UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Status of Telework in the Federal Government

Report to Congress

Fiscal Year 2018

OPM.GOV

MARCH **2020**

Message from the Director

I am pleased to present the fiscal year 2018 Status of Telework in the Federal Government report – the seventh status report the U.S. Office of Personnel Management (OPM) has published since the signing of the Telework Enhancement Act of 2010. This report provides an overview of Federal telework programs, and it shows that agencies continue to make progress in their use of telework to deliver mission outcomes, provide excellent customer service, and efficient stewardship of our taxpayer dollars.

The President's Management Agenda sets forth a bold vision for effective and efficient mission achievement, improved service to America through effective management of a 21st century Federal workforce, and effective stewardship of taxpayer dollars. This includes supporting the workforce through management practices and programs that are proven to help maximize employee engagement and performance.

Results from this report show that the majority of agencies collect telework participation data through automated systems, which tend to be more accurate than other methods. Additionally, most agencies achieved at least one of the participation goals they set for fiscal year 2018, and agencies are using telework to drive Government performance through emergency preparedness, improved employee morale, and other outcomes.

Data collected for this report and results from the 2018 Federal Employee Viewpoint Survey (FEVS) provide evidence of the positive outcomes associated with the strategic implementation of telework and demonstrate the success of Federal agencies in utilizing telework participation to achieve results. FEVS data show that individuals with access to telework are more engaged, more satisfied with work, and more likely to remain at their agencies than employees who are unable to telework.

OPM encourages agencies to take steps where appropriate to further evaluate telework eligibility, streamline data reporting practices, and collect the information needed to assess the benefits and costs associated with telework programs. To support these efforts, OPM issued Governmentwide guidance intended to provide agencies with critical tools to help develop the telework metrics available to agency management and thus enable them to make data-driven decisions about their programs.

Dale Cabaniss
Director

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Executive Summary

Since Congress passed the Telework Enhancement Act in 2010, Federal agencies have made remarkable progress in developing and utilizing telework programs to help achieve mission objectives. The Telework Enhancement Act mandated that OPM provide an annual report to Congress addressing the telework programs of each Executive agency (5 U.S.C. § 6506). The current report fulfills OPM's reporting requirements for fiscal year 2018 and provides information on telework trends over a multi-year period, including 2012-2018.

This report includes several key findings: (1) employee eligibility to participate in telework remains steady; (2) telework participation has stabilized; (3) agencies maintain progress in setting and achieving telework goals; (4) agencies continue to improve their capacity to assess cost savings achieved through telework; and (5) agency management continues to leverage telework in support of mission goal achievement.

Telework Eligibility Remains Steady

Agencies reported through OPM's annual telework data call that the percentage of employees who are eligible to telework remains steady. In 2018, about 42 percent of Federal employees were eligible to telework—one percentage point lower than reported in 2017. OPM recommends that agencies continue to evaluate the optimum use of telework in their organization by regularly reassessing individual employee eligibility determinations and providing updates where applicable.

Telework Participation has Stabilized

From fiscal years 2017 to 2018, telework participation increased slightly from 21 percent to 22 percent of all employees and from 49 percent to 51 percent of eligible employees. These numbers mirror FY 2016 participation percentages, and suggest that telework participation has stabilized over time. Situational telework remains the most common form of telework participation, with nearly half (45 percent) of teleworkers engaging in situational telework to some degree over the course of the fiscal year.

Agencies Maintain High Telework Goal Achievement Rates

Overall, 76 percent of agencies met at least one of their participation goals previously set for fiscal year 2018. The most common type of participation goal agencies successfully achieved was for infrequent routine participation (63 percent of agencies). For telework outcome goals, agencies most commonly set and made progress on goals focusing on emergency preparedness (64 percent of agencies).

Capacity to Assess Cost-Savings Continues to Improve

Over a third of Federal agencies (36 percent) were able to track some form of cost savings due to telework—a seven point increase from fiscal year 2017. Those agencies most frequently reported cost savings achieved through telework in the areas of transit/commuting (18 percent), rent/office space (13 percent), and reduced employee absences (10 percent). However, 46 percent of agencies continue to experience difficulty in tracking cost savings. The most commonly cited barriers to cost-savings assessment include unavailability of cost savings tracking systems, difficulty isolating costs associated specifically with telework, and lack of access to data.

Agency Management Continues to Leverage Telework to Support Mission Goals

Agencies continue to take action at the leadership level to promote telework as a strategic management tool. Agency leaders continue to promote telework through their Continuity-of-Operations (COOP) events and planning (77 percent of agencies), promoting telework in agency-wide meetings (57 percent), aligning telework with agency strategic goals and mission (43 percent), and sending agency-wide emails of support for telework (36 percent). In open-ended responses, agencies reported a wide variety of management efforts to meet the needs of their workforce, improve their programs, accomplish agency mission objectives, and support work-life balance. These responses follow similar trends observed in previous reporting.

Introduction

The Telework Enhancement Act (the Act) directs OPM to annually report to Congress on the status of Federal telework programs (5 U.S.C. § 6506). The purpose of this report is to satisfy OPM's reporting requirements under the law for fiscal year 2018. Specifically, this report addresses:

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

Overall, the results show that agencies continue to take steps to improve and evaluate their telework programs in support of a wide range of valuable outcomes.

Research Design and Method

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

Data Sources

The primary data source for this report is OPM's 2018 Telework Data Call (Data Call), an online survey administered by OPM from November 1 to December 12, 2018, to an individual point of contact in each Executive branch agency (see Appendix 3 for the Data Call instrument). The survey collected quantitative and qualitative data on telework eligibility, participation, frequency, goal-setting and achievement, cost savings, agency management efforts to promote telework, and best practices for fiscal year 2018. OPM distributed the survey to 89 agencies and 87 agencies responded to the survey (see Appendices 5-6 for lists of responding agencies and subagencies).

As in previous years, this report also includes information from the 2018 Federal Employee Viewpoint Survey (FEVS). The FEVS is an annual survey of Federal employees, and it provides employee-level data on telework participation, satisfaction, and teleworker characteristics. The FEVS also allows comparisons of teleworkers' and non-teleworkers' experiences and perceptions to assess the correlation between telework and employee outcomes. While these correlations do not necessarily reflect causal relationships, they provide some evidence for theoretical linkages between programs and outcomes.

Analysis

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

The 2018 FEVS analysis focused on questions pertaining to telework participation and satisfaction among program participants. In addition, OPM used demographic variables to examine the characteristics of employees who telework. Finally, to assess the correlation between telework and employee outcomes, OPM compared the percentage of positive responses to several survey items among teleworkers and non-teleworkers who indicated they do not telework due to a barrier. All FEVS analyses used survey weights to produce estimates representative of the Federal workforce.

Results

Eligibility, Participation, and Frequency

The Act requires OPM to report information on telework eligibility, participation, and frequency of participation. Agencies may provide data for either the fiscal year or for a typical two-week period in September (each agency can pick any two-week period for the month of September). Fiscal year data ideally incorporate monthly or seasonal variation in participation and are more likely to include situational telework than a September snapshot. Nevertheless, agencies vary in their ability to collect and aggregate telework data across the fiscal year. For the 2018 Data Call, approximately 92 percent of agencies (n=80) reported fiscal year data.

Table 1 shows the total reported numbers of employees, employees deemed eligible to telework, and employees who teleworked for each time period addressed in the survey. For the overall fiscal year, 80 agencies reported a total of 468,528 teleworkers in 2018, while for September estimates, 7 agencies reported a total of 14,808 teleworkers.

Table 1: Telework Eligibility, Participation, and Frequency, FY 2018

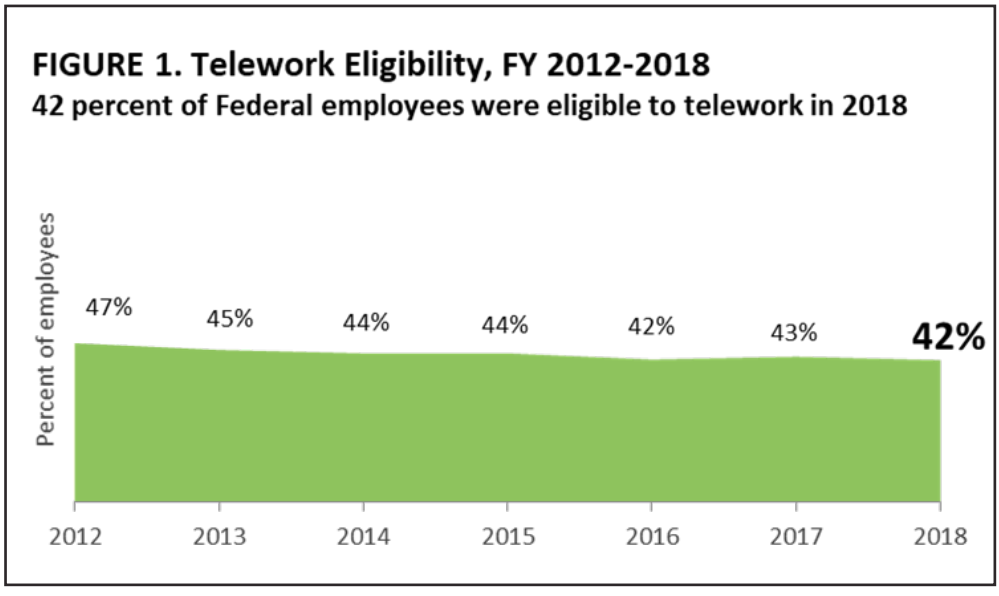
	Number of Employees	Number of Responding Agencies
Total number of employees	2,148,804	85
Employees deemed eligible to telework	905,882	84
Employees teleworking		
Fiscal year data	468,528	80
September data	14,808	7
Total (FY and September)	483,336	87

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

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

Eligibility

As shown in Figure 1, telework eligibility rates remain consistent with previous annual trends. Agencies reported that 42 percent of all Federal employees were eligible to telework in fiscal year 2018—one percentage point lower than reported in fiscal year 2017. As OPM has previously reported, many agencies have not reevaluated their telework eligibility criteria since their programs were established. As a result, the relative stability of telework eligibility rates may represent



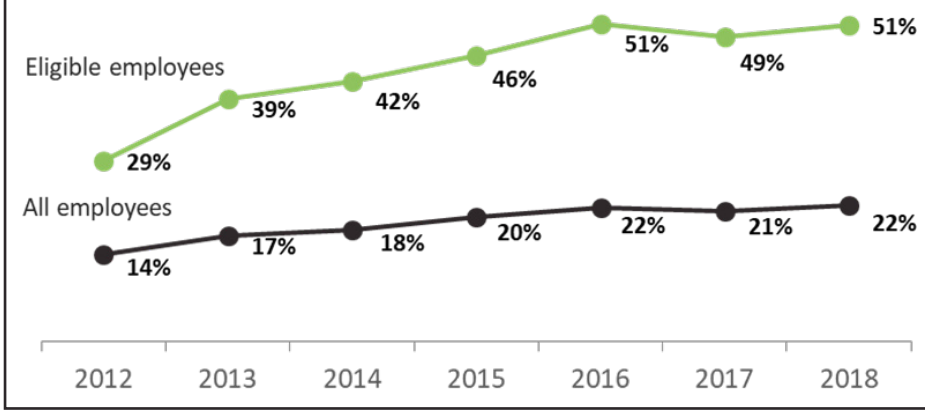
a missed opportunity for agencies to fully leverage telework and achieve various organizational goals. Particularly, a telework-ready workforce can help ensure that essential Federal functions continue during emergency situations. Considering OPM's 2018 issuance of weather and safety leave regulations, reassessing telework eligibility criteria may provide an opportunity for agencies to improve workforce readiness during weather events and other emergencies.[1]

Participation

As shown in Figure 2, telework participation has also stabilized. Agencies reported 22 percent of all Federal employees participated in fiscal year 2018—one percentage point higher than fiscal year 2017. Agencies reported 51 percent of telework eligible employees participated in fiscal year 2018—two percentage points higher than in fiscal year 2017. These numbers mirror fiscal year 2016 participation percentages, and suggest that telework participation may have leveled out after a slight decline in fiscal year 2017.

