

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

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**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  
FEBRUARY 2011



## UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

### Message from the Director

It is an exciting time for telework! Increasing the strategic use of telework is a high priority for President Obama and OPM, and we appreciate the strong support of the Congress, as evidenced by passage of the Telework Enhancement Act of 2010 (the Act). The President was pleased to sign the Act in December, and it is now up to OPM and our partners mentioned in the Act to help all agencies implement the law well.

The Act does not mandate telework or promote telework for its own sake. Instead, it asks agencies to step up efforts to implement telework to help ensure continuity of operations, reduce management costs and improve our employees' ability to balance their work and life commitments. Ultimately, we want agencies to use telework to drive results. OPM has laid the foundation for successful telework programs that will help employees get their work done. All agency policies have been reviewed against a best practices checklist, which was developed by an interagency team of telework experts, and all agencies have received customized feedback on their policies that will prove invaluable as each agency revises its telework policy in accordance with the Act.

The Act requires each agency to designate a senior management official as the Telework Managing Officer (TMO) to help transform the use of telework. By June 9, all agencies must revise their telework policies, determine the eligibility of all employees and notify all employees of their telework status. The Act also requires that all eligible employees and their managers receive interactive telework training and enter into written telework agreements. As the lead agency for implementation of the Act, OPM will coordinate resources to help agencies meet the requirements of the Act as well as best practices so that agencies may successfully use telework as a management tool to get work done.

A big part of building, improving and sustaining successful telework programs is the collection and analysis of useful data. The Act requires agencies to annually provide to OPM the information that has been collected on a voluntary basis in this report since 2002. Better baseline data is important to our expansion efforts, so this year, for the first time, this report includes data from both agency reporting and workers reporting directly through the Employee Viewpoint Survey. I am pleased to add to our baseline data with this report. *Status of Telework in the Federal Government* provides a detailed look at telework activity. It gives an update on agency telework participation rates and offers a comprehensive analysis of developments and trends in Federal telework.

The exciting addition of EVS data, with responses from over 250,000 full-time permanent Government employees on telework, allowed OPM to compare the responses of teleworkers and non-teleworkers on job satisfaction and a number of other areas, such as intent to leave and willingness to recommend an organization as a good place to work.

The report reflects steady progress in telework participation, but shows that we need to ramp up our implementation rate to meet our goals. The agency data indicate that 113,946 Federal employees teleworked in calendar year 2009; an increase of 11,046 employees as compared to calendar year 2008. A review of the EVS data presents an even more encouraging picture of telework participation.

The report also highlights pertinent information on topics other than participation. Significantly, 72% of Federal agencies have integrated telework into their COOP planning; an important step to ensure that the Federal Government can continue to carry out mission-critical activities in the event of an emergency. Additionally, 33 of the 79 agencies that provided data reported cost savings/benefits as a result of telework. These are only a few examples of many useful insights contained in the report. Of course, the results also show that more can be done to improve telework programs and highlights several areas of opportunity.

While each agency should decide how best to implement telework to deliver its mission, I believe telework must be implemented with a focus on accountability. As the President said at his White House Forum on Workplace Flexibility last March, "It's about attracting and retaining top talent in the federal workforce and empowering them to do their jobs, and judging their success by the results that they get -- not by how many meetings they attend, or how much face-time they log..." Presenteeism, the practice of sitting at one's desk without working, can be just as problematic as absenteeism. I am an adamant supporter of telework because workers in an effective telework program can only be judged by their results. Those who can't perform and can't improve can't hide behind their desks. It is up to management to give our employees clear direction and support and then trust them to deliver.

As always, I look forward to OPM's continued collaboration with all agencies as we move forward in building a strong, results-based telework culture in the Federal Government.

  
John Berry  
Director

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## **Executive Summary**

President Obama, the Congress, and OPM have all encouraged Federal agencies to expand their use of telework to ensure continuity of operations; find targeted productivity improvements and reduce overhead, real estate, environmental, and transit costs; and improve employees' ability to manage their work and life obligations. Telework's benefits are realized by Federal agencies only to the extent that employees are permitted to actively participate in these programs.

Beginning in 2001, the U.S. Office of Personnel Management (OPM) has issued the annual OPM Telework Data Call (Call) in partnership with the General Services Administration (GSA), to track the extent of telework implementation in Federal agencies. The Call collects data from agencies, providing insights into participation rates and telework implementation strategies as captured in agency records.

In 2010 telework data were also collected through the Employee Viewpoint Survey (EVS; formerly the Federal Human Capital Survey), providing access to the experiences of a large sample of Federal employees. A new item on the EVS explores how telework relates to important workplace outcomes (e.g., employee job satisfaction, turnover intentions).

The Call and EVS provide complementary results to ensure a broader perspective on agency telework programs than either source could provide alone. Each source has unique characteristics which mean that, when taken together, they provide remarkable insights into (1) ways in which telework policies are implemented as programs, and (2) the business case; with an emphasis on the relationship between telework programs and important workplace processes and outcomes (e.g., employee performance management, job satisfaction).

### **Highlights from the OPM Telework Data Call**

Analysis of data provided by Federal agencies for calendar year 2009 shows that in terms of telework participation:

- 113,946 employees teleworked (5.72% of the entire Federal population)
- 67% of these employees teleworked on a regular basis (either 1-2 days a week, or 3 or more days per week)
- 71% of agencies provide formal notice of eligibility to their employees
- Methodologies used by agencies to track telework vary greatly: 63% count telework agreements, 44% use a time and attendance system, and 34% use electronic means to track teleworkers<sup>1</sup>.

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<sup>1</sup> Some Call questions allowed respondents to select all answers that applied to their situation. In such cases, results may not total 100%.

In terms of telework program implementation, agency responses demonstrated that:

- 38% of agencies track the number of telework requests that are denied
- 32% track the number of agreements that are terminated; most terminations are based on the supervisor's decision rather than the employee's decision
- The majority of agencies (72%) have integrated telework into their Continuity of Operations (COOP) planning
- Few agencies purchase all necessary equipment for teleworkers (18%) while over a third of agencies reported that they ask teleworkers to purchase their own equipment for telework (37%)
- 33 agencies reported cost savings/benefits as a result of telework; of these, the greatest benefit was in the area of productivity (39%), then human capital, such as recruitment and retention (37%), and realized savings in leave (34%)
- The most frequently cited barriers to telework continue to be office coverage (64%), organizational culture (49%), and management resistance (47%).

### **Highlights from the Employee Viewpoint Survey**

Employees across the Federal government were surveyed with the following responses regarding participation in telework:

- 22% telework to some extent (10% at least one entire work day a week and 12% less than one entire work day a week)
- 12% reported that they simply choose not to telework
- 36% do not telework because they have to be physically present on the job
- Importantly, of those who answered that they have barriers to telework, 30% potentially could consider teleworking if barriers to participation (e.g., being prohibited from teleworking despite having the kind of job in which s/he could telework, technical issues) were removed
- Among Cabinet-level agencies, 40% of respondents do not telework because of barriers
- Of those who responded that they do telework, more were women (53%) and non-supervisors (61%)
- In a comparison of teleworkers and non-teleworkers, well over half of respondent supervisors (57%) and managers (57%) do not telework because of perceived barriers (e.g., technical issues, not allowed, must be physically present on the job).

Reflecting characteristics of the Federal population, most teleworkers are 40 and older (79%) and have been employed by the Federal government for more than 20 years (41%). Making a convincing business case is fundamental to the success of telework. The analysis of EVS items offers initial insights on the implications of telework for business processes and important workplace outcomes. Bulleted results below compare teleworkers with those employees who are prevented from teleworking:

- Overall, a high percentage of teleworkers appear to be well-positioned to perform their jobs with excellence. When compared with respondents not able to telework, more teleworkers are clear about work expectations (83% versus 79%), are held accountable for results (87% versus 83%), and have a clearer sense of control over work processes (53% versus 44%).
- Compared with employees not able to telework, more teleworkers report greater levels of job satisfaction (76% versus 68%) would recommend their organization as a good place to work (75% versus 66%), and are less likely to express intention to leave their current organizations (74% versus 68%).
- Compared with employees not able to telework, a larger percentage of teleworkers perceive supervisors as supportive of their efforts to balance work and other life issues (82% versus 74%) and a greater percentage of teleworkers report satisfaction with telework programs (72% versus 10%).
- Potential downsides of telework (career isolation, intense workloads, and limited knowledge sharing) were also explored with encouraging findings. Compared with respondents not able to telework, a higher percentage of teleworkers agree that they have access to skills development (72% versus 62%) and agree that they have opportunities to showcase their talents (65% versus 58%), agree that their workload is reasonable (60% versus 58%), and perceive that their colleagues engage in knowledge sharing (77% versus 71%).

### **Moving Forward**

Presenting results from the Call and EVS together provides important insights, as well as highlights challenges yet to be addressed and possible next steps for advancing telework:

- Address the challenges inherent in current Call and EVS data collection:
  - Work to standardize tracking within and between agencies. Methods currently used vary widely, posing challenges for data reliability.
  - Ensure easy-to-access definitions. Ensuring that all survey respondents have a shared understanding of telework would greatly improve the quality of data in future collection efforts.
- Build Federal telework capacity by highlighting leadership support. The success of any change effort begins and ends with leadership support. Leadership should consider the message relayed to employees when choosing to telework or not. Modeling telework behavior sends a clear message of support and would be an effective strategy for expanding Governmentwide telework.
- Develop strong convincing business cases. Telework programs expand to the extent that strong, convincing business cases are made for them.
  - Reduce the focus on counting participants and instead examine whether programs result in intended outcomes.
  - Measure and document program success. Agencies should engage in evaluation efforts, beginning with identification of program objectives and key success indicators and aligning these with mission, goals, and culture.
- Address lingering implementation issues, including who pays for telework equipment and the type of equipment received (e.g., laptop versus desktop).

## **Background**

Speaking at the March 31, 2010 White House Forum on Workplace Flexibility, President Barack Obama declared “work is what you do, not where you do it” emphasizing the integral role of telework in achieving flexible, resilient workplaces. The driving vision behind flexibility highlights the critical role that having a fulfilled, healthy workforce plays in reaching productivity goals and attaining agency mission objectives. Telework provides an effective tool to employees seeking to achieve the balance among personal, work, and community responsibilities. It ultimately allows employees to achieve peak performance and meet the goals of flexible workplaces. Moreover, telework programs are integral to advancing other important national initiatives such as building capacity in the Federal workforce to continue agency operations in the event of snowfall or emergency. Telework plays an instrumental role in realizing sustainable environmental policies and, with collaboration and transparency fundamental to telework, these programs can facilitate the goals of open government. Telework also provides necessary access to pools of skilled employees through wider employment opportunities for the disabled.

In general, the purpose of this report is to consider the extent to which telework programs are successfully implemented within Federal agencies. Results are from analysis of data collected through two separate instruments: the 2010 OPM Telework Data Call (Call) and the 2010 Employee Viewpoint Survey (EVS, formerly known as the Federal Human Capital Survey). Results of the analysis of data collected through these two instruments allow insights into aspects of telework. Findings are presented to meet three primary objectives:

- (1) Describe telework participation rates,
- (2) Outline important aspects of how telework policies are implemented as programs, and
- (3) Demonstrate how telework relates to important workplace processes and outcomes (e.g., employee performance management, job satisfaction).

## **Methodology**

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

The data from the 2010 Call (see Appendix A for the instrument) were submitted to OPM’s Work/Life/Wellness division by agencies across the Federal Government. The Call instrument has been used to collect telework participation rate data on an annual basis beginning in 2001, with the first report issued in 2002. To ensure valid data, coordinators are asked to collect and report data collected according to the specific definition included in the Call: *Telework refers to any arrangement in which an employee regularly performs officially assigned duties at home or other work sites geographically convenient to the residence of the employee.*



On occasion the data collection instrument has been revised to reflect new policy concerns. Questions regarding participation in telework were refined for the present Call with agencies asked to distinguish between episodic/intermittent/occasional telework and regular, recurring telework in their data collection. Governmentwide, interest is increasingly focused upon regular, recurring telework.

The telework coordinator within each agency provided the information requested by OPM through an online survey platform. Coordinators were initially made aware of the Call via email invitation sent in early February 2010, with opportunities to enter data into the online platform until March 18, 2010. To encourage participation, weekly reminders were also sent by email to coordinators during the data collection period. Altogether, 80 agencies were invited to provide telework information and 79 responded with data submissions.

Participants were allowed to submit Department level and component/sub-agency level information with most providing data specific to the component/sub-agency level. The more specific data allows a closer examination of the variation within agencies both in terms of participation and aspects of program implementation [e.g., equipment provision for telework; Continuity of Operations (COOP) integration].

### ***Employee Viewpoint Survey***

The EVS has been administered Governmentwide to Federal employees since 2002 and, for the first time in 2010, includes an item that specifically asks employees to describe their participation in telework<sup>2</sup>. The methodology for data collection is well-documented elsewhere (see <http://www.fedview.opm.gov/>). To summarize, the EVS was administered to full-time, permanent employees of Departments and large agencies and the small/independent agencies that accepted an invitation to participate in the survey (approximately 82 total agencies). Of the 504,609 employees receiving surveys, 263,475 completed and returned the survey for a Governmentwide response rate of 52 percent.

