allowed to be TRANSMITTED ELECTRONICALLY from the agency facility.
- Other (Please explain) \_\_\_\_\_

### Barriers to Telework

36) Have you identified anything in your agency that might prevent employees from actively teleworking? Describe how you have identified potential barriers and any plans your agency has for overcoming them:

---

37) Describe any ongoing challenges your agency faces in achieving full implementation of telework:

---

38) How can OPM or our partner in telework, GSA, assist your agency?

---

## List of Agencies to Report at the Sub-agency Level

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

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

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

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

### **5312. Positions at level I**

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



## Appendix 7: Agency Telework Participation Goals Reported in the 2011 Telework Call for Data

Agencies with numeric or percentage goals for number of teleworkers

Agency	Goal
Agency for International Development	10% increase
Committee for Purchase from People Who Are Blind or Severely Disabled	94%
Commodity Futures Trading Commission	35%
Defense Nuclear Facilities Safety Board	50%
Department of Agriculture	45% of eligible employees
Department of Commerce	10% increase
Department of Energy	20%
Department of Health and Human Services	14%
Department of Homeland Security	15%
Department of Housing and Urban Development	50%
Department of State	30% of State's domestic population who desire to telework and are in Telework eligible positions
Department of Transportation	50% of eligible employees (for majority of agency)
Environmental Protection Agency	10%
Executive Office of the President(Science and Technology)	50%
Federal Communications Commission	60%
Federal Trade Commission	15%
Institute of Museum and Library Services	20%
International Broadcasting Bureau	24%
Japan-U.S. Friendship Commission	75% (current level)
Merit Systems Protection Board	8% increase
National Aeronautics and Space	15%

<b>Agency</b>	<b>Goal</b>
Administration	
National Archives and Records Administration	15% of eligible employees
National Capital Planning Commission	95%
National Endowment for the Humanities	30%
National Transportation Safety Board	2%
Nuclear Regulatory Commission	51%
Office of National Drug Control Policy	100%
Office of Personnel Management	30%
Office of the United States Trade Representative (EOP)	20%
Pension Benefit Guaranty Corporation	50%
Securities and Exchange Commission	34%
U.S. International Trade Commission	45%
United States Holocaust Memorial Museum	58%
Department of Interior	8400 employees, 11.1%
Department of Labor	4000 employees, 25%
Department of Treasury	1195 employees, 1% increase
Inter-American Foundation	43 employees, 100%
Selective Service System	41 employees, 30%
Office of the Fed Coordinator for Alaska Natural Gas Trans Projects	6 employees
Patent and Trademark Office	7078 employees
Court Services and Offender Supervision Agency	450 employees

Non-numerical and other responses received regarding participation goals

<b>Agency</b>	<b>Other responses</b>
Central Intelligence Agency	Due to the classified nature of our mission, most employees are not eligible to telework therefore telework agreements are approved on a case by case basis.
Department of Defense	Based on the size and diversity of the Department, we have selected a very conservative goal until we have a baseline of telework accomplished in 2012 once the requirements of the Act are fully implemented. A more ambitious goal is feasible in 2013 with a solid data baseline.
Department of Justice	Additionally, goals are to promote telework from the Attorney General level. Improve technology to ensure telework capability. Encourage telework buy in from leadership. Develop surveys to detect deficiencies.
Department of Veterans Affairs	We are working to establish 2012 goals based on current data.
Farm Credit Administration	100% of all FCA employees complete telework agreements and are eligible to telework with supervisory approval. Approximately 42% of employees participate in the telework program in a routine or situational manner.
Federal Election Commission	Develop measures on how to assess cost savings of Telework program.
Federal Energy Regulatory Commission	Increase telework participation without diminishing overall Commission performance.
Federal Maritime Commission	The FMC is a small agency and is comfortable with its current level of 54% of employees having a telework agreement in place.
Federal Mine Safety and Health Review Commission	The agency is currently working on our performance goals, including telework.
General Services Administration	GSA determined that organizations would be more aggressive in implementing telework without the imposition of specific participation goals.

Agency	Other responses
Millennium Challenge Corporation	100% of all employees should have at least a situational telework agreement in place.
National Council on Disability	NCD's goal for increasing telework participation is to utilize telework options to improve the recruitment and retention of high-quality employees through enhancements to the employees' quality of life and increase efforts to employ and accommodate people with disabilities, including employees who have temporary or continuing health problems, or who might otherwise have to retire on disability.
National Mediation Board	All eligible employees are allowed to telework
National Science Foundation	<p>Currently 70% of NSF employees have approved telework agreements on file. Over the next year, we expect an increase to at least 75%. Our lack of a system for tracking actual days teleworked has prevented us from establishing a solid baseline from which to establish an aggressive goal for employees "teleworking". Steps that we are taking to reach this goal, include but are not limited to, the following: 1) Hiring a permanent Telework Managing Officer (TMO), 2) Implementing an electronic system for the development, approval, and tracking of telework agreements, 3) Implementing WebTA (a new time and attendance system) which will allow us to track actual telework days by individual and by division and directorates within the agency; and 4) Completing an ongoing telework pilot that will provide information on the successes and challenges of telework at NSF. The TMO will then be able to establish a baseline and work with senior management to set goals for employees teleworking at NSF. In addition, efforts have already begun for reaching out to division and directorate employees and managers on topics surrounding telework through presentations, brown bags, and news articles to all staff. We expect as a result of ongoing outreach and the full-time attention of the TMO we will increase our ability to move forward with a robust telework</p>