FIGURE 2. Telework Participation, FY 2012-2018

Telework participation has leveled out, with *22 percent of all* employees and *51 percent of eligible* employees teleworking in 2018



Results from the FEVS indicate telework participation continues to increase. As described in the section below and shown later in Figure 10, 41 percent of all Federal employees reported teleworking in the 2018 FEVS—five percentage points higher than the 36 percent who reported teleworking in 2017. The different telework participation estimates from the FEVS and Data Call reflect the differences in the level of data collection, question wording, and survey administration timeframe. The FEVS asked individual employees about their telework participation at the time of survey administration, while the Data Call asked agency-level respondents to report participation using administrative records for the fiscal year. It is also worth noting that the 2018 FEVS telework questions were modified slightly in 2018 to improve the interpretation or understanding of the items.[2] Accordingly, it is difficult to determine whether the participation increase observed in the 2018 FEVS reflects actual, significant changes in telework participation or successful survey item refinement.

Reasons for Changes in Participation

Agencies that reported changes in participation (increase or decrease) of more than 10 percent between fiscal years 2017 and 2018 were asked to provide reasons for the change, as required by the Act. Detailed agency responses are included in Appendix 11. Of the 25 agencies that provided an explanation for a change in fiscal year data, 17 reported a telework increase and eight reported a decrease.

The most common explanations for those agencies that increased participation included improved reporting accuracy and more participation in situational telework during COOP events. Among the eight agencies reporting a decrease, attrition was the most common explanation. Increased reporting accuracy and business needs that require in-person

1 Memorandum for Chief Human Capital Officers: Issuance of Weather and Safety Leave Regulations; https://chcoc.gov/content/issuance-weather-and-safety-leave-regulations

2 2018 Federal Employee Viewpoint Survey Governmentwide Management Report; https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2018/2018-governmentwide-management-report.pdf

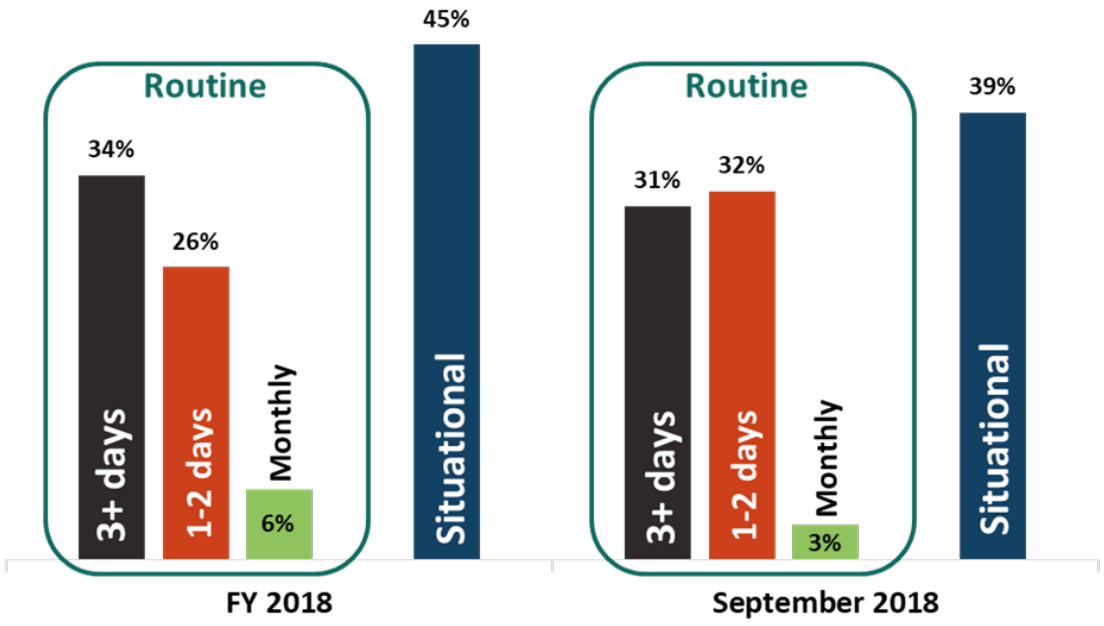
interaction were other reasons for the decline in participation. For those agencies reporting September data, five out of seven showed significant changes in their telework participation. Four out of the five experienced a significant increase when compared to FY 2017.

Frequency of Participation

In addition to overall telework participation, how often employees are teleworking during a pay period ("frequency of telework participation") is an important factor to consider in assessing the status of Federal telework programs because different levels of frequency can be used to achieve different goals. For example, situational telework facilitates continuity of operations planning, while frequent routine telework may facilitate real estate reduction goals.

Figure 3 shows the percentage of teleworkers participating at different frequency levels for both fiscal year and September responses.[3] For fiscal year 2018, agencies reported that 45 percent of teleworkers teleworked on a situational basis. In terms of routine telework, 34 percent teleworked three or more days per two-week period, 26 percent teleworked one to two days per two-week period, and six percent teleworked no more than once per month.[4] For September 2018, agencies reported that 39 percent of teleworkers teleworked on a situational basis, 31 percent teleworked three or more days per two-week pay period, 32 percent teleworked one to two days per two-week period, and three percent teleworked no more than once per month.

FIGURE 3. Telework Frequency, FY 2018 and September 2018



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

Telework frequency results should be interpreted cautiously because of wide variation in agency methods for computing frequency of participation. For instance, some agencies compute frequency through employee self-reporting on their time and attendance systems, while others analyze raw payroll data or rely on reports provided by their payroll

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

4 The 2018 FEVS collected data on telework frequency by asking employees to self-report participation in five categories: (1) I telework very infrequently, on an unscheduled or short-term basis (15 percent of teleworkers); (2) I telework, but only about 1 or 2 days per month (6 percent of teleworkers); (3) I telework, but no more than 1 or 2 days per month (5 percent of teleworkers); (4) I telework 1 or 2 days per week (16 percent of teleworkers); and (5) I telework 3 or 4 days per week (5 percent of teleworkers). These data are not comparable to Data Call results because the FEVS did not distinguish between routine and situational telework, and employees could only choose one response category.

providers. OPM's ongoing transition to the use of automated data collected through payroll systems and the Enterprise HR Integration (EHRI) data warehouse are expected to facilitate improved accuracy and consistency in determining frequency of participation.

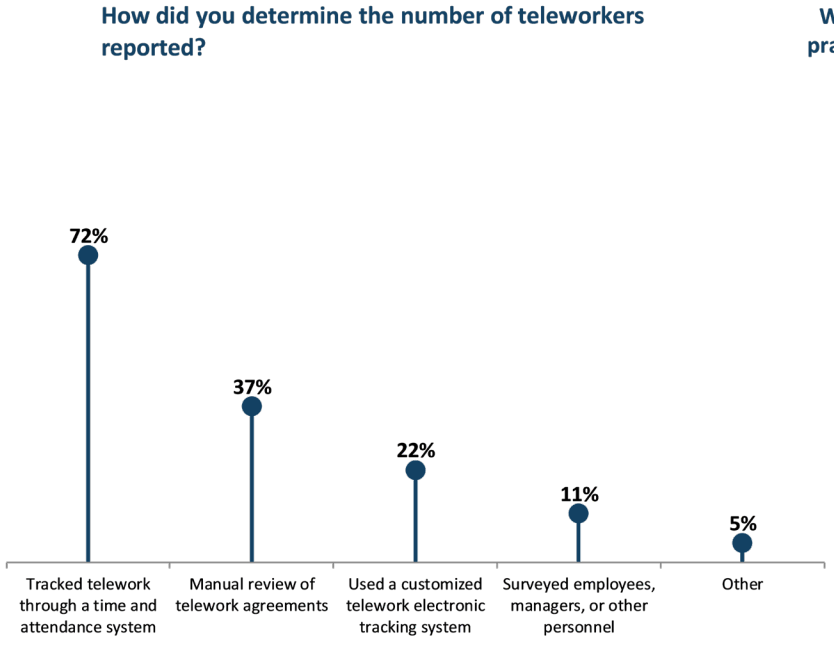
As in the 2017 Data Call, OPM asked agencies to separate remote workers from their overall telework counts in the 2018 Data Call. Remote work, often unofficially referred to as full-time telework by some agencies, is an alternative work arrangement in which a Federal employee works from a remote location that is the employee's official duty location on a full-time basis. Such an arrangement is distinct from telework, which assumes the employee will report to an agency workplace during at least a portion of each pay period. Among the 50 agencies reporting remote work data, remote workers represented eight percent of all employees. Agencies may use remote work to achieve goals such as retaining employees who must move for personal reasons and would otherwise leave the agency, recruiting employees with specialized skills who may not want or be able to relocate for personal reasons, or achieving real estate cost reductions. Detailed agency remote work totals are shown in Appendix 8.

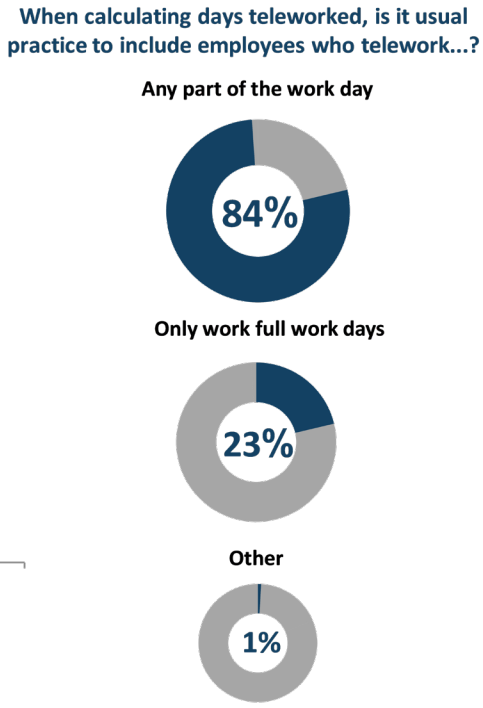
Methods for Gathering Telework Data

As shown in Figure 4, agencies are continuing to collect telework participation through automated systems which tend to be more accurate than other methods. Agencies were able to report any applicable data collection methods they use, and the large majority of agencies primarily rely on data from their time and attendance system (72 percent of agencies). A smaller proportion of agencies manually review telework agreements (37 percent), use a customized tracking system (22 percent), survey agency personnel (11 percent), or other methods (five percent). Specific responses for each agency are shown in Appendix 20.