The EVS includes questions that provide employee perceptions regarding how well the Federal Government is running its human resources management systems. Beginning in 2010, there were two items on the EVS that addressed telework (see Appendix B for item wording). The first item asked respondents to choose an answer option that best describes their participation in telework, with response options to identify teleworkers versus non-teleworkers, as well as reasons for non-participation. The second item has appeared in earlier versions of the EVS and asked respondents to rate their level of satisfaction with the telework program in their agency. Analysis of the EVS data allows for expansion upon data supplied by agencies drawing upon Federal employee perspectives. Further, analysis of telework items with respect to other EVS survey questions allows for some determinations to be made about telework as it relates to important workplace outcomes (e.g., job satisfaction, employee development).

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<sup>2</sup> Prior administrations of the EVS asked employees simply to describe satisfaction with telework. Data collection did not allow any conclusions to be drawn regarding potential sources of dissatisfaction.

## ***Methodological Differences between Surveys***

Results of the Call and EVS are presented together in this report to provide the broad perspective on Federal telework possible through combining the two surveys. Each survey provides a unique and important perspective – the Call captures the agency perspective and important information about program implementation, while the EVS allows some insights into workplace outcomes achievable through telework as portrayed through the employee perspective. Each set of data are able to address important and complementary questions. However, there are differences between the surveys that drive, for example, dissimilarities in findings related to telework participation rates. These should be considered when interpreting results.

First, the Call and EVS overlap somewhat in content and --for ease of reporting -- results from both surveys are discussed together whenever similar topics are addressed. However, this should not be taken to mean that results are directly comparable. In fact, the two surveys differ in meaningful ways that make one-to-one comparisons inappropriate when considering participation rates. For example, while both the Call and EVS surveys were administered in fiscal year 2010, they actually represent adjacent time frames. Call data covered the calendar year January 2009 to December 2009, while the EVS represented a snapshot from February/March 2010. EVS findings regarding telework are likely to be influenced by the increased telework press and leadership support during the months prior to administration of the survey. Call data, on the other hand, covered calendar year 2009 and report telework activity prior to the initiation of OPM's Telework Initiative and other efforts intended to encourage increased Governmentwide participation.

Second, while the Call and EVS included the same definition for telework to ensure consistency in responses, the definition in the EVS appeared at the beginning of the survey. Items asking about telework appeared near the end of the survey and the definition was not repeated. It is unclear to what extent respondents actually employed the definition when responding to questions about telework. Employee understandings of what constitutes telework tends to vary and many may well consider, for example, overtime work (e.g., weekend and evening work) when responding to telework surveys. The extent to which EVS respondents included weekend and night remote work is unknown. Further, the Call included instructions directing agencies to distinguish episodic/intermittent or situational telework from regular and recurring telework for their data collection. No distinction is made between more occasional and regular telework in the EVS and participation results are likely to reflect this difference.

Finally, the Call asks agencies to conduct a census of employee telework behavior, while EVS data are collected by census in some agencies and by a sample of employees in others. This has important consequences for the interpretation of findings. Data call results should be interpreted as representative of the number of teleworkers in the Federal government as captured through official agency records. EVS results, on the other hand, simply represent a percentage of respondents to the survey. Respondents who indicated

that that they do telework should be characterized as that sample of Federal employees who indicated that they do telework in response to the EVS telework question.

Call and EVS dissimilarities should be kept in mind when reviewing report findings. Differences within and between surveys are considered further in the section addressing participation in telework. These and other results are presented next.

## Results

In this section we present results of telework data analysis in the order previously established in outlining the purpose for the report. First, we consider telework participation rates, drawing upon both Call and EVS findings. Next, we address Call results that allow insights into telework implementation. Finally, we report findings from analysis of EVS data that provide perspective on the relationship between telework and important workplace outcomes (e.g., employee job satisfaction, turnover).

### ***Participation in Telework***

#### *Governmentwide Telework Participation: Call Results*

Results from the Call indicate a general, albeit small, increase in participation across Federal telework programs. Table 1 reveals an increase in the number of Federal employees actively teleworking in a comparison of calendar year 2008 and 2009 results (2009 and 2010 Call reports, respectively)<sup>3</sup>.

**Table 1:** Telework Participation Highlights

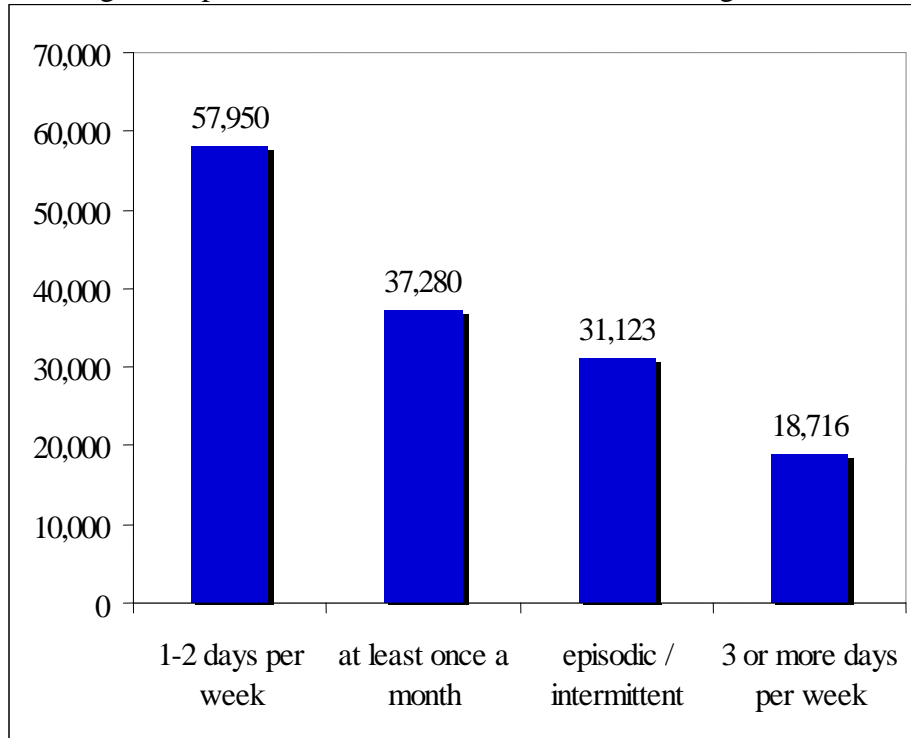
	<b>Calendar Year 2008</b>	<b>Calendar Year 2009</b>	<b>Increase</b>
Number of teleworkers	102,900	113,946	11,046
Percent of Federal employees teleworking	5.24%	5.72%	Less than .5%
Percent of telework eligible employees actually teleworking	8.67%	10.40%	1.73%

Forty-nine agencies indicated they track non-routine, occasional forms of telework (episodic and intermittent). There were a total of 31,123 employees reported as teleworking on an episodic or intermittent basis as shown in Figure 1. Compare this number with the reported participation rates in regular, recurring forms of telework, also shown in the figure.

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<sup>3</sup>Noted in the methodology section, Call reports are titled by the fiscal year in which the report was completed. However, data for each Call report were actually collected during the previous calendar year. Thus, the report entitled 2009 actually reports data collected during calendar year 2008, covering January through December. For accuracy, discussion and results comparisons made in tables are referenced as 2008 and 2009, but associated reports will be found on [www.telework.gov](http://www.telework.gov) under titles 2009 and 2010.

**Figure 1:** Comparison of Employee Participation in Regular Telework with Non-Regular, Episodic /Intermittent Telework According to Data Call



Appendix C shows participation results for individual agencies. A comparison with results shown in the Appendix with the previous 2009 Data Call report could suggest that some agencies have either shown an increase or decrease in participation rates. In some cases, these are larger than expected over the course of a year. These discrepancies prompted follow up phone interviews with several telework coordinators in order to better understand the findings. Follow up calls were made to the Department of Health and Human Services, Department of Interior, Department of Navy, National Science Foundation, Federal Energy Regulatory Commission, Securities and Exchange Commission, National Aeronautics and Space Administration, and Export-Import Bank of the United States. This research revealed similar reasons for the notable differences in participation rates reported for calendar years 2008 and 2009.

To improve the methodological rigor of the data collection for the 2010 Call, agencies were asked to separate “regular, recurring” teleworkers from those who participate in “non-routine, occasional” telework. The prior year survey, on the other hand, did not make this distinction and some agencies included non-routine or intermittent teleworkers in participation numbers reported for calendar year 2008. The intention for the survey used to collect data in calendar year 2009, and from this point forward, is to encourage agencies to distinguish between regular and intermittent teleworkers and track their participation rates separately. While most agencies appropriately removed their intermittent teleworkers from the total number of participants reported in 2009 data, a handful included these teleworkers either due to a reporting error or an inability of their

tracking system to separate non-routine, intermittent from more regular forms of telework participation.

In summary, if an agency did not include intermittent teleworkers when collecting calendar year 2008 data but did so for calendar year 2009, their sizeable increase in participation was an artifact of the way data was collected and reported. Likewise, if an agency included intermittent teleworkers in their response to the 2008 survey yet did *not* in 2009, their decrease in participation is once again thought to be an artifact of the way data was collected and reported.

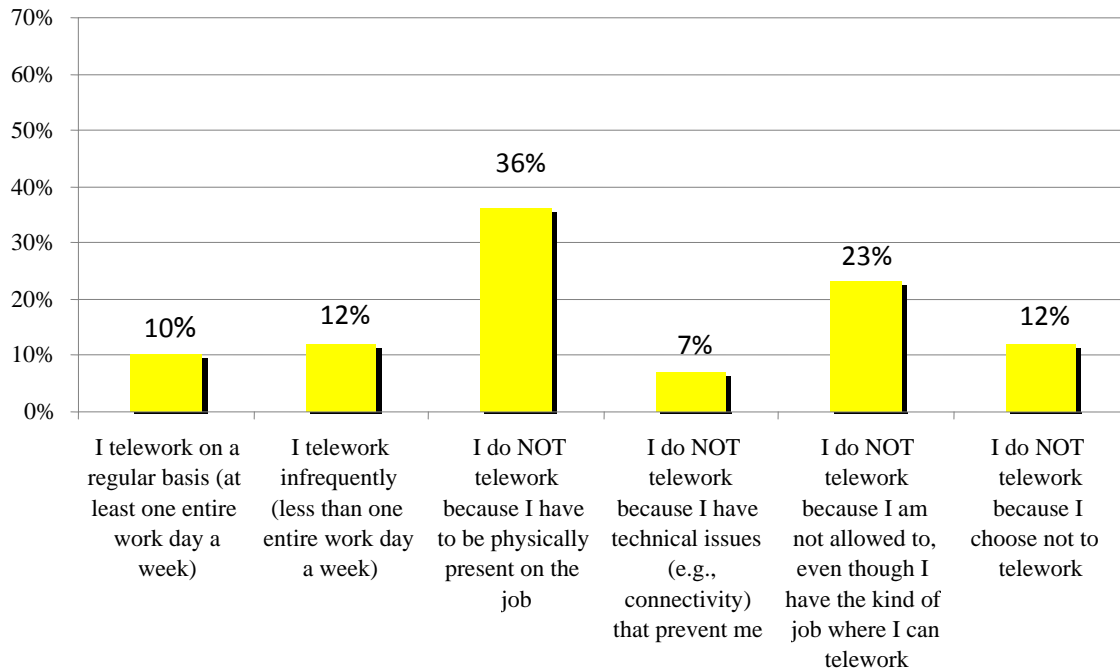
#### *Governmentwide Telework Participation: EVS Results*

Respondents to the 2010 EVS were also provided an opportunity to describe their participation in telework. A total of 247,268 employees (94% of those who completed the entire survey) replied to a question asking them to select the response that best described their telework situation. It is important to note that results were based on analysis conducted using weighted data and should provide reliable estimates of the rates of Governmentwide participation in telework as determined by the self-report experiences of employees.

Illustrated in Figure 2, results from the published EVS report show that 22% telework to some extent (for a total of 76,349 respondents), while 12% reported that they simply choose not to telework (a total of 41,387 respondents to the question). Importantly, 30% of respondents potentially could consider teleworking if barriers to participation were removed. Barriers specified in the survey included technical issues and not being allowed to telework despite having the kind of job that would permit telework.

Figure 2 illustrates that, similar to the Call, the EVS also captures frequency of telework, although more broadly. The item examining frequency differentiates between telework on a regular basis (defined as telework at least 1 entire work day a week) and infrequent telework (defined as less than 1 entire work day a week). Results indicate that more respondents to the survey engage in infrequent telework (12%) as compared with regular telework (10%).

**Figure 2: Telework Participation from the Employee Viewpoint Survey**



Clearly, Call and EVS estimates of telework participation differ. These differences are likely the result of dissimilarities in the methods used for data collection. To summarize:

- **Definition placement:** Importantly, because the definition appeared at the beginning of the survey, EVS respondents may not have remembered or accessed it when answering the telework questions that appeared toward the end of the survey. It is possible that participants in the EVS included episodic, situational and evening/weekend work when responding to the telework question.
- **Unit of measure:** The EVS relies upon employee self-report and perceptions while Call data are generated from agency records (e.g., signed telework agreements, tracking through work reports). Self-report introduces challenges to data collection and the method by which agencies track participation can also introduce error.

The Call asks agencies to identify the methods used for data collection. Next, we consider the challenges presented by some of these methods.