Agency	Other responses
	program.
Nuclear Waste Technical Review Board	100% of our employees already are able or regularly telework.
Office of Management and Budget (EOP)	We have not set a telework participation goal for 2012 as our 2011 pilot is still underway. We plan to review our data to establish a baseline and set a goal. During this pilot period, surveys were distributed to staff and managers to obtain feedback on the telework policy and implementation process. Three focus groups were formed to review the data, identify best practices and solutions and recommend policy changes to senior leadership.
Peace Corps	The Agency has identified barriers to telework such as culture, manager support, work conditions, technology and security issues and is implementing strategies to address the barriers. In the second quarter of 2012, we will, on the basis of our barrier analysis, set goals to be accomplished by the end of the fiscal year,
Small Business Administration	The goal is for 100% of all eligible employees to have an ad-hoc, if not any other, agreement in place.
Tennessee Valley Authority	Ensuring all teleworkers have current agreements in place

Agencies without a reported participation goal

<b>Agencies with no reported goal</b>
Chemical Safety and Hazard Investigation Board
Consumer Product Safety Commission
Federal Deposit Insurance Corporation
National Indian Gaming Commission
Occupational Safety and Health Review Commission
Overseas Private Investment Corporation
Postal Regulatory Commission
Appraisal Subcommittee, Federal Financial Institutions Examination Council
Corporation for National and Community Service
Department of Education
Farm Credit System Insurance Corporation
Federal Housing Finance Agency
Federal Labor Relations Authority
Federal Mediation and Conciliation Service
Federal Retirement Thrift Investment Board
International Boundary and Water Commission
Marine Mammal Commission
National Credit Union Administration
National Labor Relations Board
Office of Government Ethics
Office of Navajo and Hopi Indian Relocation
Railroad Retirement Board
Smithsonian Institute
Social Security Administration
Trade and Development Agency
U.S. Commission on Civil Rights
Woodrow Wilson Center

## Appendix 8: Agency Telework Participation Numbers

Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.
Agency for International Development	3889	3889	2011	263	7%	7%
Appraisal Subcommittee, Federal Financial Institutions Examination Council	10	10	7	7	70%	70%
Central Intelligence Agency	---	---	63	15	---	---
Chemical Safety and Hazard Investigation Board	41	39	39	20	51%	49%
Committee for Purchase from People Who Are Blind or Severely Disabled	27	26	22	14	54%	52%
Commodity Futures Trading Commission	669	669	447	224	33%	33%
Consumer Product Safety Commission	550	465	298	298	64%	54%
Corporation for National and Community Service	600	600	484	250	42%	42%
Court Services and Offender Supervision Agency	1236	1108	428	330	30%	27%
Defense Nuclear Facilities Safety Board	107	80	45	36	45%	34%
Department of Agriculture	105356	77460	17928	11591	15%	11%
Department of Commerce	37729	18626	8119	5449	29%	14%
Department of Defense	793990	134477	---	36855	27%	5%
Department of Education	4629	4312	2858	1778	41%	38%
Department of Energy	14986	10001	3014	1288	13%	9%
Department of Health and Human Services	90732	47904	20957	20310	42%	22%
Department of Homeland Security	187898	56434	11196	5369	10%	3%
Department of Housing and Urban Development	8872	---	3915	3462	---	39%
Department of Interior	76329	76210	0	2747	4%	4%
Department of Justice	117179	17699	4560	2575	15%	2%
Department of Labor	15947	14668	4289	3793	26%	24%

Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.
Department of State	15231	---	3018	1049	---	7%
Department of Transportation	57990	28332	15548	4911	17%	8%
Department of Treasury	119464	49776	6608	24085	48%	20%
Department of Veterans Affairs	318546	36779	12389	4937	13%	2%
Environmental Protection Agency	17697	17559	---	3633	21%	21%
Farm Credit Administration	288	288	288	120	42%	42%
Farm Credit System Insurance Corporation	10	10	1	1	10%	10%
Federal Communications Commission	1783	1783	984	984	55%	55%
Federal Deposit Insurance Corporation	8416	8213	---	2107	26%	25%
Federal Election Commission	350	333	173	173	52%	49%
Federal Energy Regulatory Commission	1489	913	913	278	30%	19%
Federal Housing Finance Agency	519	470	93	159	34%	31%
Federal Labor Relations Authority	132	37	34	21	57%	16%
Federal Maritime Commission	126	126	68	17	13%	13%
Federal Mediation and Conciliation Service	241	228	228	5	2%	2%
Federal Mine Safety and Health Review Commission	72	72	15	25	35%	35%
Federal Retirement Thrift Investment Board	90	39	39	14	36%	16%
Federal Trade Commission	1103	1034	713	142	14%	13%
General Services Administration	12752	11573	---	6779	59%	53%
Institute of Museum and Library Services	70	65	45	40	62%	57%
Inter-American Foundation	43	43	43	7	16%	16%
International Boundary and Water Commission	267	95	5	5	5%	2%
International Broadcasting Bureau	1774	1700	432	432	25%	24%
Japan-U.S. Friendship Commission	3	3	3	3	100%	100%
Marine Mammal Commission	14	14	8	4	29%	29%



Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.
Merit Systems Protection Board	219	199	127	96	48%	44%
Millennium Challenge Corporation	288	288	95	21	7%	7%
National Aeronautics and Space Administration	18877	17438	0	5229	30%	28%
National Archives and Records Administration	3588	1040	381	397	38%	11%
National Capital Planning Commission	41	39	34	9	23%	22%
National Council on Disability	12	12	8	6	50%	50%
National Credit Union Administration	1179	412	225	97	24%	8%
National Endowment for the Humanities	164	131	0	27	21%	16%
National Indian Gaming Commission	108	105	93	39	37%	36%
National Labor Relations Board	1734	1000	219	219	22%	13%
National Mediation Board	50	31	31	24	77%	48%
National Science Foundation	1469	1465	1031	178	12%	12%
National Transportation Safety Board	413	411	290	167	41%	40%
Nuclear Regulatory Commission	3948	3948	1873	1873	47%	47%
Nuclear Waste Technical Review Board	14	12	12	7	58%	50%
Occupational Safety and Health Review Commission	58	58	22	22	38%	38%
Office of Government Ethics	74	74	26	15	20%	20%
Office of Management and Budget (EOP)	514	392	376	59	15%	11%
Office of National Drug Control Policy	102	102	23	3	3%	3%
Office of Navajo and Hopi Indian Relocation	41	40	0	0	0%	0%
Office of Personnel Management	6377	3378	2644	1021	30%	16%
Office of Science and Technology (EOP)	33	33	16	5	15%	15%
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	11	11	10	6	55%	55%
Office of the United States Trade Representative (EOP)	234	175	68	12	7%	5%
Overseas Private Investment Corporation	215	175	173	56	32%	26%

Agency	Number of Employees	Number Eligible	Number with Telework Agreements	Number of Employees Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	Percentage of Employees Teleworking in Sept.
Patent and Trademark Office	10215	8058	6668	6578	82%	64%
Peace Corps	891	860	145	47	5%	5%
Pension Benefit Guaranty Corporation	981	434	434	434	100%	44%
Postal Regulatory Commission	69	64	19	19	30%	28%
Railroad Retirement Board	953	494	176	127	26%	13%
Securities and Exchange Commission	3849	3820	2307	1217	32%	32%
Selective Service System	130	101	81	37	37%	28%
Small Business Administration	2388	1950	450	450	23%	19%
Smithsonian Institute	6000	---	311	134	---	2%
Social Security Administration	67138	---	3817	3089	---	5%
Tennessee Valley Authority	12890	12890	15	15	0%	0%
Trade and Development Agency	45	45	31	13	29%	29%
U.S. Commission on Civil Rights	35	35	11	8	23%	23%
U.S. International Trade Commission	361	361	279	138	38%	38%
United States Holocaust Memorial Museum	390	306	---	57	19%	15%
Woodrow Wilson Center	46	40	2	2	5%	4%
<b>TOTAL</b>	<b>2,165,390</b>	<b>684,589</b>	<b>144,851</b>	<b>168,558</b>		

Notes: Dashes indicate that data is not available. In most cases, this reflects the fact that the agency simply did not have the ability to track that particular piece of data at the time of the Data Call. For percentages calculated by OPM from agency data, the dashes indicate that the unavailability of a piece of information prevented OPM from providing the percentage.

The telework participation number for NSF is based on telework agreements for NSF teleworkers that have a set telework schedule of one day per week or more. NSF believes the actual number of staff teleworking was higher. In April of 2012 NSF is implementing a new time and attendance system that will allow it to report actual telework frequency for September 2012.

## Appendix 9: Agency Telework Frequency Numbers

Agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Agency for International Development	29	47	77	0	120	23
Appraisal Subcommittee, Federal Financial Institutions Examination Council	4	3	0	0	0	0
Central Intelligence Agency	14	0	1	0	---	---
Chemical Safety and Hazard Investigation Board	0	5	15	---	---	---
Committee for Purchase from People Who Are Blind or Severely Disabled	6	4	3	---	---	---
Commodity Futures Trading Commission	5	83	136	0	25	0
Consumer Product Safety Commission	128	125	0	---	---	---
Corporation for National and Community Service	25	125	100	---	---	---
Court Services and Offender Supervision Agency	42	74	134	206	---	0
Defense Nuclear Facilities Safety Board	1	21	0	---	---	0
Department of Agriculture	4250	4829	2512	---	2512	---
Department of Commerce	---	---	---	---	---	---
Department of Defense	7334	6477	9994	988	12,062	---
Department of Education	103	336	131	---	900	---
Department of Energy	114	229	184	82	617	0
Department of Health and Human Services	328	13362	13362	206	---	---
Department of Homeland Security	1133	1075	1017	1326	---	---
Department of Housing and Urban Development	1140	1347	431	49	495	---
Department of Interior	1339	1075	---	---	---	---
Department of Justice	813	1080	564	56	667	172
Department of Labor	1124	935	1061	---	---	---
Department of State	55	103	685	206	53	---
Department of Transportation	785	1987	1441	280	594	317
Department of Treasury	14221	4013	4171	373	1137	1384

Agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Department of Veterans Affairs	2653	1619	---	665	---	---
Environmental Protection Agency	27	698	1560	---	892	---
Farm Credit Administration	31	41	3	---	---	---
Farm Credit System Insurance Corporation	1	0	0	1	0	0
Federal Communications Commission	16	107	356	---	---	---
Federal Deposit Insurance Corporation	123	131	303	464	---	---
Federal Election Commission	0	0	0	---	---	0
Federal Energy Regulatory Commission	111	91	0	76	---	---
Federal Housing Finance Agency	53	40	51	15	---	---
Federal Labor Relations Authority	2	5	14	---	---	---
Federal Maritime Commission	3	3	8	5	10	9
Federal Mediation and Conciliation Service	1	4	0	---	---	---
Federal Mine Safety and Health Review Commission	5	4	4	---	---	0
Federal Retirement Thrift Investment Board	1	9	2	---	---	0
Federal Trade Commission	4	7	32	---	61	---
General Services Administration	2271	1915	1828	---	---	---
Institute of Museum and Library Services	2	28	10	206	---	---
Inter-American Foundation	0	0	0	---	---	0
International Boundary and Water Commission	2	3	0	0	0	0
International Broadcasting Bureau	0	432	0	---	---	56
Japan-U.S. Friendship Commission	3	2	1	3	53	0
Marine Mammal Commission	1	1	2	2	---	0
Merit Systems Protection Board	18	52	26	---	---	---
Millennium Challenge Corporation	0	6	15	---	---	---
National Aeronautics and Space Administration	193	0	0	---	---	---
National Archives and Records Administration	72	83	62	---	---	---

Agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
National Capital Planning Commission	0	0	4	1	4	0
National Council on Disability	0	2	4	1	1	---
National Credit Union Administration	49	4	2	---	20	769
National Endowment for the Humanities	4	13	7	---	2	1
National Indian Gaming Commission	23	15	1	---	---	---
National Labor Relations Board	30	87	102	33	---	---
National Mediation Board	5	8	6	9	---	---
National Science Foundation	35	143	---	---	---	---
National Transportation Safety Board	73	39	55	0	---	---
Nuclear Regulatory Commission	246	252	196	114	1003	---
Nuclear Waste Technical Review Board	3	1	2	---	---	---
Occupational Safety and Health Review Commission	0	21	0	0	53	0
Office of Government Ethics	4	9	2	0	---	---
Office of Management and Budget (EOP)	4	15	36	---	---	0
Office of National Drug Control Policy	0	0	3	---	---	---
Office of Navajo and Hopi Indian Relocation	0	0	0	0	0	0
Office of Personnel Management	479	145	131	---	---	1462
Office of Science and Technology (EOP)	0	1	0	1	4	---
Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects	0	6	0	6	53	---
Office of the United States Trade Representative (EOP)	0	0	0	---	---	---
Overseas Private Investment Corporation	4	7	5	---	31	---
Patent and Trademark Office	4465	2113	0	---	90	---
Peace Corps	---	---	---	---	---	---
Pension Benefit Guaranty Corporation	69	134	104	---	---	---
Postal Regulatory Commission	1	18	0	---	---	---
Railroad Retirement Board	104	0	10	0	---	8

Agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Securities and Exchange Commission	483	324	256	---	154	---
Selective Service System	1	28	8	---	---	---
Small Business Administration	---	224	---	---	176	---
Smithsonian Institute	25	52	25	---	20	---
Social Security Administration	1307	1358	444	54	---	47
Tennessee Valley Authority	9	6	0	---	---	---
Trade and Development Agency	0	0	0	0	13	---
U.S. Commission on Civil Rights	2	1	1	---	10	---
U.S. International Trade Commission	5	5	19	---	---	0
United States Holocaust Memorial Museum	7	28	7	3	12	---
Woodrow Wilson Center	0	0	1	---	1	---
<b>TOTAL</b>	<b>46,023</b>	<b>47,675</b>	<b>41,727</b>	<b>5,637</b>	<b>21,251</b>	<b>4,248</b>

*Notes: Dashes indicate that data is not available. In most cases, this reflects the fact that the agency simply did not have the ability to track that particular piece of data at the time of the Data Call.*

### Appendix 10: Sub-agency Telework Participation Numbers

Agency	Sub-agency	Number Eligible	Number with Telework Agreements	Number Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.
Dept. of Agriculture	Office of Inspector General	581	227	---	---
	Rural Development	4017	456	642	16%
	Food, Nutrition and Consumer Services	1342	959	645	48%
	Farm and Foreign Agriculture Services	6263	1905	996	16%
	Research, Education and Economics	6361	2371	716	11%
	Marketing and Regulatory Programs	9540	4476	1314	14%
	Departmental Administration	2562	620	877	34%
	Natural Resources and Environment	43356	5845	5845	13%
	Food Safety and Inspection Service	3548	1069	556	16%
	National Telecommunications and Information Administration	204	39	54	26%
	National Oceanic and Atmospheric Administration	4001	4001	1578	39%
	Office of the Secretary	572	384	209	37%
	Office of the Inspector General	165	168	59	36%
	Bureau of Economic Analysis	516	95	60	12%
Dept. of Commerce	National Institute of Standards and Technology	2842	---	588	21%
	International Trade Administration	1153	888	594	52%
	Economics and Statistics Administration	35	16	11	31%
	Economic Development Administration	225	60	38	17%
	Bureau of the Census	8381	2313	2134	25%
	Bureau of Industry and Security	362	71	46	13%
	National Technical Information Service	88	64	58	66%
	Minority Business Development Agency	82	20	20	24%