OPM continues to work closely with agencies and payroll providers to improve the reporting of telework to OPM's EHRI database. Agencies experience significant challenges in tracking telework behavior as a result of a number of factors, including: employees incorrectly recording telework and managers not correcting these errors; time sheets misaligned with reporting requirements; and tracking technology limitations. Additionally, some agencies experience data transmission errors, where the agency's time and attendance system does not accurately communicate the telework data collected to EHRI. As agencies improve their capabilities for automated data collection, OPM anticipates the accuracy and consistency of their telework data collection and reporting also to improve.

FIGURE 4. Methods for Telework Calculations





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

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

As mentioned above, OPM continues to advance an initiative to improve the quality of telework data reporting by transitioning data collection (for telework eligibility, participation, and frequency) to automated data submitted to OPM through the EHRI database. Under OPM data standards released in 2012, agencies are required to submit information on telework eligibility and participation through the monthly HR-status data feed and the bi-weekly payroll data feed.[5] OPM continues to support agencies' efforts to align with the reporting requirements through individual agency and payroll provider meetings. These one-on-one meetings allow for a more thorough review of the specific barriers preventing accurate data transmission.

Participation and Outcome Goals

The Act directs OPM to assess agency progress in setting and achieving telework participation and outcome goals. OPM collected data on agency achievement of participation goals that were set for fiscal year 2018, and progress in setting and achieving telework outcome goals specified in the Act since the last Data Call.

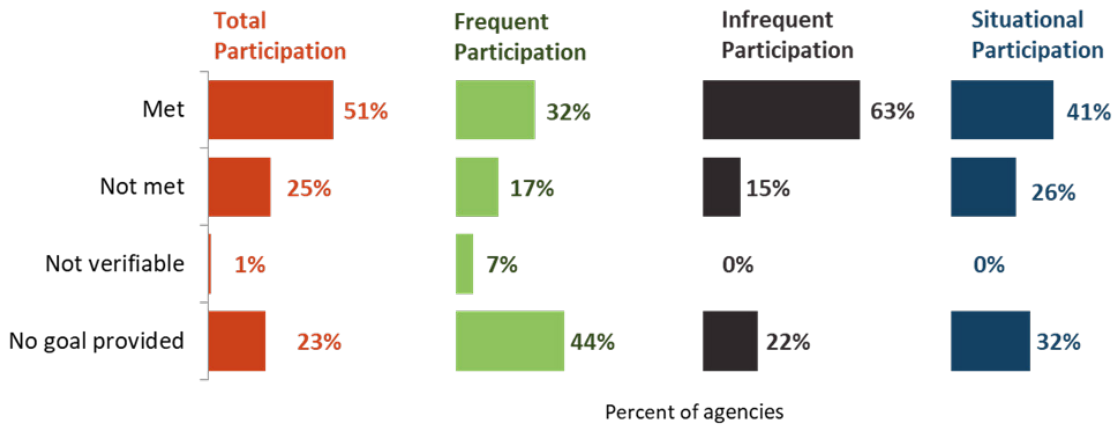
Agency Goal-Setting: Telework Participation

Participation Goals: Fiscal Year 2018 Progress Assessments

The 2017 Data Call asked agencies to set telework participation goals for fiscal year 2018. Agencies were provided with opportunities to set goals for total telework participation as well as frequent routine (three or more days per two-week period), infrequent routine (one to two days per two-week period), and situational telework. Agencies had the option of setting goals in one or more of these areas.[6]

To gauge agency progress in meeting participation goals, OPM analyzed the degree to which the fiscal year 2018 participation data submitted by agencies supported their self-assessments of progress, by comparing the 2018 goal specified in the 2017 Data Call to the 2018 participation data reported in the 2018 Data Call. In a small number of cases, progress could not be assessed due to data limitations (e.g., an agency set a goal for 2018 but did not report the relevant data). The results of OPM's progress assessment are shown in Appendix 14 and summarized in Figure 5.

FIGURE 5. FY 2018 Telework Participation Goal Progress



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

The most common type of participation goal that agencies successfully achieved was for infrequent routine participation, followed in order by total participation, situational, and frequent routine telework. Overall, 76 percent of agencies met at least one of their participation goals based on data reported for fiscal year 2018 (not shown). The rate at

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

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

which no goal was provided varied by type of goal, but most agencies set at least one goal.

Understanding Missed Goals and Efforts to Achieve Future Goals

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

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

- Employee attrition
- Data collection limitations
- Agency achieved a portion of goal
- Policy restrictions
- Change in context

Actions being taken to identify and eliminate barriers included (n=12):

- Updated policy/guidance
- Improved data automation and tracking
- Training for managers and/or employees
- Investment in technology
- Encouraging telework when applicable
- Implementing a communications campaign

Participation Goals: Fiscal Year 2019

Agencies responding to the 2018 Data Call were asked to provide telework participation goals for the fiscal year 2019. As in the previous Data Call, agencies were able to set total participation goals and frequency of participation goals. Detailed agency responses are shown in Appendices 16-17.

FIGURE 6. Percentage of Agencies Setting Participation Goals

The majority of agencies set both total and frequency participation goals

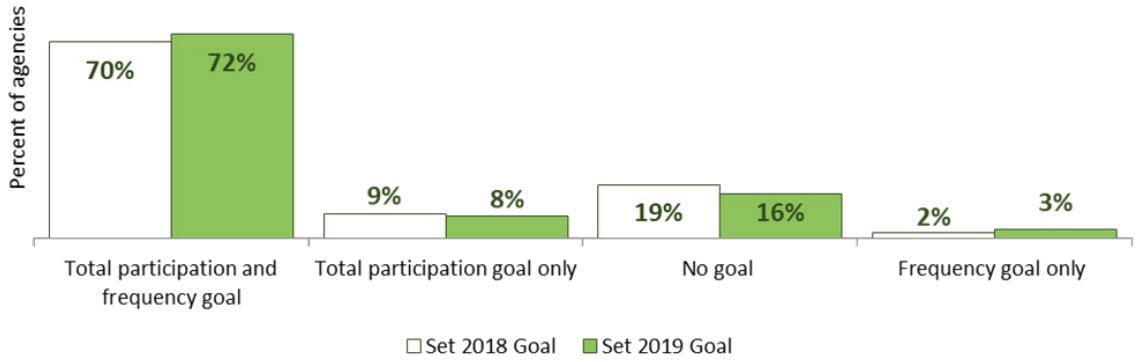


Figure 6 summarizes agency goal-setting for fiscal year 2019 in comparison to previous goal-setting for fiscal year 2018. The results show that the majority of agencies continue to set both total participation and frequency of participation goals (72 percent for fiscal year 2019 compared to 70 percent for fiscal year 2018). Fewer agencies did not provide a participation goal than last year (16 percent for fiscal year 2019 compared to 19 percent for fiscal year 2018).

Agencies that Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish participation goals for 2019 – either overall or a frequency of participation goal – were provided an opportunity to explain what prevented them from establishing a numeric goal and the timeline for establishing such a goal. Detailed agency responses are shown in Appendix 18 and summarized in Table 2.

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

Reason for Not Setting Goals	Agencies
Data collection limitations	7
At maximum level allowed to meet agency needs	3
Nature of the work limits frequent telework/goal-setting	3
Policy limits on number of telework days	3
Small agency size	3
Set goal for overall telework participation rather than frequency goal	2
Difficult to establish situational telework goals due to unpredictable need	2
Within agency variations in telework participation limit goal-setting at agency level	2
Prefer to set non-numeric goal	2
In progress	1
Other	2

Note: Some agencies were included in multiple categories.

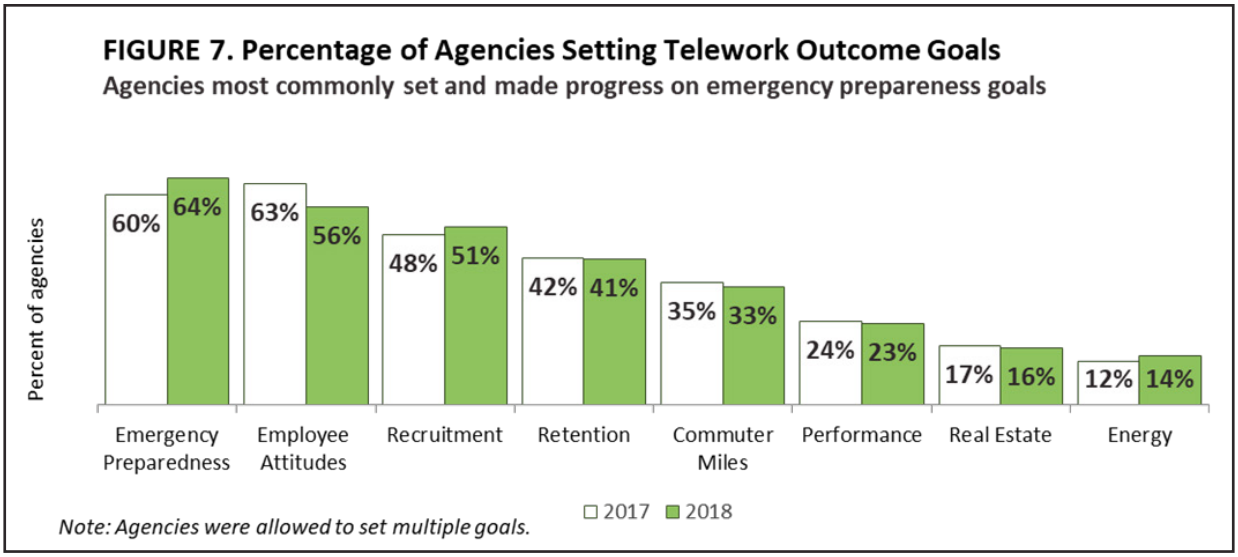
Among agencies that provided an explanation for not setting a participation goal, the most common reasons included data collection limitations (e.g., systems under development), telework participation already at the maximum level allowable, the nature of the agency's work, policy restrictions on the number of telework days permitted, or limitations due to agency size. Agencies were also given the opportunity to describe any non-numeric goals. Of these agencies, common goals included increasing telework participation generally, reviewing and revising the agency telework policy, and supporting telework and performance management.

Agency Outcomes: Assessing Agency Non-Participation Goals

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

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

The 2018 Data Call required agencies to report on any goal-setting and achievement efforts related to telework outcomes since the previous Data Call. For each outcome listed in the Act, agencies were instructed to describe their progress and were encouraged to include the specific goal(s), strategies, data, and methodology used to evaluate success. The Data Call also allowed agencies to describe any other outcome goals not listed in the Act. Detailed agency responses are shown in Appendix 19 and summarized in Figure 7.



Shown in Figure 7, the most common goals were in the areas of emergency preparedness (64 percent) and employee attitudes (56 percent). Agency efforts for each type of goal are described in the sections below, including a summary of the strategies and metrics. As a note, some agencies that reported goal implementation did not provide follow-up narrative on strategies and metrics. Examples of agency best practices are highlighted in "Agency Spotlight" boxes.

Emergency Preparedness

The Act requires Executive agencies to incorporate telework into their continuity of operations (COOP) planning, and telework is central to OPM's *Washington, DC, Area Dismissal and Closure Procedures.*[7] Goal-setting concerning emergency planning remains a top priority for many agencies. Agency efforts for emergency preparedness (n=54) are summarized in Table 3.