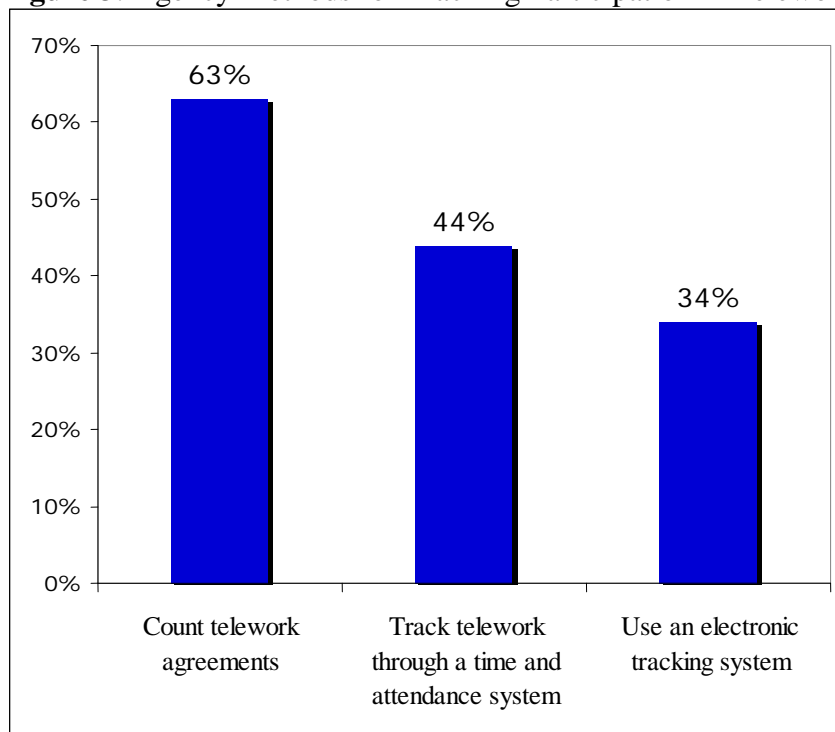
### *Agency Methods for Tracking Telework Participation*

Ideally, agency records should be accurate and yield more reliable data than employee

self report. However, accurate identification of telework has proven challenging<sup>4</sup>. Respondents to the 2010 Call were asked to indicate the method(s) by which the number of teleworkers they reported was determined (agencies were permitted to select all methods that applied). Call results reflect variations introduced by these tracking systems.

Shown in Figure 3, the majority of respondent agencies used several methods for tracking telework, with the largest percentage simply counting telework agreements (63%). Manual counting leaves room for errors and inaccurate reporting largely due to uncertain techniques for agreement records maintenance/updates (e.g., are they updated when employees change telework schedule, leave an agency?). Basing participation on such manual counts is likely to under-report or even artificially inflates participation estimates. A comparison of current 2009 results with prior 2008 Call results shows an encouraging trend with fewer agencies reporting use of agreement counting to establish participation in 2009 (63% versus 83%). Time and attendance records continue to be the second most common source for estimates of telework participation (44%). The least common tracking method estimates participation with unique electronic tracking systems (34%).

**Figure 3: Agency Methods for Tracking Participation in Telework**



<sup>4</sup> Recognize that this challenge is not unique to Federal agencies. Since the early 1990s researchers have noted the difficulty of identifying telework participants, often because of varying definitions and methodological challenges. For discussion of the practical and methodological challenges of assessing telework participation see: Mokhtarian, P.L., Salomon, I. & Choo, S. (1994). Measuring the measurable: Why can't we agree on the number of telecommuters in the U.S.?; Bailey, D.E., & Kurland, N.B. (2002). A Review of Telework Research: Findings, New Directions and Lessons for the Study of Modern Work.

### *Eligibility to Participate*

For purposes of the Call and to ensure consistency in reporting, all Federal employees are considered eligible unless:

- Positions require, on a daily basis (every work day), **direct handling of secure materials**, or **on-site activity** that cannot be handled remotely or at an alternate worksite, such as: face-to-face personal contact in medical, counseling, or similar services; hands-on contact with machinery, equipment, etc.; or other physical presence/site dependent activity such as forest ranger or guard duty tasks; or
- Last Federal Government performance rating of record (or its equivalent) is below *fully successful* or conduct has resulted in disciplinary action within the last year.

Federal agencies identified roughly 10.4% of the eligible population as active teleworkers. The four agencies that reported the largest percentage of ineligible positions were the Department of Veterans Affairs (89%), the Department of Homeland Security (81%), the Railroad Retirement Board (76%), and the Social Security Agency (75%). The missions of many Federal agencies require at least a percentage of their employees to be physically present on a daily basis in order to support critical systems and processes, such as safety and security functions. In the Department of Homeland Security only 3,586 employees teleworked out of a total 172,726 employees and, in the Department of Veterans Affairs, only 6,269 employees teleworked from among a total of 299,568 employees.

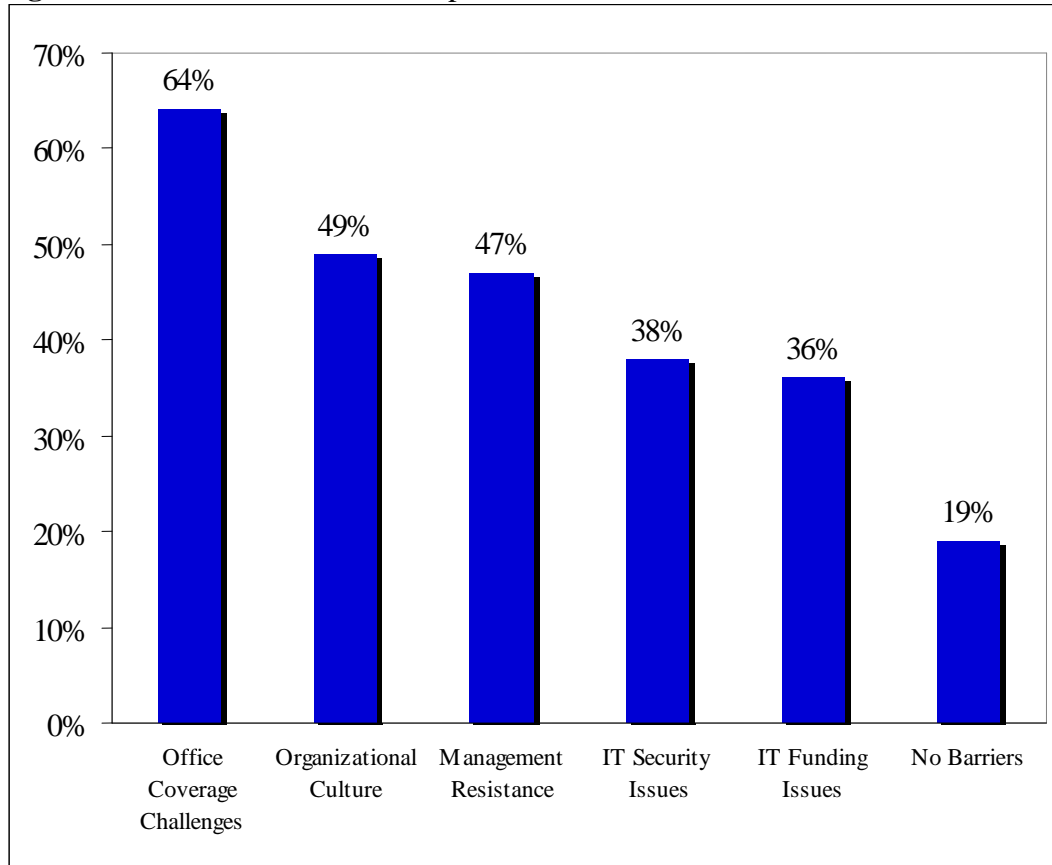
Alternatively, there are several agencies that encourage telework for purposes of skill retention, organizational effectiveness, and emergency preparedness. For example, the U.S. Office of Patent and Trademark Office (USPTO) continues to be a leader in maintaining a strong telework program. The work performed at the USPTO is amenable to telework arrangements and the leadership is committed to the utilization of telework across the agency. Fifty-five percent of the total employee population of USPTO engages in regular telework. The National Mediation Board also has a high percentage telework with 43% of all employees reportedly teleworking on a regular basis.

### *Impediments to Participation*

The Call included an item exploring barriers to telework success in order to expand awareness of what makes telework programs work and what poses challenges. Shown in Figure 4, office coverage was reported as the largest barrier to telework (64%), followed by organizational culture (49%), and management resistance (47%). All of these findings are consistent with what has been reported in past years. Note that the total in the figure exceeds 100% because agencies could select more than one barrier.



**Figure 4: Barriers to Telework Implementation**



Many agencies reported that a main barrier to telework implementation in their agency is that the mission and the nature of the work do not allow for operations to successfully continue from remote work environments. Other issues mentioned are the need for better program marketing and training within agencies and the variation of enthusiasm for telework across supervisors.

#### *Telework Denials and Agreement Terminations*

In addition to tracking telework participation, some agencies also track the number of telework agreements that are denied and the reasons for denial. Thirty participating agencies (38% of those responding) currently collect this information. In these agencies, most denials are due to the type of work required. Twenty-five agencies (32%) also keep track of how many telework agreements are terminated and why. Largely, terminations are made based on a supervisor's decision rather than an employee's decision.

#### *Intra-Agency Participation Rates: Results from the EVS*

Analysis of the EVS shows telework participation rates within agencies. The survey item also allows comparison of teleworkers with those who do not telework either because of barriers (e.g., not permitted to telework, technology) or by choice as shown in Table 2.

To allow meaningful comparison between agencies, results are based on weighted data and shown as percentages. Results are ordered to show Cabinet-level agencies, followed by large independent agencies (1,000 or more employees), and medium (100 – 999 employees) and small independent (fewer than 100 employees) agencies shown last. Indented names indicate components/sub-agencies.

With the exception of two agencies (Department of Education and Department of Housing and Urban Development), 40% or more of respondents within Cabinet-level agencies/components do *not* telework because of barriers that prevent participation. In general, a smaller percentage of employees among independent agencies face imposed barriers to telework. Notably, in 39% of the listed large independent agencies, over 50% of respondents to the survey report that they do telework. Similarly, more than 50% of employees reportedly do telework in 37% of medium and small independent agencies and sub-components.

**Table 2: 2010 Telework Participation by Agency from the Employee Viewpoint Survey**

Agency	Description of telework situation			
	Does telework	Does <i>not</i> telework – barrier	Does <i>not</i> telework – choice	Total
<b><i>Cabinet Level</i></b>				
Defense, Department of (D+)				
Air Force, Department of (AF)	12.2%	77.5%	10.3%	100%
Army, Department of the (AR)	15.5%	71.8%	12.7%	100%
Navy, Department of (NV)	16.4%	68.2%	15.5%	100%
Marine Corps, U.S. (MR)	13.9%	75.9%	10.1%	100%
OSD, Joint Staff, Defense Agencies, and DOD Field Activities (DD)	34.7%	47.7%	17.6%	100%
Agriculture, Department of (AG)	22.5%	60.4%	17.1%	100%
Commerce, Department of (CM)	39.8%	41.9%	18.3%	100%
Justice, Department of (DJ)	9.5%	83.9%	6.6%	100%
Labor, Department of (DL)	35.1%	51.2%	13.8%	100%
Energy, Department of (DN)	25.2%	49.9%	25.0%	100%
Education, Department of (ED)	52.5%	26.8%	20.7%	100%
Health and Human Services, Department of (HE)	42.4%	40.5%	17.1%	100%
Homeland Security, Department of (HS)	10.8%	80.9%	8.3%	100%
Housing and Urban Development, Department of (HU)	33.3%	38.9%	27.7%	100%
Interior, Department of (IN)	21.7%	58.6%	19.8%	100%
State, Department of (ST)	19.7%	69.9%	10.4%	100%
Transportation, Department of (TD)	19.9%	69.5%	10.6%	100%
Treasury, Department of the (TR)	43.5%	46.4%	10.1%	100%
Veterans Affairs, Department of (VA)	15.1%	77.9%	7.1%	100%
<b><i>Large Independent</i></b>				
Agency for International Development (AM)	30.8%	43.9%	25.4%	100%