Agency	Sub-agency	Number Eligible	Number with Telework Agreements	Number Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.
Dept. of Defense	Department of Air Force	464	---	1119	---
	Department of Army	73419	---	4172	6%
	Other Department of Defense	56246	---	16219	29%
	Department of Navy	---	---	15353	---
Dept. of Education	Office of Safe and Drug-Free Schools	40	18	20	50%
	Office of Inspector General	322	120	120	37%
	Office of Communication and Outreach	119	46	7	6%
	Office of Innovation and Improvement	89	59	20	22%
	Office of Postsecondary Education	264	62	37	14%
	Office of the Chief Financial Officer	178	105	51	29%
	Office of the Chief Information Officer	135	52	38	28%
	Office of the General Counsel	98	13	10	10%
	Office of Vocational and Adult Education	87	41	34	39%
	Office for Civil Rights	570	449	229	40%
	Office of the Under Secretary	36	0	0	0%
	EDET - Office of English Language Acquisition	22	12	8	36%
	Office of Special Education and Rehabilitative Services	275	220	144	52%
	Advisory Councils and Committees	20	0	0	0%
	Office of the Deputy Secretary of Education	73	32	18	25%
	IMM Office of Secretary of Education	84	49	11	13%
Institute of Education Sciences	199	172	94	47%	
National Assessment Governing Board	38	12	7	18%	
Office of Elementary and Secondary Education	247	58	55	22%	
Office of Management	182	119	88	48%	
Office of Legislative and Congressional Affairs	16	2	0	0%	



Agency	Sub-agency	Number Eligible	Number with Telework Agreements	Number Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	
Dept. of Homeland Security	Office of Planning, Evaluation and Policy Development	126	55	14	11%	
	Federal Student Aid	1219	1162	706	58%	
	US Citizenship and Immigration Services	9088	3197	1949	21%	
	US Immigration and Customs Enforcement	1883	311	208	11%	
	US Secret Service	---	11	11	---	
	US Coast Guard	6694	998	826	12%	
	Office of the Inspector General	675	415	225	33%	
	Federal Law Enforcement Training Center	51	6	7	14%	
	Federal Emergency Management Agency	1534	1534	878	57%	
	HQ Components	1973	1581	1243	63%	
	US Customs and Border Protection	8587	2774	1684	20%	
	Transportation Security Administration	5281	1298	467	9%	
	National Protection and Programs Directorate	2786	566	519	19%	
	Office of General Counsel	---	334	248	---	
	Secretary and Deputy Secretary	---	10	5	---	
	Public and Indian Housing	---	696	696	---	
	Public Affairs	---	19	7	---	
Dept. of Housing and Urban Development	Policy Development and Research	---	66	34	---	
	Housing	---	1389	1389	---	
	Government National Mortgage Association	---	45	14	---	
	Field Policy and Management	---	78	78	---	
	Departmental Operations and Coordination	---	41	40	---	
	Departmental Equal Employment Opportunity	---	20	15	---	
	Congressional and Intergovernmental Relations	---	2	2	---	
	Community Planning and Development	---	397	265	---	

Agency	Sub-agency	Number Eligible	Number with Telework Agreements	Number Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.
Dept. of Interior	Chief Procurement Officer	---	51	51	---
	Chief Information Officer	---	148	93	---
	Chief Financial Officer	---	98	55	---
	Office of the Chief Human Capital Officer	---	125	125	---
	Fair Housing and Equal Opportunity	---	310	289	---
	Office of Healthy Homes and Lead Hazard Control	---	49	41	---
	Office of Disaster Management & National Security	---	0	0	---
	Office of Sustainable Housing and Communities	---	14	7	---
	Office of Strategic Planning & Management	---	23	8	---
	US Geological Survey	9131	0	943	10%
	Office of the Solicitor	455	227	45	10%
	Office of the Secretary	2274	644	417	18%
	Office of the Inspector General	263	263	112	43%
	Office of Surface Mining	524	0	56	11%
National Park Service	25929	---	408	2%	
National Business Center	1116	300	74	7%	
Dept. of Justice	Bureau of Ocean Energy Management, Regulation and Enforcement	1180	---	80	7%
	Bureau of Reclamation	5409	1460	79	1%
	Bureau of Indian Affairs	9243	---	44	0%
	Bureau of Land Management	11154	488	175	2%
	US Fish and Wildlife Service	10237	1500	439	4%
	Office of Justice Programs	636	443	312	49%
	US Trustee Program	1120	279	279	25%
	US Marshals Service	696	0	22	3%
	Tax Division	553	79	50	9%