Table 3: Emergency Preparedness Goal Setting

Goal: Emergency Preparedness	Agencies
Reported goal-setting	54
Strategies	
Emphasize telework in COOP plan or guidance	28
Telework exercises/drills	7
Unclear	6
Encourage or require telework during closures (e.g., weather, special events)	5
Build/maintain a telework-ready workforce (e.g., include situational telework in agreement)	5
Improve information technology (e.g., laptops, VPN)	4
Updated telework policy/guidance	4
Ensure telework agreements for essential employees	3
Include emergency expectations in telework agreements	2
Improved tracking of emergency telework (e.g., revised timesheets)	2
Encourage preparation for telework when closures expected	2
Telework training for employees and/or managers	1
Encourage routine telework to acclimate employees to telework	1
Metrics	

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

Goal: Emergency Preparedness	Agencies
No metric	15
Continued essential operations during recent closures or special events	12
Number of telework-ready or telework-eligible employees	10
Results of emergency test drills (e.g., system capacity, employee survey)	8
Employee survey	7
Telework participation records (often during building closures or special events)	6
Use of remote servers during emergency closures	4
Telework agreements among all or subsets (e.g., essential) employees	2
Number of employees equipped with laptops/cell phones	2
Resolution of technical issues (e.g., VPN, security, connectivity)	1

AGENCY SPOTLIGHT: Emergency Preparedness Goal

National Capital Planning Commission

"The NCPC has been successful in its efforts to ensure employees are telework ready as a means of emergency preparedness and planning. In FY2018, at the direction of OPM and as a result of inclement weather, 100% of the agency's telework ready employees were able to successfully continue operations from a remote location. The NCPC employs ongoing efforts through its IT team and emergency planning staff to ensure systems are operational to facilitate maximum productivity in emergency situations."

Many respondents reported emphasizing telework in COOP plans or guidance and encouraging telework readiness (e.g., situational telework agreements). Other common strategies included facilitating agency-wide telework drills, encouraging or requiring telework participation during closures such as weather emergencies and special events, and improving information technology. The most widely cited metrics included continued operations during specific disruptions, number of telework-ready or telework-eligible employees, and emergency test drill results.

Improved Employee Attitudes

Telework can positively affect employee job attitudes. Access to flexibility can promote feelings of empowerment, autonomy, or perceived support from the organization. Agency efforts for improved employee attitudes (n=49) are summarized in Table 4.

Table 4: Employee Attitudes Goal Setting

Goal: Employee Attitudes	Agencies
Reported goal-setting	49
Strategies	
Unclear	18
Promote telework as a driver of engagement	18
Training/guidance for employees or managers	4
Expand access to telework (e.g., encourage use, review eligibility)	3
Increase access to more frequent telework	3
Updated policy	2
Use telework during disruptions/emergencies	2
Communication initiative	2
Discuss during performance reviews	1

Goal: Employee Attitudes	Agencies
Action planning	1
Metrics	
FEVS	30
No metric	11
Employee comments	7
Telework participation records/telework agreements in place	1
T&A Records	1
OPM Work-Life Survey	3

As in past years, agencies cited the improvement of employee attitudes as one of the most commonly identified goal-setting areas, and numerous agencies cited telework programs as a key factor in their employee engagement efforts. Agency strategies mostly focused on promoting telework as a driver of engagement and providing telework training or guidance for employees or managers. Agencies most commonly cited FEVS data as a metric, but also used employee comments to measure employee attitudes.

AGENCY SPOTLIGHT: Employee Attitudes Goal

U.S. Trade and Development Agency

"USTDA considers employee satisfaction a top priority and carefully reviews and assesses the results of the annual Federal Employee Viewpoint Survey for positive indicators, as well as areas of challenge. Situational telework has provided the Agency flexibility to accommodate temporary, emergency family situations in cases where a more consistent alternate schedule is needed. The availability of and increased use of situational and remote telework has improved employee job attitudes and overall satisfaction."

Recruitment

Telework can be a valuable non-monetary incentive for attracting prospective employees to Federal service, and research shows that many employees view flexibility as a form of compensation. Agency efforts for recruitment (n=44) are summarized in Table 5.

Table 5: Recruitment Goal Setting

Goal: Recruitment	Agencies
Reported goal-setting	44
Strategies	
Include telework in job postings and/or interviews	29
Emphasize telework in recruitment materials and events	8
Unclear	6
Advertise telework on public website	5
Promote among employees	3
Advertise telework on social media	2
Metrics	
No metrics	15
Vacancy announcements	13
Employee/candidate survey or feedback	7

AGENCY SPOTLIGHT: Recruitment Goal

Federal Energy Regulatory Commission

"FERC's recruitment program utilizes many strategies to attract and retain the best employees for the agency. In addition to attending recruitment fairs, FERC has created a presence on social media, which is used to give additional information about the agency and the benefits offered. One of the biggest attractions to FERC is the work/life balance program. FERC is consistently rated in the top 5 agencies for work/life balance in the Best Places to Work in the Federal Government rankings. FERC's work/life program includes offering telework, alternative work schedules and a Fitter FERC program, which gives employees resources to work towards their health goals. Telework is one of the biggest programs that FERC advertises to potential and new employees, as employees are eligible to work up to three days of regular telework every pay period."

Goal: Recruitment	Agencies
Number/content of recruitment events and materials	3
FEVS	3
Records of telework participation among eligible new hires	2
Number of applications	1
Employee performance records	1

Agencies implemented this goal by advertising telework as a flexibility available in various employment opportunities (e.g., through job postings, recruitment materials and fairs, interviews, social media, or agency websites). A majority of agencies did not evaluate their recruitment efforts; however, for those agencies that did, the most frequently used method to assess the effectiveness of this strategy involved tracking the number of references to telework in vacancy announcements. A few agencies evaluated recruitment efforts through more direct measures of recruitment strategies, such as new employee surveys or quantifying the content of recruitment events or materials.

Retention

Telework can also be a useful tool for retaining high-performing employees. Agency efforts for employee retention (n=34) are summarized in Table 6.

Table 6: Retention Goal Setting

Goal: Retention	Agencies
Reported goal-setting	34
Strategies	
Unclear	7
Incentive for employees requiring geographic flexibility	6
Situational or medical telework to accommodate personal needs	5
Incentive for employees seeking retirement or other employment	5
Telework promotion campaign/efforts	4
Telework training/resources for managers	4
Updated telework policy	4
Expanded telework frequency	3
Discuss during performance reviews	1
Metrics	
No metric	15
Retention of specific employees	7
FEVS	6
Exit interviews/surveys	3
Telework participation records/agreements	3
Feedback from agency offices	2

AGENCY SPOTLIGHT: Retention Goal

Security and Exchange Commission

"FY2018 Goal: The SEC will maintain a high level of retention amongst employees who telework. By offering employees telework as a work/life flexibility, the SEC will be in a position to retain highly trained workforce to fulfill the mission of protecting American investors. The SEC will also continue to utilize telework opportunities through the Temporary Medical Telework and the Reasonable Accommodation programs as a means to retain staff that may leave the SEC due a serious medical condition of themselves or of a family member. The SEC measured achievement of this goal by reviewing the SEC results of the 2018 Federal Employee Viewpoint Survey (FEVS). The focus was on the question, which states, "Are you considering leaving your organization within the next year, and if so, why?" Employees who report teleworking were compared to employees who do not telework. The goal is achieved if more employees who telework report that they are not planning to leave their organization than employees who do not telework. [In a] review of the SEC 2018 FEVS responses for the question, "Are you considering leaving your organization within the next year, and if so, why?", a positive response of 'NO' was reported in the following categories: Telework 3+ days per week - 89%; Telework 1-2 days per week - 84%; Telework Infrequently (Ad hoc) - 82%; Do Not Telework - 76%; The results show that this goal was met. Employees, who participate in telework opportunities available, are less likely to leave the organization within the next year."

Several agencies cited the value of telework for retaining employees with specific skills, accommodating temporary or long-term medical needs, and facilitating knowledge management among employees who would otherwise retire. The most common strategies for implementing this goal included providing incentives to remain in the workforce for valued employees who require geographic flexibility, face challenges with family care or specific medical situations, or who may be inclined to retire or find work in other sectors. Subsequently, the associated metric was typically a count of specific employees retained using telework opportunities. Other measures included FEVS data, exit interviews, and intra-agency records.

Commute Miles

Telework has long been recognized as a strategy for mitigating the negative impact of commuting on employees and the environment. Similar to the strategy of reducing energy use, agencies may help employees reduce the amount of their commute miles as an effective strategy to help agencies pursue sustainability goals. Agency efforts for commute miles (n=28) are summarized in Table 7.

Table 7: Commute Miles Goal Setting

Goal: Commuter Miles	Agencies
Reported goal-setting	28
Strategies	
Unclear	14
Encourage situational telework during major commute disruptions	2
Increase access to more frequent telework	3
Increase telework participation	5
Carbon footprint reduction strategy	2
Metrics	
Commute distance/miles	7
No metric	12
Telework participation records	2

Goal: Commuter Miles	Agencies
Employee Feedback	1
Number of commute days/hours avoided	1
Commuting time	4
Commuting costs	3

AGENCY SPOTLIGHT: Commute Miles Goal

Department of Health and Human Services

"The average daily commute per the previous HHS Commuter Survey for an HHS employee is 34.34 miles (roundtrip). Based upon the number of employees reporting teleworking at HHS, the HHS had a total of 2,208,000 telework days in FY2017. The telework commuter miles reduced is 75,822,720 miles (2,208,000 x 34.34 miles). If these miles were commuted by a POV and based on the Commuter Survey Tool CO2e MT statistics, the HHS Green House Gas savings would be 26,917 CO2e MT/year. Encouraging and increasing telework has a direct impact on the HHS commuter miles reduction and GHG Scope 3 emissions."

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

Performance

Research indicates that telework participation can promote improved performance and productivity by allowing employees to adapt work conditions to meet their needs and work preferences.[8] Although evaluating the causal relationship between telework and performance may be challenging, several agencies identified this as a goal area. Agency efforts for employee performance (n=20) are summarized in Table 8.

Table 8: Perfomance Goal Setting

Goal: Performance	Agencies
Reported goal-setting	20
Strategies	
Unclear	7
Encouraging situational telework	4
Encouraging telework to reduce distractions	3
Allow more employees to telework	3
Reduced technology barriers	1
New/updated policy	1
Training on telework and performance management	1
Results-oriented management strategies	1
Tying ability to telework to performance	1
Metrics	
No metric	9

AGENCY SPOTLIGHT: Performance Goal

Office of Government Ethics

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

8 Posthuma, R. A., Campion, M. C., Masimova, M., & Campion, M. A. (2013). A high performance work practices taxonomy: Integrating the literature and directing future research. *Journal of Management, 39*(5), 1184-1220.

Goal: Performance	Agencies
Employee comments	6
FEVS	3
Performance ratings	2
Time and attendance records	1

Most agencies identified encouragement of telework participation to facilitate greater productivity (e.g., reduce distractions, engaging in situational telework) as the key strategy for implementing this goal. As a result, respondents often viewed telework as part of a broader effort to be an employer of choice or to meet agency performance goals by creating conditions most conducive to productivity. The metrics reported included employee comments, data from the FEVS, performance ratings, and time and attendance records.