Agency	Description of telework situation			
	Does telework	Does not telework – barrier	Does not telework – choice	Total
National Credit Union Administration (CU)	62.4%	31.6%	6.0%	100%
Equal Employment Opportunity Commission (EE)	47.8%	31.4%	20.8%	100%
Environmental Protection Agency (EP)	54.6%	23.5%	21.9%	100%
Federal Communications Commission (FC)	55.1%	25.1%	19.8%	100%
Court Services and Offender Supervision Agency (FQ)	36.1%	45.0%	18.9%	100%
Federal Trade Commission (FT)	42.6%	28.6%	28.8%	100%
General Services Administration (GS)	58.6%	22.8%	18.6%	100%
Broadcasting Board of Governors (IB)	21.4%	65.4%	13.2%	100%
National Science Foundation (NF)	63.8%	13.5%	22.7%	100%
National Labor Relations Board (NL)	32.8%	48.1%	19.1%	100%
National Aeronautics and Space Administration (NN)	44.8%	27.5%	27.7%	100%
National Archives and Records Administration (NQ)	25.5%	61.4%	13.0%	100%
Nuclear Regulatory Commission (NU)	49.4%	20.1%	30.5%	100%
Office of Personnel Management (OM)	62.4%	24.9%	12.7%	100%
Small Business Administration (SB)	36.7%	40.5%	22.7%	100%
Securities and Exchange Commission (SE)	53.3%	19.5%	27.1%	100%
Social Security Administration (SZ)	24.4%	68.1%	7.5%	100%
<b><i>Medium and Small Independent</i></b>				
National Foundation on the Arts and Humanities				
National Endowment for the Arts (AJ)	41.9%	32.6%	25.6%	100%
National Endowment for the Humanities (AK)	42.6%	23.5%	33.8%	100%
Institute of Museum and Library Services (AL)	46.6%	37.9%	15.5%	100%
Federal Labor Relations Authority (AU)	34.7%	28.7%	36.6%	100%
Merit Systems Protection Board (BD)	37.5%	45.0%	17.5%	100%
Defense Nuclear Systems Safety Board (BF)	10.5%	80.2%	9.3%	100%
Pension Benefit Guaranty Corporation (BG)	64.6%	19.1%	16.4%	100%
Management and Budget, Office of (BO)	26.6%	58.5%	14.9%	100%
Commodity Futures Trading Commission (CT)	57.8%	13.7%	28.4%	100%
Federal Mediation and Conciliation Service (FM)	38.3%	52.9%	8.8%	100%
American Battle Monuments Commission (AB)	5.7%	85.7%	8.6%	100%
U.S. Access Board (BT)	75.0%	8.3%	16.7%	100%
Commission on Civil Rights (CC)	27.3%	48.5%	24.2%	100%
Federal Energy Regulatory Commission (DR)	25.8%	50.8%	23.4%	100%
Trade and Development Agency (EW)	35.7%	42.9%	21.4%	100%
Chemical Safety and Hazard Investigation Board (FJ)	80.0%	10.0%	10.0%	100%
Federal Housing Finance Agency (FY)	55.3%	16.9%	27.8%	100%
Internal Boundary and Water Commission (GW)	13.0%	68.1%	19.0%	100%

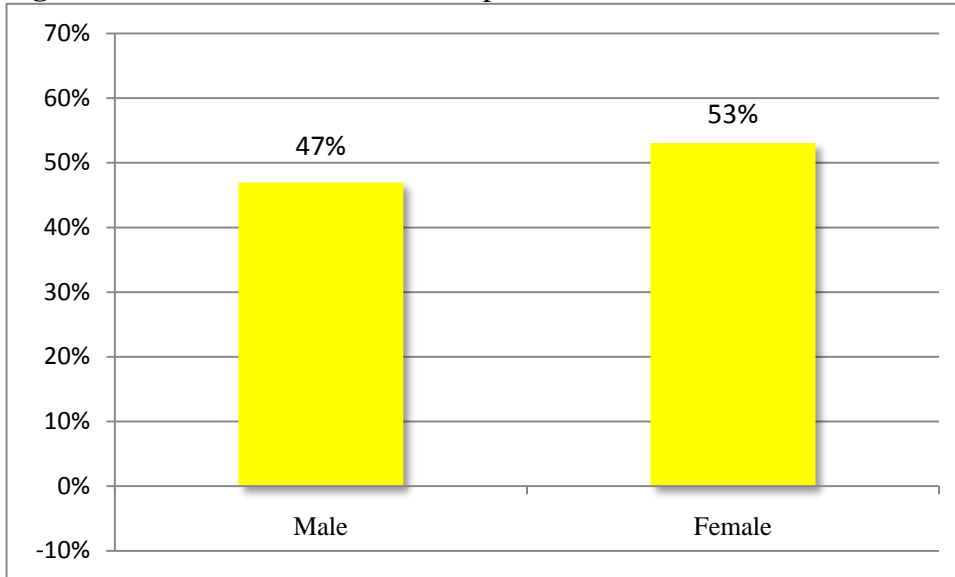
Agency	Description of telework situation			
	Does telework	Does not telework – barrier	Does not telework – choice	Total
Committee for Purchase from People Who are Blind or Severely Disabled (HB)	71.4%	9.5%	19.0%	100%
Advisory Council on Historic Preservation (HP)	34.3%	51.4%	14.3%	100%
Inter-American Foundation (IF)	51.4%	25.7%	22.9%	100%
National Indian Gaming Commission (IG)	66.0%	27.7%	6.4%	100%
Corporation for National and Community Service (KS)	65.1%	18.5%	16.5%	100%
Federal Election Commission (LF)	51.5%	27.4%	21.1%	100%
Federal Maritime Commission (MC)	31.8%	35.5%	32.7%	100%
National Mediation Board (NM)	39.5%	44.2%	16.3%	100%
National Capital Planning Commission (NP)	44.4%	16.7%	38.9%	100%
National Transportation Safety Board (TB)	62.5%	18.2%	19.3%	100%
Occupational Safety and Health Review Commission (OS)	34.0%	34.0%	31.9%	100%
Postal Regulatory Commission (PJ)	55.9%	16.9%	27.1%	100%
Office of Navajo and Hopi Indian Relocation (RE)	19.0%	59.5%	21.4%	100%
Federal Retirement Thrift Investment Board (RF)	17.4%	56.5%	26.1%	100%
Railroad Retirement Board (RR)	23.0%	62.3%	14.7%	100%
Small Independent Agencies (SI)	42.2%	44.4%	13.3%	100%
Consumer Product Safety Commission (SK)	51.0%	31.8%	17.2%	100%
National Gallery of Art (SN)	15.2%	74.4%	10.4%	100%
Selective Service System (SS)	33.6%	47.8%	18.6%	100%
Woodrow Wilson International Center for Scholars (SW)	28.6%	60.0%	11.4%	100%
International Trade Commission (TC)	55.0%	22.5%	22.5%	100%
Office of the U.S. Trade Representative (TN)	35.9%	44.1%	20.0%	100%
Surface Transportation Board (TX)	58.1%	24.0%	17.8%	100%
<i>Total for All Agencies by Telework Situation</i>	<i>21.3%</i>	<i>66.4%</i>	<i>12.3%</i>	<i>100%</i>

### *Teleworker Characteristics*

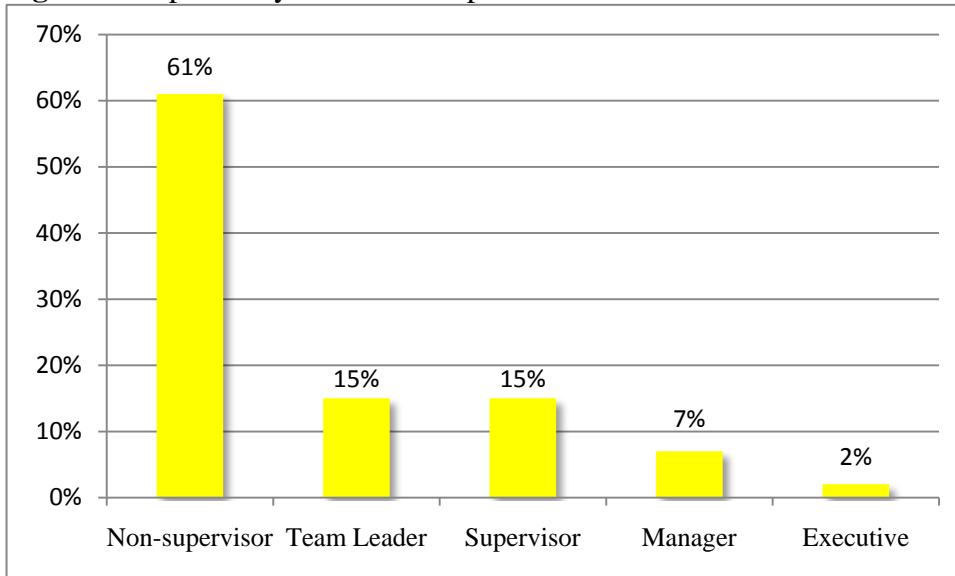
The purpose of this section is to examine who participates in telework. Specifically, we ask: Are teleworkers more likely to be men or women? Supervisors or non-supervisors? Younger or older? With brief or long Federal tenure?

To begin, Figure 5 and 6 shows that over half of teleworkers are women (53%) and non-supervisors (61%). These percents are interesting and somewhat greater than one might expect given that 47% of respondents to the EVS survey were women and 58% were non-supervisors.

**Figure 5: Gender Distribution of Respondent Teleworkers**

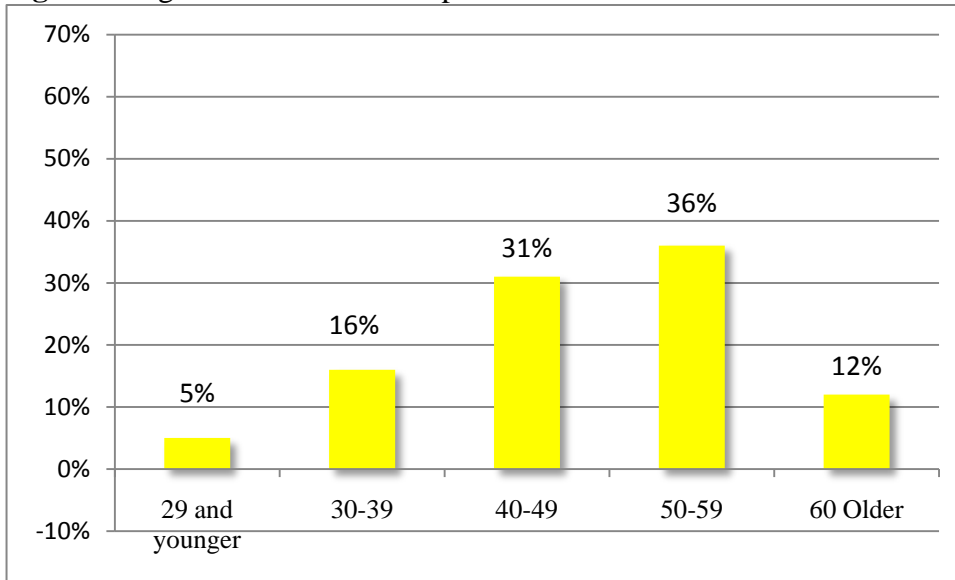


**Figure 6: Supervisory Status of Respondent Teleworkers**

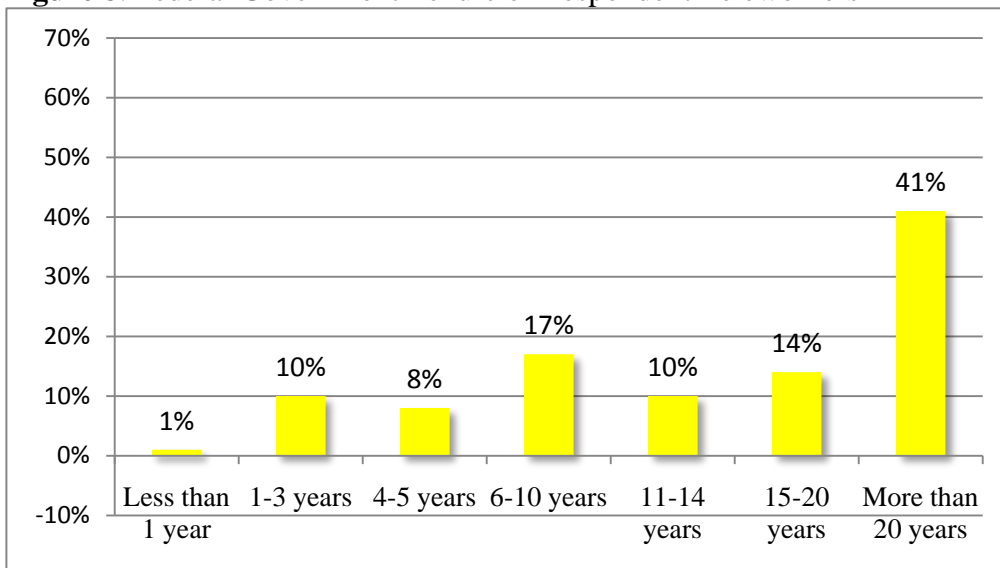


As shown in Figure 7, over a third of teleworkers are 50-59 years of age (36%). This finding is comparable with EVS results overall in which 38% of respondents selected an age category of 50-59. Age distributions are to be expected given agency tenure. Figure 8 shows that the greatest percent of teleworkers have been in the employment of the Federal government for more than 20 years (41%). Findings overall reflect the current demographic distribution of the Federal workforce in which older and thus longer tenured employees predominate.