Agency	Sub-agency	Number Eligible	Number with Telework Agreements	Number Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.
Dept. of Labor	Office of the Inspector General	436	259	59	14%
	Federal Bureau of Investigation	21509	129	31	0%
	Executive Office for Immigration Review	339	143	105	31%
	Executive Office of US Attorney and Office of US Attorney	---	0	55	---
	Bureau of Prisons/Federal Prison System	956	300	300	31%
	Offices Boards and Divisions	986	662	207	21%
	Antitrust Division	725	63	59	8%
	Environment and Natural Resources Division	668	420	94	14%
	Civil Division	1330	337	306	23%
	Civil Rights Division	722	147	55	8%
	Criminal Division	923	0	10	1%
	Drug Enforcement Administration	5115	0	71	1%
	Alcohol, Tobacco, Firearms and Explosives	1985	1299	560	28%
	Office of the Assistant Secretary for Administration and Management	603	171	190	32%
	Occupational Safety and Health Administration	2004	669	520	26%
	Women's Bureau	56	19	16	29%
	Veterans Employment and Training Services	216	55	39	18%
	Office of the Solicitor	627	257	252	40%
	Office of the Secretary	51	1	1	2%
	Office of the Inspector General	416	415	114	27%
Office of the Chief Financial Officer	88	7	18	20%	
Office of the Assistant Secretary for Policy	22	0	7	32%	
Bureau of International Labor Affairs	97	62	25	26%	
Office of Disability Employment Policy	49	9	24	49%	
Office of Administrative Law Judges	84	55	30	36%	

Agency	Sub-agency	Number Eligible	Number with Telework Agreements	Number Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.	
Dept. of State	Adjudicatory Boards	104	34	65	63%	
	Bureau of Labor Statistics	2378	937	772	32%	
	Employee Benefits Security Administration	813	192	224	28%	
	Employment and Training Administration	985	373	333	34%	
	Mine Safety and Health Administration	2243	206	98	4%	
	Office of Public Affairs	64	25	16	25%	
	Office of Federal Contract Compliance Programs	760	184	232	31%	
	Office of Labor Management Standards	220	197	87	40%	
	Office of Workers' Compensation Programs	1115	282	356	32%	
	Wage and Hour Division	1651	139	374	23%	
	Office of Congressional and Intergovernmental Affairs	22	0	0	0%	
	The International Joint Commission: U.S. and Canada	---	---	---	---	
	Dept. of Transportation	Federal Motor Carrier Safety Administration	750	422	422	56%
		Office of Inspector General	443	464	132	30%
		St. Lawrence Seaway Development Corporation	31	31	14	45%
		Research and Innovative Technology Administration	680	648	368	54%
		Surface Transportation Board	131	104	78	60%
Pipeline/Hazardous Materials Safety Administration		450	438	220	49%	
Office of Secretary of Transportation		535	535	98	18%	
National Highway Traffic Safety Administration		565	565	175	31%	
Maritime Administration		523	333	98	19%	
Federal Railroad Administration		866	866	497	57%	
Federal Highway Administration		2578	2578	845	33%	
Federal Aviation Administration		20235	8394	1721	9%	
Federal Transit Administration		545	243	243	45%	

Agency	Sub-agency	Number Eligible	Number with Telework Agreements	Number Teleworking in Sept.	Percentage of Eligible Employees Teleworking in Sept.
Dept. of Treasury	Office of Inspector General for Tax Administration	805	762	805	100%
	Internal Revenue Service	40473	0	20767	51%
	Office of Inspector General	176	129	57	32%
	Office of Comptroller of Currency	3697	3324	1005	27%
	Financial Crimes Enforcement Network	303	195	77	25%
	Departmental Offices	802	773	321	40%
	Bureau of Public Debt	1123	320	230	20%
	Bureau of Engraving and Printing	473	241	151	32%
	Alcohol and Tobacco Tax and Trade Bureau	6	395	345	---
	Financial Management Service	1292	226	226	17%
	US Mint	474	120	91	19%

*Notes: Dashes indicate that data is not available. In most cases, this reflects the fact that the agency simply did not have the ability to track that particular piece of data at the time of the Data Call. For percentages calculated by OPM from agency data, the dashes indicate that the unavailability of a piece of information prevented OPM from providing the percentage.*

*Sub-agency data will not typically sum up to the totals found in the agency participation data tables. This is because in most cases the list of sub-agencies does not necessarily encompass the entire organization, thus this does not reflect an error.*

*The Department of Health and Human Services did not provide participation data by sub-agency during the reporting period.*