Real Estate Costs

Routine telework may also reduce costs associated with managing Federal buildings by reducing the amount of required physical real estate when employees work from alternative locations. Agency efforts for reducing real estate costs (n=14) are summarized in Table 9.

Table 9: Real Estate Costs

Goal: Real Estate Costs	Agencies
Reported goal-setting	14
Strategies	
Shared offices	4
Increase access to more frequent telework	3
Hoteling	2
Building closure/consolidation	2
Unclear	2
Encourage use of telework	1
No office space for full-time teleworkers	1
Metrics	
Amount of office space (e.g., floors, buildings, square footage)	11
Cost of office space (e.g., rent for leased space)	11
No metric	4
Frequent telework participation	1
Administrative costs	1
Work-Life Survey	1

AGENCY SPOTLIGHT: Real Estate Goal

[Box 7 about here]

General Services Administration

"GSA's agency-wide mobility approach includes telework as an important element to reduce the Agency's footprint. GSA has accomplished cost savings related to workplace transformation, which features telework and hoteling. An example is our headquarters renovation, which: (1) increased building occupancy from 2500 to 4400, (2) represents a 40% reduction in space, (3) represents $24.6M in annual rent savings (4) represents a 50% reduction in energy consumption [which] represents $6M in annual administrative cost savings. In CY19 GSA anticipates moving employees from the Agency's Washington DC Regional Office Building to its Headquarters Building, an additional reduction in Agency footprint."

The strategies reported by agencies for reducing real estate costs included shared offices, increasing access to more frequent telework, and hoteling. The most common metrics reported by agencies involved the cost of office space (e.g., rent for leased space) and the amount of office space (e.g., floors, buildings, square footage). As in previous reports, agencies were more likely to cite specific strategies, metrics, or achieved goals for real estate costs than energy use goals due to the availability of tangible metrics (e.g., cost, square footage).

Energy Use

Reduced energy use through routine telework can produce environmental benefits while reducing the costs associated with managing Federal buildings. Agency efforts for energy use reduction (n=12) are summarized in Table 10.

Table 10: Energy Use Goal Setting

Goal: Energy Use	Agencies
Reported goal-setting	12
Strategies	
No specific strategy	7
Increase telework participation	2
Encourage routine telework	3
Metrics	
Sustainability measures (e.g., emissions estimates, energy use intensity)	4
No metric	6
Use of office resources (e.g., printers)	2

AGENCY SPOTLIGHT: Energy Use Goal

Department of Education

"There are several projects underway that will ultimately result in SF reductions and improve energy use, including our headquarters space in DC and Region Offices in Chicago (FY19), Dallas (FY20), Potomac Center South in DC (FY20) and New York (FY22). ED's portfolio is made up of 100% GSA owned/leased facilities and energy costs are included in rent cost. ED['s] new space standard optimizes the utilization rate targeting 180 USF/FTE in all new and renovated locations by eliminating unnecessary walls and enclosures, thereby creating open space to accommodate modernized workstations with low panels. The open space concept will facilitate not only collaboration and efficiency but also lowering energy costs by allowing for increased natural sunlight and air circulation. Facilities Services encourages desk sharing, hoteling, and telework, as appropriate to achieve the goal, but decisions on teleworking are made by the POCs and the managers. We evaluate our progress in terms of the space reductions and utilization rate improvement."

The two specific strategies reported for this goal area were increasing telework participation and encouraging routine telework. The metrics reported included sustainability measures (e.g., emissions estimates, energy use intensity) and use of office resources.

Other Goals

A total of five agencies provided information on a specific non-numeric goal. Non-numeric goals included the following:

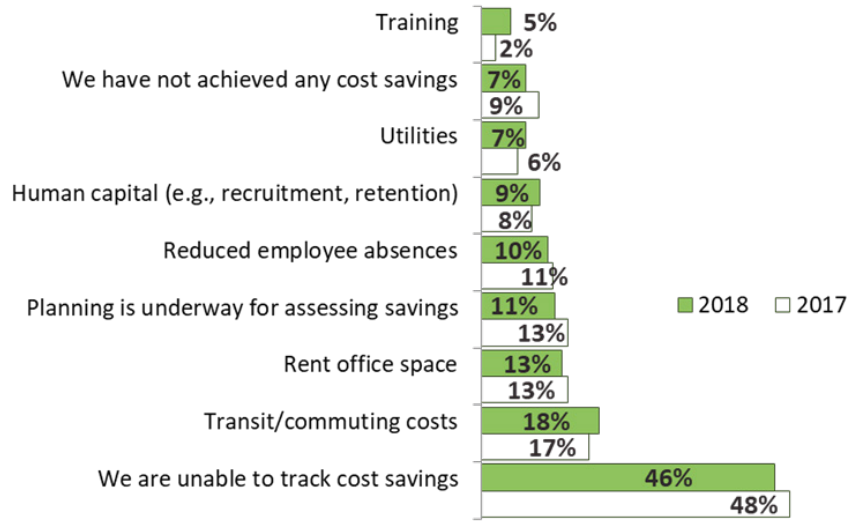
- Using telework to facilitate transitions to work following medical leave
- Creating a new telework analytics database

- Implementing an expanded telework policy
- Assessing data from a recently implemented telework savings metric based on transit subsidy benefit information

Other Cost Savings

As in the previous two years, the 2018 Data Call asked agencies to identify any areas in which they achieved cost savings from implementing or maintaining telework since the previous Data Call. Agencies that reported savings in specific areas were then asked to describe the savings in detail, including dollar amounts and the method for determining and assessing cost savings. Agencies that reported they had not achieved cost savings, were unable to track cost savings, or were planning for assessing cost savings were also asked to provide explanations for their responses. Responses by agency are shown in Appendix 22.

FIGURE 8. Cost Savings Achieved through Telework



Since the 2017 Data Call, agencies have improved in their ability to track cost savings. As shown in Figure 8, the most commonly reported savings related to: transit/commuting costs (18 percent); rent/office space (13 percent); reduced absences (10 percent); human capital (9 percent); utilities (7 percent); and training (5 percent). Agency descriptions of these cost savings are shown in Appendix 23 and summarized in Table 11. It is important to note that the timeframe and recurring nature of the cost savings reported varied among agencies. For example, some cost savings are one-time savings, while others are recurring annually. Similarly, some agencies reported savings for individual subagencies, while other estimates were agency-wide.

Table 11: Agency Descriptions of Cost Savings Achieved through Telework

Agency	Cost Savings Area(s)	Provided $ Amount(s)
Access Board	Office space	$30,000
Agency for International Development	Reduced absenteeism; Commuting costs	- -
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Commuting costs	$5,700
Chemical Safety and Hazard Investigation Board	Reduced absenteeism	-
Consumer Financial Protection Bureau	Transit subsidy	$194,700
Consumer Product Safety Commission	Training costs	-
Court Services and Offender Supervision Agency	Commuting costs	$650,000
Department of Education	Transit subsidy	-
Department of Homeland Security	Real estate; Desk sharing	$761,811; $1,573,000

Agency	Cost Savings Area(s)	Provided $ Amount(s)
Department of Justice	Multiple areas (space, productivity absenteeism, commuting costs, employee attrition, technology, carbon emissions, and staff benefits)	$5,554,637
Department of State	Commuting costs	-
Department of the Treasury	Real estate; Transit subsidy	$248,446; $56,455
Election Assistance Commission	Hoteling/shared work spaces	-
Federal Deposit Insurance Corporation	Rental/office space	-
General Services Administration	Rental/office space; Administrative costs	$24.6 mil; $6 mil
Institute of Museum and Library Services	Rental/office space; Utilities	$75,000; -
Marine Mammal Commission	Recruitment costs	$3000/$6000
Millennium Challenge Corporation	Real estate	-
National Aeronautics and Space Administration	Utility costs	$85,000
National Council on Disability	Transit subsidy	$6,168.90
National Labor Relations Board	Transit subsidy	$85,916.26
National Mediation Board	Transit subsidy	-
Nuclear Waste Technical Review Board	Reduced absenteeism	-
Occupational Safety and Health Review Commission	Commuting costs	-
Patent and Trademark Office	Office space	$49.8 mil
Privacy and Civil Liberties Oversight Board	Recruitment costs	-
Securities and Exchange Commission	Transit subsidy	$550,000
U.S. Commission on Civil Rights	Real estate/utilities	$78,000

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

Although numerous agencies reported specific cost savings associated with telework, many agencies were unable to provide such information. Nearly half of agencies (46 percent) reported they are unable to track cost savings. These respondents were asked to explain their inability to report cost savings, and the most common explanations included: not having a system in place to track telework cost savings; lack of access to data (e.g., utility costs are managed by the landlord or reported cumulatively), or difficulty isolating costs associated specifically with telework. A few agencies also reported their telework programs are very limited due to the nature of the agency mission or that they lack staff resources and/or in-house skills to systematically assess cost savings.

Among agencies that indicated planning is underway for achieving cost savings (n=10), about half set a goal of reporting on cost savings for calendar or fiscal year 2019. The remaining agencies indicated they are in the process of strategizing and reviewing methods for tracking cost savings.

Agencies that have not achieved cost savings (n=6) were asked to describe any action being taken to identify opportunities for achieving future cost savings through telework. The majority of these respondents were unable to cite specific

efforts being taken to achieve costs savings because the information was unavailable to them.

Cost savings are a key policy goal of Federal telework programs. Nevertheless, as demonstrated by the agency responses described above, evaluating and improving the assessment of these cost savings remains challenging for agencies. In particular, agencies may have difficulty isolating costs and benefits attributable specifically to telework.

To support agency efforts to evaluate telework programs, OPM released the Work-Life Program Evaluation Guide.[9] The primary purpose of this guide is to assist Federal agencies with developing strategies to capture the benefits and costs associated with the use of work-life programs, including telework. The information presented in this guide includes strategies for evidence-based decision-making; critical steps to determine the full scope of benefits, costs, and associated organizational outcomes of work-life programs; data collection methods and available sources agencies can use as evidence; and best practices and examples from three Federal agencies, one of which is specifically focused on telework.

Best Practices and Success Stories

The Data Call also offers agencies an opportunity to share any compelling success stories of met goals or other telework achievements during the fiscal year. A total of 31 agencies provided a description of a best practice they wanted to share. Common themes included:

- use of telework to support continuity of operations during emergencies, local commuting disruptions, and closures;
- increased leadership support;
- implementing a telework pilot program to test expanded access or frequency;
- use of telework as a strategy for retention;
- improved data collection and telework tracking methods;
- improving technology and support for teleworkers;
- use of telework to support real estate reduction and cost savings goals (e.g., reducing leased office space);
- agency-specific and/or in-person telework trainings; improving communications strategies (e.g., strategic communications plan, quarterly calls with telework coordinators, updated intranet content); and
- use of telework to support employees' family and medical needs.

AGENCY SPOTLIGHT: Best Practices – Telework Pilot

Federal Trade Commission

"The Office of Executive Director (OED), a division within the agency, began a pilot in 2017 to increase telework and prepare employees to be telework-ready in an emergency. All eligible employees were encouraged to speak with their supervisors regarding their telework options. Employees increased telework from at least one session every six months in 2017, to at least one session every three months in 2018. This allowed employees on telework agreements to telework more and prepared them on what is needed to telework in an emergency situation. The goal of eligible employees teleworking at least once every three months was met by 98%."