**Figure 7: Age Distribution of Respondent Teleworkers**



**Figure 8: Federal Government Tenure of Respondent Teleworkers**



*Comparing Teleworkers and Non-teleworkers by Demographics*

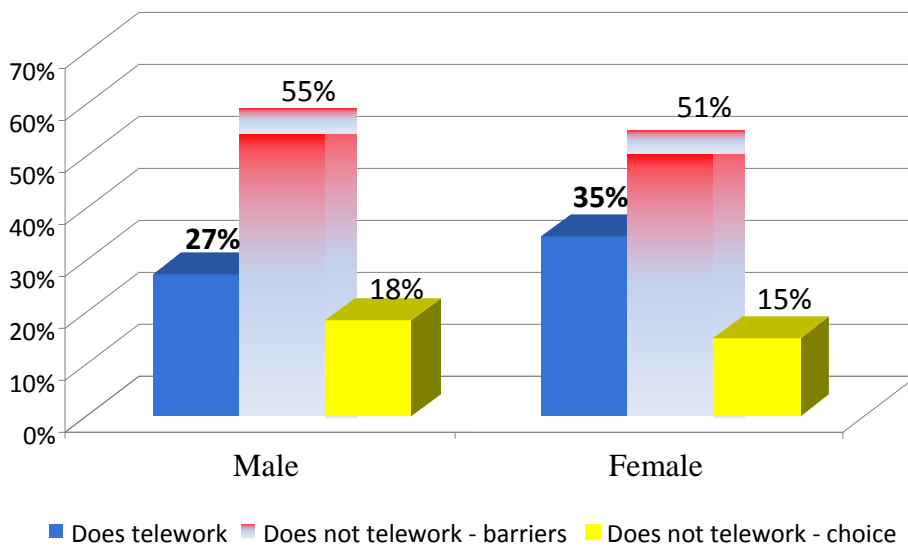
The previous section focused on describing the characteristics of teleworkers. This section considers possible leverage points for advancing telework by examining differences between teleworkers and non-teleworkers within demographic groupings<sup>5</sup>.

<sup>5</sup> Note that the percentages between the two demographic sections differ due to differences in the questions posed. In the first section, the focus is on teleworkers alone and the percents illustrated by individual bars in each figure should combine to equal roughly 100% (slight differences are due to rounding). In the second section comparing teleworker and non-teleworker characteristics, each individual grouping within figures should approximate 100% (again depending upon rounding), and discussion compares the groupings within each figure to illustrate trends.

The guiding question asks: Are there discernable differences between teleworkers and non-teleworkers? For example, among women, what percent are teleworkers versus non-teleworkers? Similarly, is there a difference in the percent of leaders versus non-leaders who telework?

Figure 9 compares men and women who responded to the telework item. It illustrates that, in a comparison of men and women, fewer men telework (27%) and more are not able to telework because of a barrier (55%). The same is true of women, but the gap between teleworkers (35%) and those not able to telework (51%) not nearly as wide as for men.

**Figure 9:** Comparison of Teleworkers and Non-teleworkers by Gender



Looking across supervisory status categories in Figure 10, it is clear that relatively few supervisors and managers telework (26% and 24%) and perceive barriers to telework (57% respectively). This finding is important because of the tendency of employees to model the behavior of supervisors. Non-participation of supervisors may send a non-verbal message of disapproval or even suggest that promotion decisions depend upon physical presence in the workplace.

Figure 10: Comparison of Teleworkers and Non-teleworkers by Supervisory Status

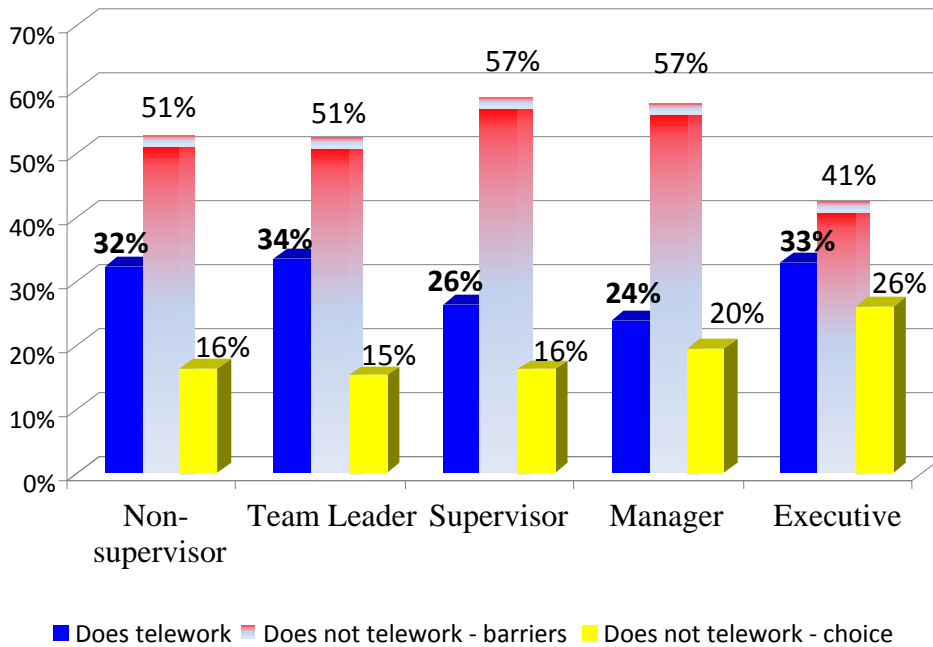
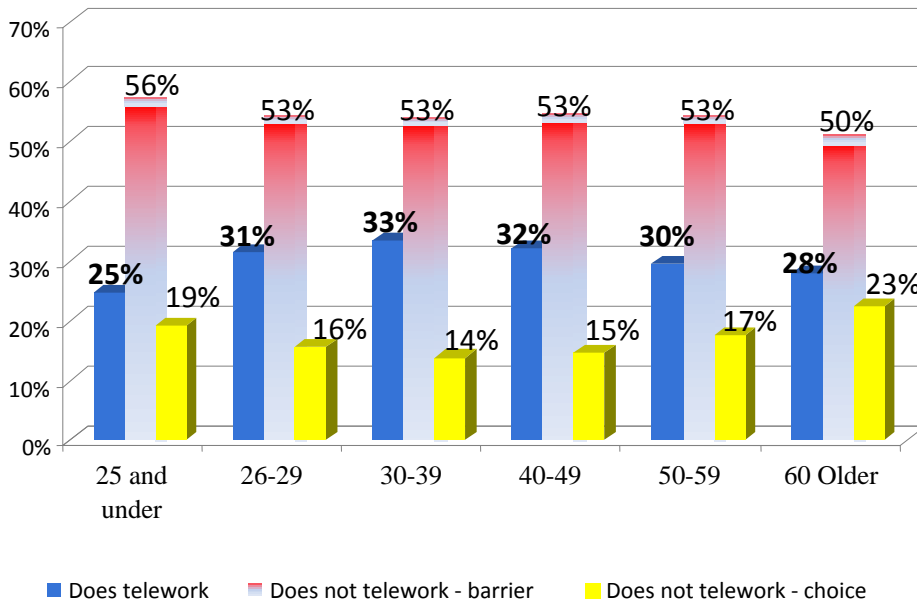


Figure 11 shows that the percent of teleworkers and non-teleworkers is remarkably uniform across employee age groups with two exceptions. Compared with other age groups, the youngest and oldest employees have the smallest percentage of teleworkers (25% and 28%) as well as the greatest percentage of employees who choose not to telework (19% and 23%).

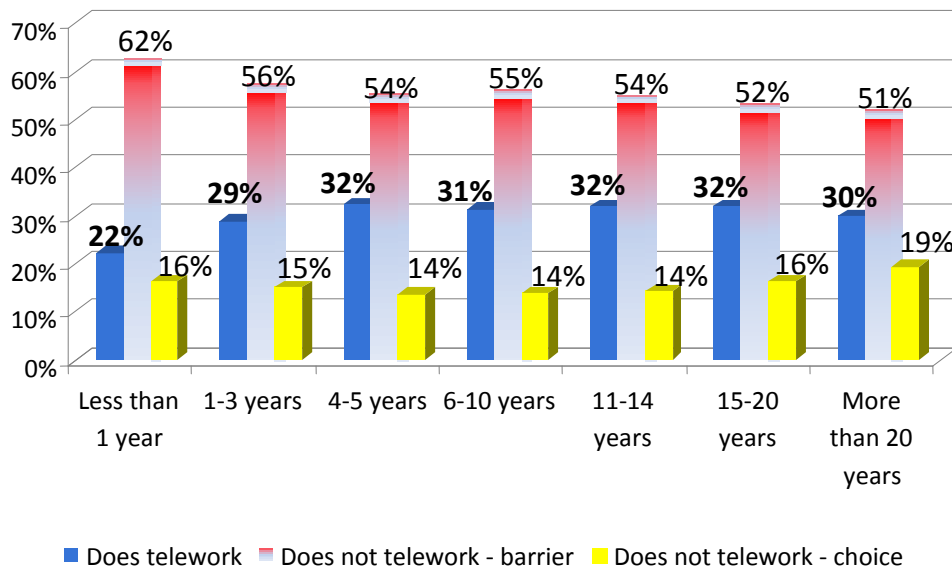
Figure 11: Percent of Teleworkers and Non-teleworkers by Age Group





Similar to results by age group, the distribution of teleworkers versus non-teleworkers is fairly uniform across respondents grouped by agency tenure (Figure 12). The largest percentage of each group faces barriers that prevent telework. This is especially true of employees with the least seniority, and a large proportion of those with less than one year in the Federal government are not able to telework (62%). More respondents with the longest tenure simply choose not to telework (19%).

**Figure 12:** Percent of Teleworkers and Non-teleworkers by Federal Tenure



### ***Telework Program Implementation and Administration***

How telework is supported in policy, implemented, and administered is important to eventual program success. The next few sections explore different aspects of implementation (e.g., frequency rates for telework, equipment supply source, adequacy with which security issues are addressed) through Call data supplied from agencies.

#### *Telework Frequency*

An important aspect of telework program implementation relates to frequency of participation, that is, the number of days per work week an employee is permitted to telework. More frequent rates of participation can be linked to a number of benefits (e.g., reduced real estate costs, increased employee productivity; see Bailey & Kurland, 2002 and/or Gajendran & Harrison, 2007). Table 3 shows an increase in the reported frequency with which many employees actually telework.

**Table 3: Telework Frequency, 2008 and 2009 Data Call Comparison**

<b>Agency</b>	<b>Calendar Year 2008</b>	<b>Calendar Year 2009</b>	<b>Increase</b>
Number of employees teleworking 3 or more days/week	13,365	18,716	5,351
Number of employees teleworking 1-2 days/week	52,339	to 57,950	5,611
Number of employees teleworking at least once a month	37,196	37,280	84

In addition to real estate cost savings, maintaining a program that incorporates regular telework has many benefits. Regular, frequent telework encourages skills retention. For example, employees who might otherwise leave an agency can remain in their jobs, for example when the family moves further away because of a job change by another family member who works in a non-telework company. Teleworking can allow longer commutes to be managed and family work/life responsibilities to be brought into balance. Regular, frequent telework also supports organizational resilience. Organizations with effective teleworking programs are more resilient in the face of external disruption - for severe weather, natural disasters, or terrorist action.

In calendar year 2009, 67% of the total number of teleworkers reported having worked at least once per week from a telework site. This is up from just over 64% in calendar year 2008. The number of employees who previously teleworked less than once per week but at least once per month continue to make the shift to teleworking 1-2 days per week.

### ***Equipment***

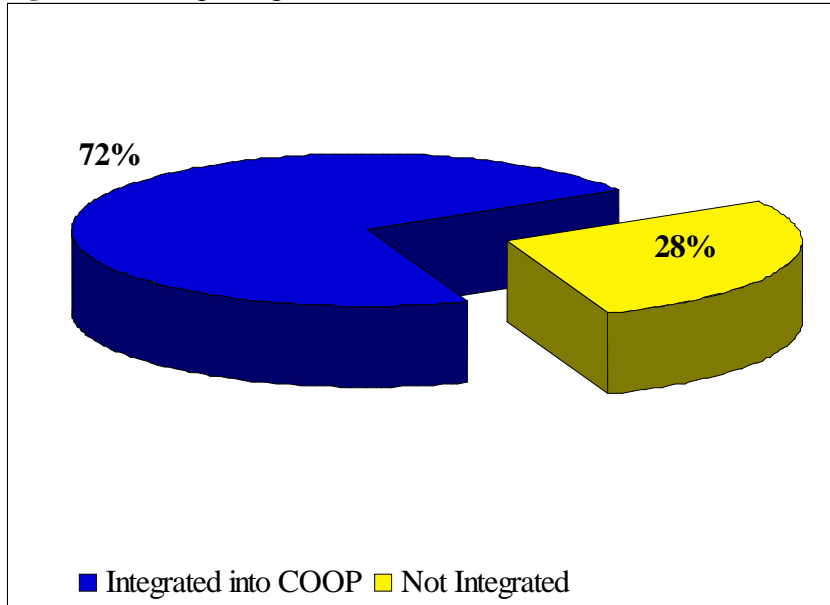
There are no Governmentwide requirements for an agency to equip teleworkers. As a result, variability exists between and within agencies in terms of whether telework equipment is supplied by the agency versus the employee. The most frequently reported arrangement had teleworkers purchase all telework-related residential equipment/services (37%), while 24% of agencies cited cost negotiations between agency and teleworker. Fewer agencies (18%) actually provide/purchase all equipment/services for the teleworker's home.

### ***Emergency Preparedness***

Telework is the key to agency planning for continued operation during both short- and long-term disruptions due to emergency situations (e.g., COOP). Regular participation in telework ensures agency preparedness and allows employees to become more comfortable with a virtual work environment. Through continued practice with telework, agencies can ensure that all necessary systems are in place and working successfully.

Shown in Figure 13, 72% of responding agencies indicated that telework has been integrated into their agency emergency preparedness/COOP plans.

**Figure 13: Integrating Telework into COOP**



Agencies that reported telework is integrated into their agency emergency preparedness/COOP plans were also asked to estimate the (1) minimum number of employees needed to maintain basic functions of their agency’s mission in a COOP emergency and the (2) number of employees who are equipped, trained and ready to telework in the case of a long term crisis, (e.g. *Pandemic Influenza*). Shown in Table 4, with few exceptions, agencies report that a sufficient number of employees are trained and ready to telework to ensure continued agency operations in a crisis.