### Appendix 11: Sub-agency Telework Frequency Numbers

Agency	Sub-agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Dept. of Agriculture	Office of Inspector General	---	---	---	---	219	---
	Rural Development	295	310	37	---	---	---
	Food, Nutrition and Consumer Services	430	176	39	---	---	---
	Farm and Foreign Agriculture Services	407	523	66	---	66	---
	Research, Education and Economics	287	301	128	---	53	---
	Marketing and Regulatory Programs	636	614	64	---	53	---
	Departmental Administration	327	413	137	---	137	---
	Natural Resources and Environment	1670	2262	1913	---	53	---
	Food Safety and Inspection Service	198	230	128	---	53	---
	National Telecommunications and Information Administration	---	---	---	---	---	---
	National Oceanic and Atmospheric Administration	---	---	---	---	---	---
	Office of the Secretary	---	---	---	---	---	---
	Office of the Inspector General	---	---	---	---	---	---
Dept. of Commerce	Bureau of Economic Analysis	---	---	---	---	---	0
	National Institute of Standards and Technology	---	---	---	---	---	---
	International Trade Administration	---	---	---	---	---	---
	Economics and Statistics Administration	---	---	---	---	---	---
	Economic Development Administration	---	---	---	---	---	---
	Bureau of the Census	---	---	---	---	---	---
	Bureau of Industry and Security	---	---	---	---	---	---
	National Technical Information Service	---	---	---	---	---	0
	Minority Business Development Agency	---	---	---	---	---	0
	Department of Air Force	336	83	135	---	---	---
	Department of Army	944	1181	779	---	1268	615

Agency	Sub-agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
	Other Department of Defense	4854	4313	1635	988	4429	---
	Department of Navy	1200	900	7435	---	5800	---
Dept. of Education	Office of Safe and Drug-Free Schools	3	9	3	---	2	---
	Office of Inspector General	50	17	3	---	26	---
	Office of Communication and Outreach	0	3	0	---	3	---
	Office of Innovation and Improvement	1	7	1	---	8	---
	Office of Postsecondary Education	2	14	4	---	10	---
	Office of the Chief Financial Officer	3	11	4	---	26	---
	Office of the Chief Information Officer	1	3	1	---	23	---
	Office of the General Counsel	0	6	3	---	1	---
	Office of Vocational and Adult Education	6	10	3	---	8	---
	Office for Civil Rights	0	17	17	---	162	---
	Office of the Under Secretary	0	0	0	---	---	---
	EDET-Office of English Language Acquisition	1	0	0	---	5	---
	Office of Special Education and Rehabilitative Services	5	93	23	---	16	---
	Advisory Councils and Committees	0	0	0	---	---	---
	Office of the Deputy Secretary of Education	0	8	2	---	8	---
	IMM Office of Secretary of Education	0	1	0	---	8	---
	Institute of Education Sciences	4	19	3	---	61	---
National Assessment Governing Board	0	3	3	---	---	---	
Office of Elementary and Secondary Education	1	6	1	---	38	---	
Office of Management	7	31	16	---	28	---	
Office of Legislative and Congressional Affairs	0	0	0	---	---	---	
Office of Planning, Evaluation and Policy Development	4	3	2	---	5	---	
Federal Student Aid	21	83	34	---	462	---	
Dept. of	US Citizenship and Immigration Services	836	142	186	---	---	---

Agency	Sub-agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Homeland Security	US Immigration and Customs Enforcement	80	91	37	---	12	---
	US Secret Service	7	4	---	---	---	---
	US Coast Guard	121	126	184	---	---	---
	Office of the Inspector General	79	47	99	---	---	---
	Federal Law Enforcement Training Center	2	2	0	---	---	---
	Federal Emergency Management Agency	148	134	228	1326	---	---
	HQ Components	307	233	278	---	---	---
	US Customs and Border Protection	74	592	0	1	203	---
	Transportation Security Administration	125	61	97	---	---	---
	National Protection and Programs Directorate	30	85	166	---	---	---
Dept. of Housing and Urban Development	Office of General Counsel	23	62	104	---	59	---
	Secretary and Deputy Secretary	0	4	1	---	0	---
	Public and Indian Housing	124	286	138	12	136	---
	Public Affairs	7	0	0	---	0	---
	Policy Development and Research	7	23	2	0	2	---
	Housing	618	494	68	23	186	---
	Government National Mortgage Association	3	5	5	0	1	---
	Field Policy and Management	18	32	8	0	20	---
	Departmental Operations and Coordination	15	22	0	0	3	---
	Departmental Equal Employment Opportunity	1	3	6	2	3	---
	Congressional and Intergovernmental Relations	0	2	0	0	0	---
	Community Planning and Development	142	118	5	0	0	---
	Chief Procurement Officer	0	31	2	0	18	---
	Chief Information Officer	17	45	25	0	6	---
Chief Financial Officer	12	21	22	0	0	---	
Office of the Chief Human Capital Officer	34	46	4	0	41	---	



Agency	Sub-agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Dept. of Interior	Fair Housing and Equal Opportunity	118	112	39	10	10	---
	Office of Healthy Homes and Lead Hazard Control	1	40	0	0	0	---
	Office of Disaster Management & National Security	0	0	0	0	0	---
	Office of Sustainable Housing and Communities	0	0	2	2	3	---
	Office of Strategic Planning & Management	0	1	0	0	7	---
	US Geological Survey	130	451	362	---	---	---
	Office of the Solicitor	23	22	0	---	---	---
	Office of the Secretary	34	280	69	---	34	---
	Office of the Inspector General	47	26	39	---	9	0
	Office of Surface Mining	40	9	5	---	5	---
	National Park Service	193	159	229	7	229	---
	National Business Center	11	30	1	---	32	---
	Bureau of Ocean Energy Management, Regulation and Enforcement	---	32	---	---	---	0
	Bureau of Reclamation	42	6	31	31	---	---
	Bureau of Indian Affairs	2	12	27	---	---	---
	Bureau of Land Management	46	108	0	---	629	---
	US Fish and Wildlife Service	111	107	120	17	---	945
Dept. of Justice	Office of Justice Programs	100	90	56	0	30	---
	US Trustee Program	0	279	0	0	---	---
	US Marshals Service	17	22	13	---	---	---
	Tax Division	1	16	15	---	18	120
	Office of the Inspector General	8	12	39	0	49	0
	Federal Bureau of Investigation	10	11	10	10	8	5
	Executive Office for Immigration Review	89	15	1	0	2	25
	Executive Office of US Attorney and Office of US Attorney	25	16	14	---	---	---
	Bureau of Prisons/Federal Prison System	1	3	1	---	0	---