Agency Management Efforts to Promote Telework

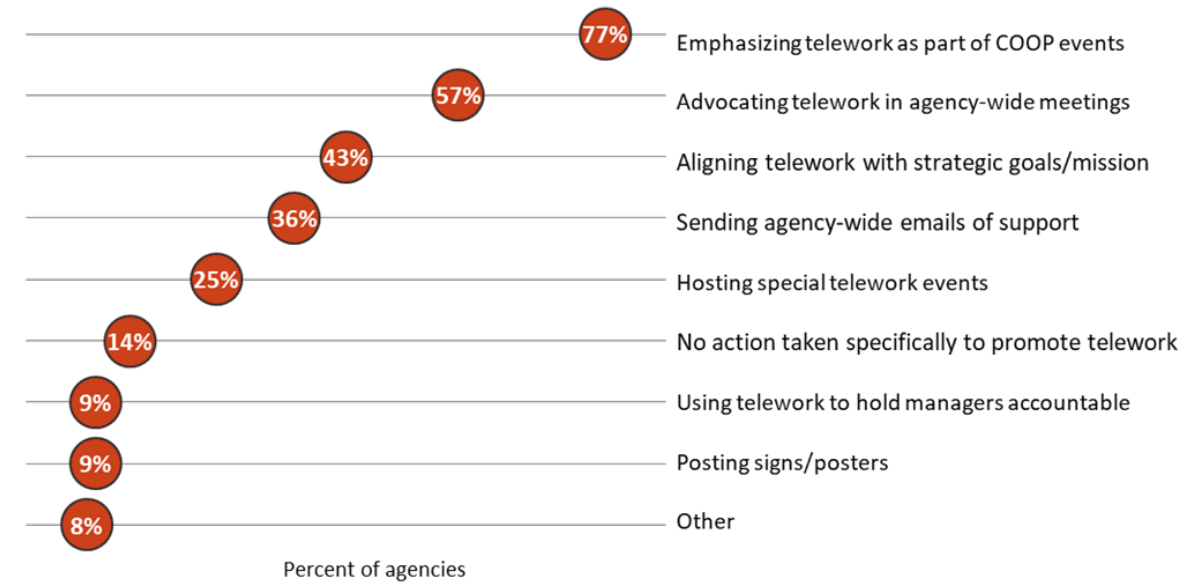
The Act tasks OPM, in consultation with the CHCO Council, with collecting and reporting information regarding agency management efforts to promote telework. To assist with this requirement, the 2018 Data Call asked agencies to select from a list of efforts as well as to describe the specific nature of those efforts. Detailed agency responses are shown in Appendices 12-13 and summarized in Figure 9.

Figure 9 highlights that agencies continue to take action at the leadership level to promote telework. Overall, agency responses follow similar trends observed in previous reporting. Agency leaders continue to promote telework through their COOP events and planning (77 percent of agencies). Other common strategies reported by agencies in 2018 included promoting telework in agency-wide meetings (57 percent), aligning telework with agency strategic goals and mission (43 percent), and sending agency-wide emails of support for telework (36 percent).

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

FIGURE 9. Agency Management Efforts to Promote Telework

Agency management most commonly promotes telework as part of COOP efforts



Note: Agencies were allowed to select multiple answers.

In open-ended responses, agencies reported a wide variety of management efforts to meet the needs of their workforce and support their missions, as they promote their telework programs. Most agencies reported continued management efforts to evaluate telework programs based on employee feedback (e.g., surveys, focus groups, supervisor) in order to improve their programs, accomplish agency mission objectives, and support work-life balance. Ongoing communications through emails, forums, and intranet pages are other important mechanisms that agencies use to promote and raise awareness of teleworking opportunities, rules, and responsibilities.

Agencies also described ongoing efforts to improve telework data collection in order to strengthen accountability and compliance with the Act and agency telework policies. Additionally, some agencies described management efforts to invest in technologies that will facilitate teleworking among their workforce.

AGENCY SPOTLIGHT: Management Efforts

Office of the United States Trade Representative (EOP)

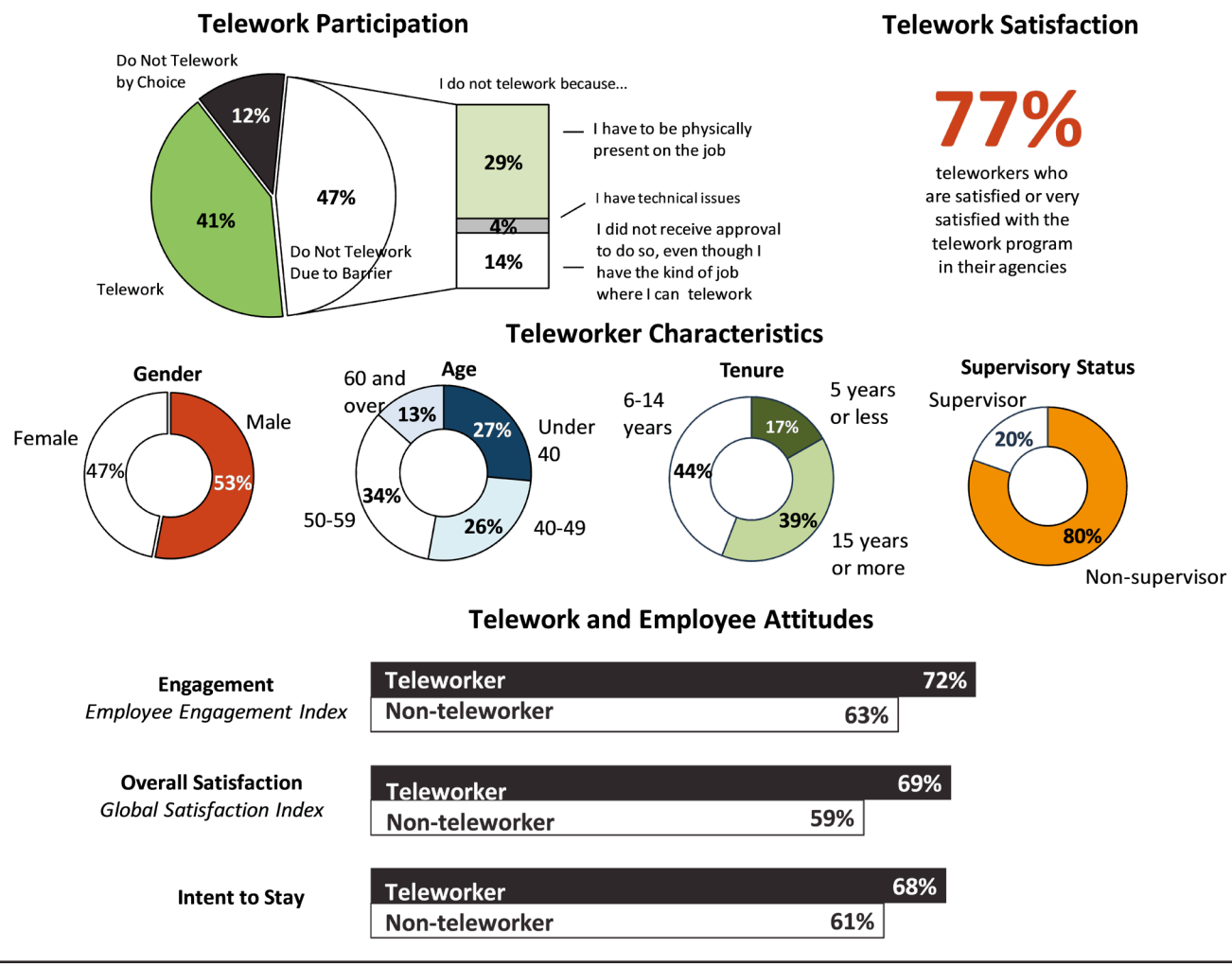
"The Assistant U.S. Trade Representative (AUSTR) for Administration, the CHCO, and TMO closely monitor any new policies, trends or updates announced by OPM and update the Agency's telework policy as appropriate. Consultations for best practices with other agencies of similar size are performed by the TMO. As appropriate, trials and pilot programs are put in place using small groups of employees. Based on their success new programs are announced by the AUSTR for Administration agency-wide. The CHCO and staff then lead on implementation and evaluating the program annually. Meetings with managers are scheduled to address concerns about not allowing participation. The CHCO also meets with employees as appropriate when managers have concerns about employees not following telework guidelines."

Employee Perspectives from the Federal Employee Viewpoint Survey

FEVS telework participation data provide an independent source of evidence for assessing participation and changes in participation over time. Item response options also provide an opportunity to explore barriers to participation. Figure 10 shows results from the 2018 FEVS to assess employee-reported telework participation, telework satisfaction among participants, characteristics of teleworkers, and comparisons of those who telework versus those who do not.

In 2018, 41 percent of Federal employees reported telework to some degree, an increase of five percentage points since 2017. Of the remaining employees, 12 percent reported they did not choose to telework and 47 percent reported they did not telework due to a barrier. As in past years, the most common barrier to teleworking reported was having to be physically present on the job (29 percent), followed by not receiving approval to telework despite having a job that is purportedly suitable for telework (14 percent) and technical issues (4 percent). In comparison to previous surveys, these results suggest some barriers related to telework have been reduced. However, as stated earlier in this report, changes in telework participation reported by the FEVS should be interpreted cautiously due to survey item modifications in the 2018 survey.

FIGURE 10. Employee Perspectives from the 2018 Federal Employee Viewpoint Survey



Employees who telework are largely satisfied with their telework programs –77 percent of teleworkers reported they were "satisfied" or "very satisfied." Additionally, demographic data show that the typical teleworkder is slightly more likely to be male than female (53 percent versus 47 percent) and is most likely to be 40 or older (74 percent of teleworkers), and have 6 or more years of Federal tenure (83 percent of teleworkers).

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

non-teleworkers by choice tend to exhibit similar attitudes to teleworkers, as discussed in previous OPM reports. The 2018 results show that teleworkers exhibit higher self-reported engagement scores (73 percent versus 63 percent), overall job satisfaction (69 percent versus 59 percent), and retention intent (68 percent versus 61 percent). Although these correlations do not necessarily reflect causal relationships, they support widely accepted theoretical linkages between programs and outcomes.

Conclusion

The results of this report show that Federal agencies continue to take steps to improve and evaluate their telework programs in support of a wide range of valuable outcomes. Telework participation appears to have stabilized and situational telework remains prominent as the most common form of telework participation, a trend that is expected to continue following OPM's 2018 issuance of weather and safety leave regulations.

Agencies reported substantial progress in meeting telework participation goals, with 76 percent of agencies meeting at least one participation goal set for fiscal year 2018. In addition, agencies remain active in using telework to achieve outcome goals that drive Government performance, especially in the areas of emergency preparedness, employee attitudes, recruitment, and retention.

Opportunities continue to exist for additional improvement, particularly in the areas of telework eligibility documentation and automated data collection through time and attendance systems. Despite steady progress, many agencies still face challenges accurately tracking eligibility and participation. OPM continues to work closely with agencies to facilitate the transition to automated data collected through the EHRI database.