**Table 4: Agency Reports of COOP Readiness**

Agency	Minimum number of employees required to maintain agency operations in crisis	Estimated number of employees equipped, trained and ready to telework in the case of a long term crisis
Inter-American Foundation	20	32
Trade and Development Agency	6	47
U.S. Commission on Civil Rights	8	8
Chemical Safety and Hazard Investigation Board	15	15
Overseas Private Investment Corporation	90	177
National Mediation Board	8	8
Marine Mammal Commission	5	12

<b>Agency</b>	<b>Minimum number of employees required to maintain agency operations in crisis</b>	<b>Estimated number of employees equipped, trained and ready to telework in the case of a long term crisis</b>
Committee for Purchase from People Who Are Blind or Severely Disabled	13	13
International Broadcasting Bureau	179	279
United States Holocaust Memorial Museum	50	300
Japan-U.S. Friendship Commission	1	4
Department of Treasury	1275	2775
Federal Housing Finance Agency	24	400
Department of Housing and Urban Development	960	700
Executive Office of the President (Science and Technology)	20	65
Office of Personnel Management	90	3104
Equal Employment Opportunity Commission	1000	800
Securities and Exchange Commission	250	250
Federal Maritime Commission	14	60
National Credit Union Administration	225	1019
Department of Interior	128	290
General Services Administration	2162	8453
Selective Service System	36	47
Department of Justice	1727	7315
Department of Veterans Affairs	241918	8192
Export-Import Bank of the United States	87	87
Patent and Trademark Office	69	5359
Small Business Administration	200	200
Department of State	1064	15756
Department of Agriculture	8972	5308
National Endowment for the Arts	26	11
Office of Government Ethics	8	57
Department of Transportation	934	6049
Federal Deposit Insurance Corporation	412	9145

<b>Agency</b>	<b>Minimum number of employees required to maintain agency operations in crisis</b>	<b>Estimated number of employees equipped, trained and ready to telework in the case of a long term crisis</b>
Commodity Futures Trading Commission	40	240
National Aeronautics and Space Administration	570	7489
Department of Health and Human Services	4348	5100
Court Services and Offender Supervision Agency	257	367
Department of Labor	422	10912
Farm Credit Administration	20	277
Pension Benefit Guaranty Corporation	300	300
Peace Corps	250	100
Consumer Product Safety Commission	245	207
Department of Education	90	90
Department of Energy	1947	1706
Department of Commerce	990	687
Nuclear Regulatory Commission	500	500
National Science Foundation	60	600
Federal Trade Commission	160	160
Environmental Protection Agency	1517	2574
Agency for International Development	250	1400
Federal Energy Regulatory Commission	115	300
Federal Communications Commission	228	228
Office of Special Counsel	15	60
Federal Election Commission		325
Farm Credit System Insurance Corporation	3	10
Department of Defense	6673	16715
Nuclear Waste Technical Review Board	3	13

### ***Information Security***

One of the challenges of maintaining a successful telework program is determining how to manage IT and other information security issues. The percentage of agencies

identifying IT security issues as a major barrier to telework remained steady at 38% in 2009. Respondents were asked to report how their agencies secure Personally Identifiable Information (PII) while employees engage in telework. The largest percentage of respondents (65%) indicated that no sensitive or classified information is allowed to leave their agency. Slightly smaller percentages of agencies indicated that two-factor authentication is used (61%) and that all information is encrypted (54%). Other measures taken by agencies to ensure security of PII are password protecting all files, allowing only those with compelling need to have access to PII, and providing only government-furnished equipment for telework use.

Agencies are continually working to improve security in their policies and procedures. Telework IT guidelines for Federal workplaces are addressed in a document published by GSA in 2007, FMR Bulletin 2007-B1. The document also provides assistance with telework issues.

### ***Indicators of Program Success***

OPM is committed to encouraging agencies to evaluate the success of their telework programs. A number of benefits are possible through telework (e.g., employee retention, real estate cost savings, increased productivity), but whether such benefits accrue under Federal agency programs is unclear. Few agencies collect information or evaluate the extent to which their telework programs result in benefits. For example, results of the Call show that 40% of agencies do not typically track nor are they aware of any realized cost savings or other benefits that may have resulted from implementing a telework program. However, for the 42% of agencies (33 out of 79 agencies) that indicated their agency does track this information, the greatest benefits reported were in the areas of productivity (31 agencies), human capital, such as recruitment and retention (29 agencies), and realized savings in leave (27 agencies).

### ***Employee Viewpoint Survey Telework Results: Process and Outcomes***

The inclusion of an additional telework item in the EVS provides a unique opportunity to consider how these programs may relate to important agency processes and outcomes measured by EVS items (e.g., performance management, employee job satisfaction). Findings described in this section compare teleworkers and non-teleworkers on those outcomes.<sup>6</sup> Results overall provide a number of encouraging insights that could be taken as the basis for further study of individual agency programs or action planning for continuous improvement efforts with telework programs.

For results shown in this section, the telework item (Question 72) has been simplified. This simplification allows for a comparison of teleworkers and non-teleworkers, with

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<sup>6</sup> Results reported in this section should not be taken to indicate that telework causes the outcomes described. Causation can only be demonstrated through an evaluation employing a sufficiently rigorous design. 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.

those who are prohibited from teleworking (e.g., not allowed, limited by technology) distinguished from those who do not telework by choice.

### *Managing Performance*

As is true of any form of work, telework success is largely a matter of performance and appropriate management practices. Components of effective performance management (<http://www.opm.gov/perform/overview.asp>) include setting performance expectations and goals. Clear work expectations are especially critical to effective telework, even when it is practiced on an infrequent basis. A focus on achieving results, rather than simply a working a number of hours, is also critical.

In Tables 5 – 7, a greater percentage of teleworkers are shown to be in a somewhat better position to perform their jobs with excellence than those who are not able to telework. Findings suggest that Federal teleworkers have a clearer understanding of work expectations (83% versus 79% favorable), are held accountable for results (87% versus 83% favorable), and have a clearer sense of control over work processes (53% versus 44%) when compared with those employees who do not telework as a result of barriers.

**Table 5: Knowledge of Job Expectations by Telework Participation Level**

	Q. 6. I know what is expected of me on the job.			
	Disagree	Neither	Agree	Total
All respondents	8.9%	10.9%	80.2%	100%
<b>Teleworker</b>	<b>7.3%</b>	<b>10.1%</b>	<b>82.6%</b>	100%
Does not telework (because of a barrier)	9.5%	11.3%	79.3%	100%
Does not telework (by choice) <sup>7</sup>	6.0%	10.0%	84.0%	100%

**Table 6: Accountable for Work Results by Telework Participation Level**

	Q. 16. I am held accountable for achieving results.			
	Disagree	Neither Disagree nor Agree	Agree	Total
All respondents	4.3%	10.1%	85.6%	100%
<b>Teleworker</b>	<b>3.5%</b>	<b>9.6%</b>	<b>86.9%</b>	100%
Does not telework (because of a barrier)	5.4%	11.9%	82.7%	100%
Does not telework (by choice)	3.4%	9.6%	87.0%	100%

<sup>7</sup> Results reported in this section often show similarly favorable percentages between those who telework and those who choose not to telework. Research shows that autonomy tends to relate favorably to workplace attitudes. Beginning with very early telework studies, researchers have theorized that telework operates to increase the level of employee autonomy with beneficial employee outcomes likely (Shamir & Salomon, 1985). It is especially important to the psychological well-being of employees that they be given the choice to telework. In fact, enforced telework can result in negative outcomes. In sum, when the level of employee autonomy is considered, the demonstrated similarity in attitudes between those employees who telework and those who choose not to telework is not surprising.

**Table 7: Empowerment over Work Processes by Telework Participation Level**

	Q. 30. Employees have a feeling of personal empowerment with respect to work processes.			
	Disagree	Neither Disagree nor Agree	Agree	Total
All respondents	25.0%	24.9%	50.1%	100%
<b>Teleworker</b>	<b>21.6%</b>	<b>25.4%</b>	<b>53.0%</b>	100%
Does not telework (because of a barrier)	29.8%	26.6%	43.6%	100%
Does not telework (by choice)	18.6%	24.2%	57.1%	100%

### *Outcomes*

Positive employee attitudes typically relate to beneficial outcomes for organizations. In a review of telework research, Gajendran and Harrison (2007) show that participants in telework are more likely to exhibit job satisfaction and increased performance. Several EVS items allow beneficial attitudes to be examined, including job satisfaction. In Table 8, a remarkably larger percentage of teleworkers (76%) are shown to report satisfaction with their jobs than those who are not able to telework (68%).

**Table 8: Job Satisfaction by Telework Participation Level**

	Q. 69. Considering everything, how satisfied are you with your job?			
	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Total
All respondents	12.3%	15.5%	72.2%	100%
<b>Teleworker</b>	<b>8.9%</b>	<b>15.0%</b>	<b>76.1%</b>	100%
Does not telework (because of a barrier)	14.2%	17.4%	68.4%	100%
Does not telework (by choice)	7.7%	13.7%	78.6%	100%

Similarly, in Table 9, more teleworkers are shown to be favorably inclined toward their employing organizations. In fact, more teleworkers agree that they would recommend their organization as a good place to work (75%) than those respondents not able to telework (66%). This finding suggests potential marketing value with telework programs, as happy teleworkers share positive impressions of their agencies with potential applicants.



**Table 9: Attitude toward Organization by Telework Participation Level**

	Q. 40. I recommend my organization as a good place to work.			
	Disagree	Neither Disagree nor Agree	Agree	Total
All respondents	11.2%	17.7%	71.1%	100%
<b>Teleworker</b>	<b>8.0%</b>	<b>16.9%</b>	<b>75.1%</b>	100%
Does not telework (because of a barrier)	13.5%	20.1%	66.4%	100%
Does not telework (by choice)	7.0%	15.8%	77.2%	100%

Results from all EVS respondents suggest a fairly low rate of satisfaction with telework among Federal employees (46%). However, Table 10 shows that such unfavorable perceptions are more likely to result when employees face barriers to program participation. A greater percentage of teleworkers report satisfaction (72%) when compared with those employees who were not able to telework (10%).

**Table 10: Satisfaction with Telework by Telework Participation**

	Q 73. How satisfied are you with telework in your agency?			
	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Total
All respondents	22.4%	32.0%	45.6%	100%
<b>Teleworker</b>	<b>8.0%</b>	<b>20.5%</b>	<b>71.5%</b>	100%
Does not telework (because of a barrier)	38.2%	52.1%	9.7%	100%
Does not telework (by choice)	8.4%	56.3%	35.3%	100%

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 immediate supervisors as supportive of their attempts to balance work with other life responsibilities may help relieve stress and lead to a more positive work experience. In Table 11, more teleworkers perceive their supervisors as supportive of their efforts to balance work with other life issues (82%) than employees who are not able to telework because of a barrier (74%).

**Table 11: Perception of Supervisor Support by Telework Participation**

	Q. 42. My supervisor supports my need to balance work and other life issues.			
	Disagree	Neither Disagree nor Agree	Agree	Total
All respondents	9.3%	11.0%	79.7%	100%
<b>Teleworker</b>	<b>7.2%</b>	<b>10.5%</b>	<b>82.3%</b>	100%
Does not telework (because of a barrier)	12.9%	13.6%	73.5%	100%
Does not telework (by choice)	6.0%	11.7%	82.3%	100%

Finally, telework typically relates to employee retention, with teleworkers more likely to express intention to remain with an employer (Gajendran & Harrison, 2007). Table 12, in fact, shows that fewer EVS teleworker respondents expressed intention to leave their current organizations (74%) as compared with those not able to telework (68%).

**Table 12: Intention to Leave by Telework Participation**

	Q. 88. Are you considering leaving your organization within the next year, and if so, why?					Total
	No	Yes, to retire	Yes, Fed Job	Yes, Not Fed Job	Yes, Other	
All respondents	71.5%	6.2%	16.9%	2.1%	3.3%	100%
<b>Teleworker</b>	<b>74.2%</b>	<b>5.3%</b>	<b>15.7%</b>	<b>2.0%</b>	<b>2.9%</b>	100%
Does not telework (because of a barrier)	68.4%	6.0%	19.5%	2.3%	3.7%	100%
Does not telework (by choice)	76.1%	7.8%	11.9%	1.7%	2.6%	100%

### *Telework and Unintended Consequences*

Employees may hesitate to participate in and some managers fail to support 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). Further, teleworkers are sometimes susceptible to over-work and find difficulty ending the work day, leading to concerns regarding possible “work-a-holism.” Meeting colleagues in passing or “around the water cooler” are regarded as key opportunities for unplanned or serendipitous knowledge exchange. Some managers are concerned that telework may consequently reduce overall knowledge sharing in workplaces (see Horan & Wells, 2005).

The EVS includes items that allow exploration of these possible unintended negative consequences. Tables 13 – 16 compare teleworkers with respondents not able to telework on EVS items that relate to employee development, workload, and knowledge sharing with encouraging results. Overall, a higher percentage of teleworkers (72%) than those not able to telework (62%) agree that they have access to skills development and opportunities to showcase their talents (65% versus 58%). More teleworkers (60%) than respondents not able to telework (58%) agree that their workload is reasonable. Finally, when compared with respondents not able to telework (71%) more teleworkers (77%) perceive their colleagues as engaging in knowledge sharing.