Agency	Sub-agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Dept. of Labor	Offices Boards and Divisions	30	40	71	15	51	22
	Antitrust Division	3	3	37	3	13	---
	Environment and Natural Resources Division	2	66	28	---	28	---
	Civil Division	0	306	0	---	31	0
	Civil Rights Division	30	18	7	---	11	---
	Criminal Division	4	0	0	---	4	---
	Drug Enforcement Administration	26	33	0	---	12	---
	Alcohol, Tobacco, Firearms and Explosives	467	150	272	---	---	2558
	Office of the Assistant Secretary for Administration and Management	58	43	63	---	---	---
	Occupational Safety and Health Administration	150	94	157	---	---	---
	Women's Bureau	5	3	5	---	---	---
	Veterans Employment and Training Services	8	10	16	---	---	---
	Office of the Solicitor	63	64	74	---	---	---
	Office of the Secretary	0	0	1	---	---	---
	Office of the Inspector General	37	27	32	---	---	---
	Office of the Chief Financial Officer	2	1	10	---	---	---
	Office of the Assistant Secretary for Policy	3	0	2	---	---	---
Bureau of International Labor Affairs	1	6	9	---	---	---	
Office of Disability Employment Policy	6	4	8	---	---	---	
Office of Administrative Law Judges	4	14	7	---	---	---	
Adjudicatory Boards	25	19	12	---	---	---	
Bureau of Labor Statistics	249	200	206	---	---	---	
Employee Benefits Security Administration	81	48	52	---	---	---	
Employment and Training Administration	82	88	100	---	---	---	
Mine Safety and Health Administration	27	30	28	---	---	---	
Office of Public Affairs	1	5	6	---	---	---	

Agency	Sub-agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
Dept. of State	Office of Federal Contract Compliance Programs	62	38	77	---	---	---
	Office of Labor Management Standards	32	15	17	---	---	---
	Office of Workers' Compensation Programs	57	161	100	---	---	---
	Wage and Hour Division	171	65	79	---	---	---
	Office of Congressional and Intergovernmental Affairs	0	0	0	---	---	---
	The International Joint Commission: U.S. and Canada	---	---	---	1	1	---
	Federal Motor Carrier Safety Administration	66	270	86	---	---	---
	Office of Inspector General	2	17	65	65	---	0
	St. Lawrence Seaway Development Corporation	2	5	5	5	10	---
	Research and Innovative Technology Administration	27	133	114	74	---	---
Dept. of Transportation	Surface Transportation Board	8	45	15	---	---	0
	Pipeline/Hazardous Materials Safety Administration	1	82	55	---	---	27
	Office of Secretary of Transportation	45	24	13	16	8	0
	National Highway Traffic Safety Administration	25	69	80	1	1	0
	Maritime Administration	10	80	8	---	---	0
	Federal Railroad Administration	186	83	82	119	27	290
	Federal Highway Administration	150	170	157	0	373	---
	Federal Aviation Administration	238	925	627	---	---	---
	Federal Transit Administration	25	84	134	---	---	---
	Office of Inspector General for Tax Administration	382	0	0	322	322	---
Dept. of Treasury	Internal Revenue Service	13338	3682	3747	---	---	---
	Office of Inspector General	4	7	11	---	16	0
	Office of Comptroller of Currency	10	35	111	337	512	1384
	Financial Crimes Enforcement Network	15	15	4	0	31	---
	Departmental Offices	40	96	0	---	185	---
	Bureau of Public Debt	91	67	55	0	---	0

Agency	Sub-agency	Number TW: 3 or more days	Number TW: 2 days	Number TW: 1 day	Number TW: Once a month	Number TW: Situational	Number of Mobile Workers
	Bureau of Engraving and Printing	23	37	51	19	15	---
	Alcohol and Tobacco Tax and Trade Bureau	268	29	2	0	46	---
	Financial Management Service	23	21	131	0	---	---
	US Mint	14	38	39	---	---	0

*Notes: Dashes indicate that data is not available. In most cases, this reflects the fact that the agency simply did not have the ability to track that particular piece of data at the time of the Data Call. For percentages calculated by OPM from agency data, the dashes indicate that the unavailability of a piece of information prevented OPM from providing the percentage.*

*Sub-agency data will not typically sum up to the totals found in the agency frequency data tables. This is because in most cases the list of sub-agencies does not necessarily encompass the entire organization, thus this does not reflect an error.*

*The Department of Health and Human Services did not provide frequency data by sub-agency during the reporting period.*

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