Improved reporting accuracy will also support agency efforts to assess the costs and benefits of their telework programs. While many agencies reported progress in setting and assessing outcome goals, providing information on cost savings associated with their telework programs remains challenging for a large portion of agencies. OPM's issuance of Governmentwide guidance highlighting techniques for evaluating the benefits and costs of work-life programs, and telework specifically, is part of OPM's ongoing commitment to facilitating the coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives.

Appendices

APPENDIX 1. Figure Descriptions and Data

Figure 1: Telework Eligibility, FY 2012-2018

"42 percent of Federal employees were eligible to telework in 2018"

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

Figure 2: Telework Participation, FY 2012-2018

"Telework participation has leveled out, with 22 percent of all and 51 percent of eligible employees teleworking in 2018"

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

Figure 3: Telework Frequency, FY 2018 and September 2018

FY 2018

Frequency category	Percent of teleworkers
3+ days	34%
1-2 days	26%
Monthly	6%
Situational	45%

September 2018

Frequency category	Percent of teleworkers
3+ days	31%
1-2 days	32%
Monthly	3%
Situational	39%

Figure 4: Methods for Telework Calculations

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

Method for calculating number of teleworkers	Percent of agencies
Time & attendance (T&A) system	72%
Manual review of telework agreements	37%
Customized tracking system	22%
Surveyed employees, managers, other personnel	11%
Other	5%

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

Calculating days teleworked	Percent of agencies
Any part of the work day	84%
Only work full work days	23%
Other	1%

Figure 5: FY 2018 Telework Participation Goal Progress

Type of goal	Met	Not met	Not verifiable	No goal provided
Total participation	51%	25%	1%	23%
Frequent participation	32%	17%	7%	44%
Infrequent participation	63%	15%	0%	22%
Situational	41%	26%	0%	32%

Figure 6: Percentage of Agencies Setting Participation Goals

"The majority of agencies set both total and frequency participation goals"

Type of Goal	Set 2018 Goal	Set 2019 Goal
Total participation and frequency goal	70%	72%
Total participation goal only	9%	8%
No goal	19%	16%
Frequency goal only	2%	3%

Figure 7: Percentage of Agencies Setting Outcome Goals

"Agencies most commonly set and made progress on emergency preparedness goals"

Outcome goal	2017 Data Call	2018 Data Call
Emergency Preparedness	60%	64%
Employee attitudes	63%	56%
Recruitment	48%	51%
Retention	42%	41%
Commuter miles	35%	33%
Performance	24%	23%

Outcome goal	2017 Data Call	2018 Data Call
Real Estate	17%	16%
Energy	12%	14%

Figure 8: Cost Savings Achieved through Telework

Cost savings achieved	2017 Data Call	2018 Data Call
We are unable to track cost savings	48%	46%
Transit/commuting costs	17%	18%
Rent office space	13%	13%
Planning is underway for assessing savings	13%	11%
Reduced employee absences	11%	10%
Human capital (e.g., recruitment, retention)	8%	9%
Utilities	6%	7%
We have not achieved any cost savings	9%	7%
Training	2%	5%

Figure 9: Agency Management Efforts to Promote Telework

"Agency management most commonly promotes telework as part of COOP efforts"

Efforts to promote telework	Percent of agencies
Emphasizes telework as part of COOP (continuity of operations plan) events	77%
Advocates telework in agency-wide meetings (e.g., all-hands meetings)	57%
Aligns telework with agency strategic goals and mission	43%
Sending agency-wide emails of support	36%
Hosting special telework events (e.g., telework awareness weeks, telework drills)	25%
Our agency has taken no action to specifically promote telework since the last data call	14%
Uses telework goal setting and measurement to hold managers accountable	9%
Posting signs/posters	9%
Other	8%

Figure 10: Results from the 2018 Federal Employee Viewpoint Survey

Telework Participation	Percentage
Teleworker	41%
Non-teleworker - choice	12%
Do not telework - must be physically present on the job	29%
Do not telework - technical issues	4%
Do not telework - did not receive approval to do so	14%

Telework Satisfaction

- 77%: Percentage of teleworkers who are satisfied or very satisfied with the telework program in their agencies

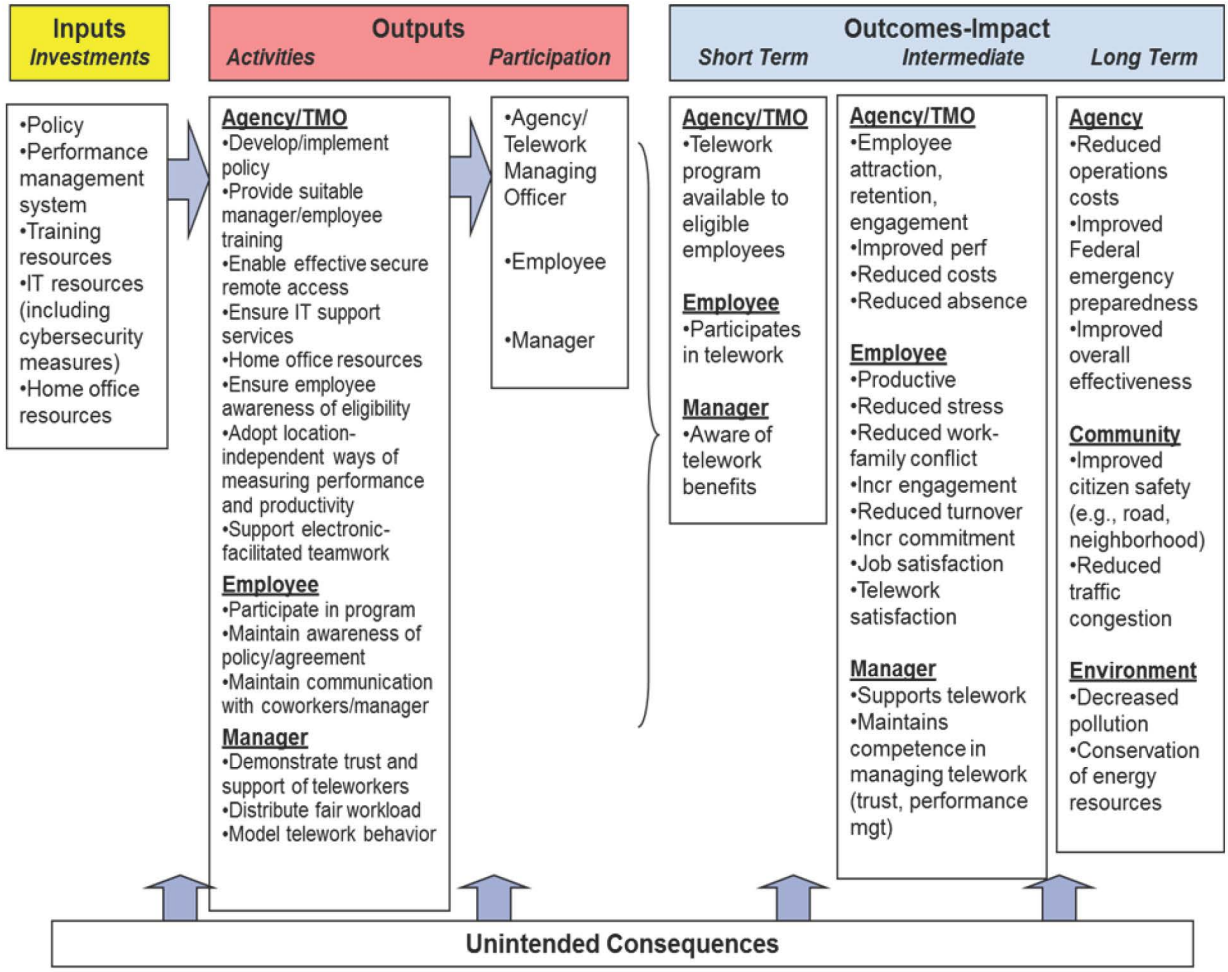
Teleworker Characteristics

Gender	Percentage
Male	53%
Female	47%
Age	**Percentage**
Under 40	27%
40-49	26%
50-59	34%
60 and over	13%
Tenure	**Percentage**
5 years or less	17%
6 to 14 years	44%
15 years or more	39%
Supervisory Status	**Percentage**
Supervisor	20%
Non-supervisor	80%

Telework and Employee Attitudes

Employee attitudes	Teleworkers	Non-teleworkers
Engagement	72%	63%
Job satisfaction	69%	59%
Retention	68%	61%

APPENDIX 2. Federal Telework Logic Model



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

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

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

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

Agency/TMO

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

Employee

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

Manager

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

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

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

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

APPENDIX 3. 2018 Data Call Instrument

2018 Telework Data Call

Please enter your password to begin the 2018 Telework Data Call.

Password: _____

(End of Page 1)

You are completing this survey on behalf of:

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

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

(End of Page 2)

Welcome to the U.S. Office of Personnel Management's (OPM's) 2018 Call for Telework Data (Data Call). Agency participation in this annual survey is a requirement under the Telework Enhancement Act of 2010, Public Law 111-292 (the Act). This form allows systematic data collection. Results will be collated and reported to Congress.

The site to enter data will be open as of **November 1, 2018.** All responses must be received by COB **December 12, 2018.**

(End of Page 3)

REPORTING INSTRUCTIONS

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

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

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

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

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

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

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

Please complete and submit the requested information by the deadline
All responses must be received by **December 13, 2018**. Failure to submit your data by this date will mean that your agency will not be included in the annual telework report to Congress. Keep in mind that the Telework Enhancement Act requires that each Executive agency submit telework data to OPM for inclusion in the annual report to Congress. Currently, responding to this Data Call is your only opportunity to ensure that your agency has met the reporting requirements in the Act.

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

(End of Page 4)

DEFINITIONS AND DATA TERMS

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

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

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

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

Day

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

Employee

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

Eligibility to Participate in Telework

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

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

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

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

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

- The employee's official duties do not require on a FULL day basis (ALL DAY, every work day):

- direct handling of secure materials determined to be in appropriate for telework by the agency head; or
- on-site activity that cannot be handled remotely or at an alternative worksite.

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

Types of Telework

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

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

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

(End of Page 5)

General Questions

1. Are you replying on behalf of an:

❍ Agency

❍ Subagency

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

Last name _____

First name _____

Phone _____

Email address _____

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

Last name _____

First name _____

Phone _____

Email address _____

(End of Page 6)

Telework Eligibility, Participation, and Frequency

2018 Telework Eligibility and Participation

4. What was the total number of employees in your agency/subagency as of **September 30, 2018** (or the closest date for which you have data)?

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

5. What was the total number of employees determined eligible to participate in telework under the Act's requirements and any additional agency/subagency policy as of **September 30, 2018** (or the closest date for which you have data)?