**Table 13: Employee Skills Improvement Opportunities by Telework Participation**

	Q. 1. I am given a real opportunity to improve my skills in my organization.			Total
	Disagree	Neither Disagree nor Agree	Agree	
All respondents	16.8%	14.7%	68.6%	100%
<b>Teleworker</b>	<b>13.6%</b>	<b>14.1%</b>	<b>72.2%</b>	100%
Does not telework (because of a barrier)	20.6%	16.9%	62.4%	100%
Does not telework (by choice)	10.8%	12.6%	76.6%	100%

**Table 14: Employee Workload by Telework Participation**

	Q. 10. My workload is reasonable.			Total
	Disagree	Neither Disagree nor Agree	Agree	
All respondents	25.8%	16.2%	58.0%	100%
<b>Teleworker</b>	<b>24.2%</b>	<b>15.5%</b>	<b>60.3%</b>	100%
Does not telework (because of a barrier)	25.8%	16.7%	57.5%	100%
Does not telework (by choice)	19.2%	15.5%	65.3%	100%

**Table 15: Perception of Strategic Use of Talents by Telework Participation**

	Q. 11. My talents are used well in the workplace.			Total
	Disagree	Neither Disagree nor Agree	Agree	
All respondents	22.0%	15.9%	62.1%	100%
<b>Teleworker</b>	<b>18.5%</b>	<b>16.8%</b>	<b>64.7%</b>	100%
Does not telework (because of a barrier)	25.3%	17.1%	57.6%	100%
Does not telework (by choice)	16.2%	14.7%	69.1%	100%

**Table 16:** Perception of Knowledge Sharing by Telework Participation

	Q. 26. Employees in my work unit share job knowledge with each other.			Total
	Disagree	Neither Disagree nor Agree	Agree	
All respondents	12.4%	13.9%	73.7%	100%
<b>Teleworker</b>	<b>10.0%</b>	<b>12.6%</b>	<b>77.4%</b>	100%
Does not telework (because of a barrier)	14.0%	14.7%	71.4%	100%
Does not telework (by choice)	9.1%	15.1%	75.8%	100%

### Summary Conclusion

Presenting results from the Call and EVS together provides broad insights into Federal telework programs. The combined agency and employee point of view allows a more comprehensive perspective on the state of Federal telework than either data source could provide alone. While agency data suggest little growth in telework, the EVS indicates that more employees may telework than are actually captured in official agency counts. However, determining the exact number of teleworkers at this junction is complicated by a number of methodological and practical considerations as outlined in the report. Both the Call and EVS were improved for 2010 administrations with additional and/or improved telework questions. These will provide an important baseline for comparison with results from future data collections, and more reliable participation estimations plus trend analysis should be possible beginning in 2011.

The addition of an item to allow comparison of teleworkers with respondents not able to telework and those choosing not to telework was a major improvement over prior EVS surveys. Importantly, this addition allowed some initial examination of the performance potential for telework as well as exploration of the relationship between telework and employee outcomes beneficial to organizations. However, the exact form of remote work EVS participants may have considered in their responses is unclear (e.g., regular, recurring versus episodic, frequent versus occasional, mobile versus home-based). Including a definition within or immediately prior to the actual question in future administrations of the EVS would facilitate identification and sharing of best practices across agencies.

The results of agency data call reveal encouraging telework implementation practices. Findings indicate that the majority of reporting agencies have taken measures to integrate telework into agency emergency preparedness/COOP plans. Agencies also report taking steps to ensure that data security is a primary concern in telework program implementation. Given the acknowledged importance of security, however, it is surprising that few agencies equip teleworkers and instead allow employees to equip themselves for telework. Future improvements to the Call should ask agencies to more precisely identify the details of equipment purchase agreements, especially regarding computer purchases.

## ***Advancing Telework***

When considering strategies for advancing telework, findings throughout the report indicate a number of possible leverage points. For example, demographic results from the EVS suggest relatively low rates of telework participation among supervisors and managers. It is important for leadership to consider the message relayed to employees when managers and other leaders choose not to telework. Modeling telework behavior sends a clear message of support and may provide one effective strategy for efforts to expand Federal telework.

Moreover, manager resistance continues to pose a barrier for many employees as suggested by the finding that over a quarter of respondents to the EVS telework item were not permitted to telework, even though they have the kind of job that should allow telework. It is clearly important to build a strong, convincing business case for these programs. Doing so requires measures of telework program success to demonstrate that organizational benefits do result. Agencies need to set goals and identify key success indicators for telework aligned with agency mission, goals, and culture. Evaluations of programs should be conducted at regular intervals and results assessed against program goals to make the necessary business case. The EVS provides a number of items that measure employee perceptions, such as job satisfaction. Research shows that such attitudes are often related to important agency success factors, such as employee turnover. Each agency should make use of EVS and any similar existing data sources in assessing telework program outcomes.

## ***Supporting Federal Agencies***

OPM efforts to support Federal telework increased during 2009 and 2010. The following list highlights several examples of the more visible activities OPM has pursued in support of agency telework programs:

- 1) established an interagency telework advisory group under the leadership of OPM, with numerous advisor accomplishments, including:
  - a) developed a process and Checklist tool for evaluating Federal telework policies, with the objective to assist agencies to improve policies and, ultimately, ensure better foundations for program excellence
  - b) provided oversight for evaluation of 72 telework policies
  - c) revised and improved annual telework data call items
- 2) provided group and individual feedback sessions regarding policy evaluations to all participant agencies
- 3) formed a partnership with the Employee Viewpoint Survey staff to develop and add a telework item to the survey in order to better estimate the full extent of Federal telework participation
- 4) partnered with other agencies (e.g., U.S. Patent and Trademark Office, General Services Administration, Department of Labor, Environmental Protection Agency) to:
  - a) design and administer a structured web log (blog) administered over telework.gov and developed to identify barriers to telework, and

- b) develop and lead the Federal Leadership Thought Forum on Telework, designed to identify actionable solutions to perennial barriers to Federal telework
- 5) held an all Work/Life coordinator meeting (including telework) in September 2009 and a telework coordinator meeting in January 2010, to facilitate information sharing and inter-agency leaning for improving telework

Similar activities will be pursued by OPM in subsequent years as we seek to achieve the multiple benefits possible through telework. OPM is committed to continue its support of agency efforts to expand and improve Federal telework programs.

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## Appendix A: 2010 Call for Telework Data

**Welcome to the Office of Personnel Management's (OPM) 2010 Call for Telework Data (Call).** The annual Call was developed to respond to Congress' request for OPM to provide periodic reports on agency progress in complying with Federal telework laws. The Call questions have been revised from the previous Call for Telework Data, primarily in an effort to simplify and shorten the process.

All agencies are expected to participate in this Call for data. Please participate even if your agency does not currently have a very active telework program. This will enable us to accurately understand the full extent of the implementation of telework in the Federal government.

### INSTRUCTIONS

Please answer every question as completely as possible based on your agency's calendar year **2009** data (January 1, 2009 –December 31, 2009). Agencies with listed sub-agencies/components should provide additional data for specific questions, especially questions that ask about rates and frequency of telework participation. Additional spaces are provided in the Call database.

Please do not skip items. 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.

All responses must be received by COB **Thursday, March 11, 2010**. Failure to submit your electronic data by March 11 will result in your agency's data being omitted from the 2010 Telework Report to Congress.

When a question calls for numbers, be sure to enter whole numbers (for example, 6, 22, 602, 1022) without commas. If you have no data in a particular category, please enter a zero. There are also several opportunities to fill in blanks.

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

### DATA TERMS AND DEFINITIONS

Please use the following definitions when responding to the Call for data. They are not "official" Governmentwide definitions but are used here to ensure standardization for this specific report.

**Telework:** *Telework refers to any arrangement in which an employee regularly performs officially assigned duties at home or other work sites geographically convenient to the residence of the employee.*



**Eligibility:** Agencies have the discretion to determine the telework eligibility requirements for their employees. For reporting purposes, in this Call for data, *ALL employees are considered eligible EXCEPT those employees whose:*

- positions require, on a daily basis (every work day), **direct handling of secure materials**, or **on-site activity** that cannot possibly be handled remotely or at an alternate worksite, such as face-to-face personal contact in some medical, counseling, or similar services; hands-on contact with machinery, equipment, vehicles, etc.; or other physical presence/site-dependent activity, such as forest ranger or guard duty tasks; or
- most recent Federal government performance rating of record (or its equivalent) is below *fully successful* or conduct has resulted in disciplinary action within the last year.

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### **Agency Information**

- 1) Please enter your agency name: \_\_\_\_\_
- 2) Please provide the following information about your Agency Telework Representative:  
Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_  
Phone: \_\_\_\_\_ Email address: \_\_\_\_\_

### **Telework Frequency**

- 3) What is the total number of employees in your agency (Full- and Part-Time)? \_\_\_\_\_
- 4) How many employees usually telework on a regular, recurring basis:
  - a. 3 or more days per work week \_\_\_\_\_?
  - b. 1 - 2 days per work week \_\_\_\_\_?
  - c. Less than once per work week, but at least once per month \_\_\_\_\_?
- 5) How many agency employees in TOTAL teleworked on a regular, recurring basis? **The reported total should equal the numbers shown in 4a, 4b, and 4c for each agency/subagency:** \_\_\_\_\_

- 6) Beyond regular, recurring telework, some employees participate in non-routine, occasional telework referred to as episodic/adhoc/intermittent and/or situational (for example, to accommodate special projects, special medical requests, unusual events).

Does your agency track these non-routine forms of telework?

- \_\_\_ YES
- \_\_\_ NO
- \_\_\_ Other. Please describe: \_\_\_\_\_

- 6a) If YES, please indicate how many employees teleworked on an episodic/adhoc/intermittent and/or situational basis during the last calendar year (January 1 – December 31, 2009). **In the space below, provide a separate response for ANY AND EVERY subagency shown in Question 4.** *Please note: in cases where telework occurs infrequently, but on regular, fixed once per month schedule, that number should be reported in question 4.*
- \_\_\_\_\_

- 7) How did you determine the number of teleworkers you reported to questions above? (Mark all that apply)

- \_\_\_ Tracked telework through a time and attendance system
- \_\_\_ Used an electronic tracking system
- \_\_\_ Counted telework agreements
- \_\_\_ Other. Please explain \_\_\_\_\_

- 8) When reporting the numbers of teleworkers do you generally include (Mark all that apply):

- Employees who only work full work days from a remote location/home
- Employees who work any part of a work day from a remote location/home
- Other. Please describe \_\_\_\_\_

## Policy and Eligibility

- 9) Does your current telework policy limit the number of days an employee is able to telework?

- \_\_\_ YES
- \_\_\_ NO
- \_\_\_ Other. Please describe: \_\_\_\_\_

- 10) Are employees provided with formal notification of their eligibility to telework?

- \_\_\_ YES
- \_\_\_ NO
- \_\_\_ Other. Please describe: \_\_\_\_\_

- 11) Please provide your best estimate of the total number of employees in your agency who are ineligible for telework: \_\_\_\_\_

12) Are there categories of employees that your agency does not allow to telework?

(Mark all that apply)

- New and/or newly assigned employees
- Executives
- Supervisors/Managers
- Support staff
- Employees enrolled in other flexible schedules (AWS, compressed work schedules)
- Employees in front-line public-contact positions
- Part-time employees
- Other. Please explain \_\_\_\_\_

13) Does your agency track the number of employees whose telework agreements are denied?

- \_\_\_ YES
- \_\_\_ NO

13a) If YES, how many denials were based on:

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

14) Does your agency track the number of employees whose telework agreements are terminated?

- \_\_\_ YES
- \_\_\_ NO

14a) If YES, how many terminations were based on:

- Employee Decision \_\_\_\_\_
- Supervisor Decision \_\_\_\_\_

14b) If supervisor decision was the basis for termination, how many of these decisions were:

- due to change in work assignments? \_\_\_\_\_
- due to performance or conduct issues? \_\_\_\_\_
- Other. Please describe \_\_\_\_\_

### **Emergency Preparedness/Continuity of Operations (COOP) Planning**

15) Telework has been *integrated* into your agency emergency preparedness/COOP plans.

- \_\_\_ YES
- \_\_\_ NO

15a) If YES, please estimate the minimum number of employees needed to

maintain basic functions of your agency's mission in a COOP emergency\_\_\_\_\_

15b) If YES, please estimate the maximum number of employees who are equipped, trained and ready to telework in the case of a long term crisis, (e.g. *Pandemic Influenza*) \_\_\_\_\_

15c) If you answered NO to question 14, please mark the statement that best describes your agency:

- \_\_\_\_\_ Telework is *under consideration* for inclusion in our agency emergency preparedness/COOP plans.
- \_\_\_\_\_ Telework is **not under consideration** for inclusion in our agency emergency preparedness/COOP plans.

16) Conditions for telework during times of emergencies or agency closures are addressed in agency telework policies and/or agreements.

- \_\_\_\_\_ YES
- \_\_\_\_\_ NO

17) Training for telework during times of emergencies or agency closures is provided.

- \_\_\_\_\_ YES
- \_\_\_\_\_ NO

18) Does your agency have telework center agreements in place for use during times of emergencies or agency closures?

- \_\_\_\_\_ YES
- \_\_\_\_\_ NO, but it is under consideration
- \_\_\_\_\_ NO

## Technology

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

- \_\_\_\_\_ All information is encrypted
- \_\_\_\_\_ All 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 sensitive or classified information is allowed to leave the agency
- \_\_\_\_\_ Other (Please explain)\_\_\_\_\_

- 20) For the majority of teleworkers, in terms of telework equipment/services:
- \_\_\_ Agency provides/purchases all equipment/services for the teleworker's home
  - \_\_\_ Teleworker purchases all telework-related residential equipment/services
  - \_\_\_ Costs are shared or negotiated between the agency and teleworker
  - \_\_\_ Other. (Please explain)\_\_\_\_\_

## **Return on Investment and Barriers to Telework**

21) Has your agency realized cost savings and/or other benefits as a result of implementing a telework program?

- \_\_\_ YES
- \_\_\_ NO
- \_\_\_ Do not track/Do not know

21a) If you responded YES, select from the following. (Mark all that apply).

- \_\_\_ Real estate/rent costs
- \_\_\_ Human capital (recruitment/retention, etc.)
- \_\_\_ Transportation
- \_\_\_ Productivity/performance
- \_\_\_ Morale
- \_\_\_ Leave
- \_\_\_ Other. Please explain\_\_\_\_\_

22) What are the major barriers to telework in your agency? (Mark all that apply)

- \_\_\_ Information technology (IT) security issues
- \_\_\_ IT funding issues
- \_\_\_ Management resistance
- \_\_\_ Organizational culture
- \_\_\_ Office coverage challenges
- \_\_\_ None
- \_\_\_ Other. Please explain\_\_\_\_\_

23) What is being done to overcome your agency's barrier(s)? (Mark all that apply)

- \_\_\_ Training for Employees
- \_\_\_ Training for Managers
- \_\_\_ Establish/Increase Budget for IT expenditures
- \_\_\_ Increase Marketing
- \_\_\_ Other. Please explain\_\_\_\_\_

24) How can OPM or GSA, our partner in the telework initiative, assist your agency?\_\_\_\_\_

**Thank you for completing the 2010 Telework Call for Data. The contribution of the telework data from your agency will help to ensure the progress and success of telework in the Federal government.**

Appendix B: 2010 Federal Employee Viewpoint Survey

**Survey Telework Items**

72. Please select the response below that **BEST** describes your teleworking situation.

I telework on a regular basis (at least one entire work day a week).

I telework infrequently (less than one entire work day a week).

I do not telework because I have to be physically present on the job (for example, Law Enforcement Officers, Park Rangers, Security Personnel).

I do not telework because I have technical issues (for example, connectivity, inadequate equipment) that prevent me from teleworking.

I do not telework because I am not allowed to, even though I have the kind of job where I can telework.

I do not telework because I choose not to telework.

73. How satisfied are you with the Telework program in your agency?

Very Satisfied

Satisfied

Neither Satisfied nor Dissatisfied

Dissatisfied

Very Dissatisfied

No Basis to Judge

**Appendix C: Calendar Year 2009 Telework Frequency Data** (agencies listed alphabetically)

The table provided here details results from the 2010 Telework Data Call (reproduced in Appendix A). Columns are lettered and the following key is used to facilitate interpretation of the tabled information:

- (A) Reports agency responses to question 3 in the Call (*What is the total number of employees in your agency (Full- and Part- Time)?*)
- (B) Results from agency responses to question 5 in the Call (*How many agency employees in TOTAL teleworked on a regular, recurring basis?*) Note that this total does not include ad hoc/situational/episodic telework.
- (C) Shows the percent of teleworkers in the agency (the number shown in column B divided by the number in column A). Ideally, the percent shown in column C would describe the percent of *eligible* employees who telework. However, approximately 50% of agencies reported their eligible/ineligible employees (see column H). Accordingly, to allow consistent reporting across agencies, the percent of teleworkers reflects that portion of the entire employee population that teleworked at the time of the survey. This percent is likely to be a smaller than the percent of eligible employees (for example, had the percent of teleworkers at OPM been based solely on employees deemed eligible to telework, the result would have been a higher percentage: 43% versus 27% or the total number of teleworkers divided by the total number of employees less the number of employees identified as ineligible).
- (D) Derived by adding together agency responses to questions 4(a) and 4(b) of the Call. How many employees usually telework on a regular, recurring basis (a) 3 or more days per work week? and (b) 1 - 2 days per work week?
- (E) Shows the proportion of the employee population (column A) that engages in regular and recurring telework at least one day per work week.
- (F) Agency responses to question 4(c) of the Call (*How many employees usually telework on a regular, recurring basis less than once per work week, but at least once per month?*).
- (G) Agencies who reported that they do track non-routine telework (e.g., episodic, adhoc) were asked to report the total number of non-routine teleworkers in response to question 6(a) of the Call: *how many employees teleworked on an episodic/adhoc/intermittent and/or situational basis during the last calendar year?*
- (H) Agency responses to question 11 of the Call shown in Appendix A (*Please provide your best estimate of the total number of employees in your agency who are ineligible for telework*).

Agency	(A) Total Number of Employees	(B) Total Number of Teleworkers	(C) Percent of Teleworkers	(D) Number Teleworked Regularly (at least 1 day/ workweek)	(E) Percent of Regular Teleworkers	(F) Number Teleworked Infrequently (less than 1 day/ workweek)	(G) Number Teleworked on Ad hoc/ Episodic/ Situational Basis	(H) Number of Agency Employees Identified as Ineligible
Agency for International Development	1,898	388	20.44	119	6.27	269	NR*	NR*
Chemical Safety and Hazard Investigation Board	37	25	67.57	5	13.51	20	NR	3
Committee for Purchase from People Who Are Blind or Severely Disabled	24	10	41.67	9	37.5	1	8	NR
Commodity Futures Trading Commission	576	142	24.65	54	9.38	88	170	NR
Consumer Product Safety Commission	489	207	42.33	203	41.51	4	NR	NR
Corporation for National and Community Service	593	189	31.87	59	9.95	130	130	0
Court Services and Offender Supervision Agency	1,341	363	27.07	339	25.28	24	69	196
Defense Nuclear Facilities Safety Board	104	1	0.96	1	0.96	0	5	NR
Department of Agriculture	103,857	5,819	5.6	3,470	3.34	2349	NR	40,000
Department of Commerce	24,581	4,497	18.29	2,727	11.09	1,770	4,707	7926
Department of Defense	751,425	19,862	2.64	14,683	1.95	5,179	7,248	176,000
Department of Education	4,190	763	18.21	319	7.61	444	NR	NR
Department of Energy	14,958	888	5.94	587	3.92	301	1,027	2,075
Department of Health and Human Services	69,288	10,557	15.24	9,378	13.53	1,907	NR	17,127
Department of Homeland Security	172,726	3,586	2.08	1,646	0.95	1,940	NR	140,000
Department of Housing and Urban Development	8,853	2,676	30.23	2,415	27.28	261	NR	NR



Agency	(A) Total Number of Employees	(B) Total Number of Teleworkers	(C) Percent of Teleworkers	(D) Number Teleworked Regularly (at least 1 day/ workweek)	(E) Percent of Regular Teleworkers	(F) Number Teleworked Infrequently (less than 1 day/ workweek)	(G) Number Teleworked on Ad hoc/ Episodic/ Situational Basis	(H) Number of Agency Employees Identified as Ineligible
Department of Interior	59,782	2,959	4.95	1,611	2.69	1,348	943	22,000
Department of Justice	112,443	1,997	1.78	1,515	1.35	482	932	60,349
Department of Labor	15,985	1,918	12	634	3.97	1,285	3,174	NR
Department of State	13,979	1,374	9.83	491	3.51	883	NR	NR
Department of Transportation	57,791	7,437	12.87	3,806	6.59	3,631	1,143	35,000
Department of Treasury	101,059	5,817	5.76	4,610	4.56	1,206	3,118	58,717
Department of Veterans Affairs	299,568	6,269	2.09	4,669	1.56	1,600	NR	268,000
Environmental Protection Agency	17,193	4,780	27.8	3,359	19.54	1,421	2,912	NR
Equal Employment Opportunity Commission	2,214	614	27.73	487	22	127	172	NR
Executive Office of the President(Science and Technology)	65	46	70.77	6	9.23	40	NR	NR
Export-Import Bank of the United States	389	291	74.81	33	8.48	258	258	NR
Farm Credit Administration	277	68	24.55	53	19.13	15	13	0
Farm Credit System Insurance Corporation	10	1	10	2	20	0	10	3
Federal Communications Commission	1,871	926	49.49	501	26.78	425	NR	NR
Federal Deposit Insurance Corporation	6,612	1,830	27.68	671	10.15	1,159	1,807	NR
Federal Election Commission	365	38	10.41	38	10.41	0	18	NR
Federal Energy Regulatory Commission	1,466	157	10.71	157	10.71	0	NR	NR
Federal Housing Finance Agency	430	83	19.3	38	8.84	45	98	NR
Federal Labor Relations Authority	147	6	4.08	6	4.08	0	14	15

Agency	(A) Total Number of Employees	(B) Total Number of Teleworkers	(C) Percent of Teleworkers	(D) Number Teleworked Regularly (at least 1 day/ workweek)	(E) Percent of Regular Teleworkers	(F) Number Teleworked Infrequently (less than 1 day/ workweek)	(G) Number Teleworked on Ad hoc/ Episodic/ Situational Basis	(H) Number of Agency Employees Identified as Ineligible
Federal Maritime Commission	127	4	3.15	0	0	4	31	0
Federal Mediation and Conciliation Service	240	14	5.83	10	4.17	4	NR	32
Federal Trade Commission	1,126	80	7.1	59	5.24	21	NR	11
General Services Administration	12,692	7,207	56.78	5,122	40.36	2,085	NR	1,349
Institute of Museum and Library Services	70	10	14.29	3	4.29	7	38	NR
Inter-American Foundation	46	0	0	0	0	0	32	9
International Boundary and Water Commission	250	3	1.2	3	1.2	0	0	NR
International Broadcasting Bureau	1,763	279	15.83	279	15.83	0	NR	NR
Japan-U.S. Friendship Commission	4	3	75	3	75	0	NR	NR
Marine Mammal Commission	12	2	16.67	2	16.67	0	3	NR
Merit Systems Protection Board	224	68	30.36	68	30.36	0	3	NR
National Aeronautics and Space Administration	18,111	5,217	28.81	445	2.46	4,772	NR	NR
National Archives and Records Administration	3,440	334	9.71	263	7.65	71	204	NR
National Capital Planning Commission	42	5	11.9	5	11.9	0	12	NR
National Council on Disability	10	6	60	0	0	6	3	2
National Credit Union Administration	1,019	40	3.93	39	3.83	1	NR	550
National Endowment for the Arts	168	18	10.71	18	10.71	0	33	NR
National Endowment for the Humanities	163	38	23.31	32	19.63	6	33	NR

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National Labor Relations Board	1,665	370	22.22	180	10.81	190	NR	89
National Mediation Board	48	23	47.92	20	41.67	0	NR	NR
National Science Foundation	1,514	265	17.5	165	10.9	100	670	NR
National Transportation Safety Board	386	150	38.86	144	37.31	6	NR	NR
Nuclear Regulatory Commission	4,100	723	17.63	683	16.66	40	NR	100
Nuclear Waste Technical Review Board	13	10	76.92	8	61.54	2	NR	NR
Occupational Safety and Health Review Commission	57	9	15.79	0	0	9	2	NR
Office of Government Ethics	77	14	18.18	14	18.18	0	2	NR
Office of National Drug Control Policy	98	0	0	0	0	0	1	0
Office of Personnel Management	4,922	1,336	27.14	844	17.15	492	505	1,801
Office of Special Counsel	105	34	32.38	34	32.38	0	NR	NR
Overseas Private Investment Corporation	207	21	10.14	21	10.14	0	165	5
Patent and Trademark Office	9,583	5,359	55.92	5,311	55.42	48	48	3,036
Peace Corps	875	127	14.51	52	5.94	75	25	500
Pension Benefit Guaranty Corporation	908	344	37.89	199	21.92	145	NR	0
Railroad Retirement Board	962	112	11.64	109	11.33	3	NR	727
Securities and Exchange Commission	3,993	785	19.66	785	19.66	0	1,114	0
Selective Service System	120	47	39.17	47	39.17	0	NR	36
Small Business Administration	5,155	159	3.08	142	2.75	17	86	NR

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Smithsonian Institution	4,034	143	3.54	133	3.3	10	NR	NR
Social Security Administration	67,555	3,129	4.63	2,665	3.94	464	NR	5,1000
Trade and Development Agency	47	0	0	0	0	0	9	0
U.S. Access Board	28	24	85.71	4	14.29	20	NR	NR
U.S. Commission on Civil Rights	44	4	9.09	0	0	4	NR	NR
U.S. International Trade Commission	401	56	13.97	21	5.24	35	128	0
United States Holocaust Memorial Museum	400	64	16	33	8.25	31	NR	100
<b>Governmentwide Total</b>	<b>1,993,390</b>	<b>113,946</b>	<b>10.4%</b>	<b>76,666</b>	<b>5.72%</b>	<b>37,280</b>	<b>31,123</b>	<b>886,758</b>

\*Note: NR indicates "not reported"



UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT

Employee Services  
Work/Life Wellness

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