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

6. Consider the entire **Fiscal Year 2018.** How many employees teleworked during this time period?

- ❍ Please provide a number: _____
- ❍ Our data collection system does not permit us to collect annual data for 2018 ***[Skip to question 10]***

(End of Page 7)

Changes in Telework Participation, FY 2017 to FY 2018

Please note your percent change in participation from FY 2017 to FY 2018. A positive value indicates an *increase* in telework participation, while a negative value indicates a *decrease* in telework participation. For example, a percent change of 12 means that your telework participation increased by 12 percent from FY 2017 to FY 2018, while a percent change of -12 means that your telework participation decreased by 12 percent from FY 2017 to FY 2018. ***[Display only for agencies, not subagencies]***

Your reported telework participation for FY 2018 (from question 6): _____ ***[Prepopulated]***

Your reported telework participation for FY 2017 (from 2017 Data Call): _____ ***[Prepopulated]***

Your percent change in participation from FY 2017 to FY 2018: _____ ***[Prepopulated]***

7. **If the percent change in participation displayed above is larger than 10 (positive or negative)**, please describe the reason for this increase or decrease in telework participation between FY 2017 and FY 2018. ***[Ask only of agencies, not subagencies]***

_____

_____

_____

(End of Page 8)

Fiscal Year 2018 Telework Frequency

8a. Consider the **entire Fiscal Year 2018**. How many employees teleworked in each of the **ROUTINE telework** frequency categories listed in the table below? **Please remember to only provide ONE response per row (either a number *or* not applicable/no record).** You may only select "**Not applicable/no record"** if you do not have data available to answer the question (thus, "No record") or the frequency category is disallowed by your policy (thus, "Not applicable").

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

	Provide a number	Not applicable/no record

No more than once per month	_____	❑
1 or 2 days during a two-week period	_____	❑
3 or more days during a two-week period	_____	q

8b. Consider the **entire Fiscal Year 2018**. How many employees teleworked on a **SITUATIONAL** basis? Note that employees who were counted in a routine frequency category above **may also** be counted towards situational telework if they participate in both forms of telework.

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

(End of Page 9)

9. How many employees conducted remote work during **Fiscal Year 2018**?

- ❍ Please provide a number: _____
- ❍ Our agency does not maintain records of remote work
- ❍ Our records do not permit us to report on remote work separately from other forms of telework
- ❍ Other. Please describe: _____

(End of Page 10)

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

9.1. Are these remote workers included in your reported telework totals for **Fiscal Year 2018**?

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

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

- ❍ Yes

❍ No

❍ Other. Please describe: _____

(End of Page 11)

2018 Non-Fiscal Year Telework Participation and Frequency

[Ask questions 10 through 13 only if respondent answers "Our data collection system does not permit us to collect annual data for 2018" for question 6]

Since you reported that your data collection system does not permit you to collect annual data for 2018, the following participation and frequency questions ask you to report data based on the month of September.

September 2018 Telework Participation

Please consider the month of **September 2018.** Prior data calls have specified pay period, but because this may be four weeks for some agencies, please consider a *typical* two-week period in September. If possible, please use the same timeframe you used for the last Data Call.

10. Please describe which time period in **2018** your data represent.

_____

_____

_____

10.1. How many employees teleworked during the time period you selected for **2018**?

❍ Please provide a number: _____

(End of Page 12)

Changes in Telework Participation, September 2017 to September 2018

Please note your percent change in participation from September 2017 to September 2018. A positive value indicates an *increase* in telework participation, while a negative value indicates a *decrease* in telework participation. For example, a percent change of 12 means that your telework participation increased by 12 percent from 2017 to 2018, while a percent change of -12 means that your telework participation decreased by 12 percent from 2017 to 2018. ***[Display only for agencies, not subagencies]***

Your telework participation for September 2018 (from question 10.1): _____ ***[Prepopulated]***

Your telework participation for September 2017 (from 2017 Data Call): _____ ***[Prepopulated]***

Your percent change in participation from 2017 to 2018:

_____ ***[Prepopulated]***

11. **If the percent change in participation displayed above is larger than 10 (positive or negative)**, please describe the reason for this increase or decrease in telework participation between September 2017 and September 2018. ***[Ask only of agencies, not subagencies]***

_____

_____

_____

(End of Page 13)

2018 Telework Frequency

12a. Consider the same two-week time period you used to answer question 10 for **September 2018**. How many employees teleworked in each of the **ROUTINE telework** frequency categories listed in the table below? **Please remember to only provide ONE response per row (either a number *or* not applicable/no record)**. You may only select "**Not applicable/no record"** if you do not have data available to answer the question (thus, "No record") or the frequency category is disallowed by your policy (thus, "Not applicable").

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

	Provide a number	Not applicable/no record

No more than once per month	_____	q
1 or 2 days during a two-week period	_____	q
3 or more days during a two-week period	_____	q

12b. Consider the same two-week time period you used to answer question 10 for **September 2018**. How many employees teleworked on a **SITUATIONAL** basis? Note that employees who were counted in a routine frequency category above **may also** be counted towards situational telework if they participate in both forms of telework.

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

(End of Page 14)

13. How many employees conducted remote work during the same two-week **September 2018** period specified in question 10?

- ❍ Please provide a number: _____
- ❍ Our agency does not maintain records of remote work
- ❍ Our records do not permit us to report on remote work separately from other forms of telework
- ❍ Other. Please describe: _____

(End of Page 15)

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

13.1. Are these remote workers included in your reported telework totals for **September 2018**?

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

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

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

(End of Page 16)

SURVEY ENDS HERE FOR SUBAGENCY RESPONDENTS

Data Collection Methods

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

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

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

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

(End of Page 17)

Telework Goals

Fiscal Year 2019 Goals

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

16. Enter your agency goals for the following categories for **Fiscal Year 2019**. Note that the goal number or percentage in each of the frequency categories (situational, infrequent routine, and frequent routine) **SHOULD NOT** exceed the total participation goal number or percentage.

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

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

Goals for Fiscal Year 2019	Goal for number of employees teleworking	Goal for percentage of eligible employees teleworking (e.g., 14%)	Not applicable/no record
Total participation goal	_____	_____	❑
Situational telework	_____	_____	q
Infrequent routine telework, that is, 2 or fewer days per two-week period	_____	_____	❑
Frequent routine telework, that is, 3 or more days per two-week period	_____	_____	❑

(End of Page 18)

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

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

_____

_____

_____

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

_____

_____

_____

(End of Page 19)

Meeting Fiscal Year 2018's Participation Goals

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

The following is your agency's reported 2018 participation goal from the last (2017) Data Call.

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

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

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

Situational telework:

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

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

Situational telework:

17. Did you meet your goal(s) for 2018?

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

(End of Page 20)

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

17.1. Please explain why you were not able to meet your Fiscal Year 2018 participation goal.

_____

_____

_____

17.2. Please describe any action being taken at your agency to identify and eliminate barriers to maximizing telework

participation for the next reporting period.

_____

_____

_____

(End of Page 21)

Setting and Assessing Telework Outcome Goals

18. Since the last Data Call (2017), has your agency made progress in using telework to further any of the following outcomes? (Mark all that apply)

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

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

(End of Page 22)

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

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

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

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

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

(End of Page 23)

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

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

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

_____

_____

_____

(End of Page 24)

Achieving Cost Savings through Telework

20. Since the last (2017) data call, has your agency achieved *cost savings* from implementing or maintaining telework in any of the following areas? (Mark all that apply)

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

(End of Page 25)

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

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

_____

_____

_____

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

_____

_____

_____

(End of Page 26)

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

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

_____

_____

_____

(End of Page 27)

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

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

_____

_____

_____

(End of Page 28)

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

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

_____

_____

_____

(End of Page 29)

Best Practices and Success Stories

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

_____

_____

_____

(End of Page 30)

Agency Management Efforts to Promote Telework

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

22. Consider **Fiscal Year 2018**. Please describe how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.

_____

_____

_____

23. In what ways has your agency's management (e.g., agency leadership, TMO, CHCO) promoted your telework program in **Fiscal Year 2018**? (Mark all that apply)

- ❑ Aligns telework with agency strategic goals and mission
- ❑ Advocates telework in agency-wide meetings (e.g., all-hands meetings)
- ❑ Uses telework goal setting and measurement to hold managers accountable
- ❑ Emphasizes telework as part of COOP (continuity of operations plan) events
- ❑ Special telework events (e.g., telework awareness weeks, telework drills)
- ❑ Agency-wide emails of support
- ❑ Signs/posters
- ❑ Other. Please describe: _____

❑ Our agency has taken no action to specifically promote telework since the last data call

(End of Page 29)

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

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

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

(End of Page 30)

Submit Survey

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

(End of Page 31)

END OF SURVEY – THANK YOU!

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

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

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

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

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

5312. Positions at level I

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

Appendix B: Standards for Setting and Evaluating Telework Program Goals

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

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

Tips for Establishing a Goal

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

Characteristics of an Appropriate Goal: Goals should be SMART

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

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

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

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

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

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

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

Example of a Goal and Goal Explanation:

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

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

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

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

Choosing a Timeframe

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

Example

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

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

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

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

If the pilot is successful, we will move towards an agency-wide effort in Year 3, with roll-out of an agency-wide hoteling program in by the end of Fiscal Year 2018, and we will evaluate again in Year 4 to demonstrate our goal satisfaction of a 10% reduction in office space. [Sets another milestone goal, clearly states how you will achieve it, and explains evaluation, with source of data (amount of office space)]

Choosing a Method for Assessing Your Goal

We assess telework goals to be able to demonstrate that telework caused something good to happen. The key question: How can we prove that telework was the driving force behind the benefits we see? Depending on your constraints, you may or may not be able to show that telework *caused* the benefits you found, but you can find evidence that supports a connection between telework and your goal. If your costs for the transit benefit went down at the same time telework participation up, for instance, that's a connection.

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

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

Example

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

Selecting a Metric/Measure

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

Examples

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

Finding Sources of Data

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

- Past and current internal surveys (e.g., employee satisfaction, supervisor, new hire, exit)
- Focus groups or interviews with employees, managers, senior leaders, or program staff
- Federal Employee Viewpoint Survey (includes information on telework eligibility, participation, satisfaction, and employee characteristics and work attitudes): http://www.opm.gov/fevs
- OPM's annual Telework Data Call (includes information on agency telework programs for benchmarking and assessing progress over time)
- FedScope (includes employee population data broken down by various factors): http://www.fedscope.

opm.gov.

- Time and attendance system data (includes information on telework participation, telework eligibility, employee absences, leave usage, etc.)
- Utility and building/office space data (helpful for assessing real estate costs and energy use)
- Transit subsidy data (helpful for assessing commuting costs)
- Employee salary data (helpful for estimating program administration costs and assessing outcomes such as recruitment, retention, absences, continuity of operations, etc.)
- Employee performance reviews (helpful for assessing performance impacts)
- Accession and separation data (helpful for assessing recruitment and retention)
- Information technology purchase data (helpful for assessing program costs)
- Productivity data for jobs with clear outputs (e.g., claims processed)

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

For More Information on Evaluation

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

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

See the Office of Management and Budget Circular A-94 for guidance on conducting cost-benefit and cost-effectiveness analysis:

https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A94/a094.pdf

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

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

Action Planning

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

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

Example

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

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

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

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

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

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

Action steps:

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

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

Appendix C: Calculating Telework Frequency

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

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

The first three categories are subtypes of ROUTINE telework, a type of telework that occurs on a regularly scheduled basis. Because routine telework schedules are often established in an employee's telework agreement, these categories of routine telework are considered to be mutually exclusive. Situational telework, on the other hand, occurs on an unscheduled or ad hoc basis. It is important to remember, as noted in the question text, that employees may be counted towards both situational and routine telework if they participate in both forms of telework.

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

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

Instances of *ROUTINE* telework by pay period:

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

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

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

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

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

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

	A	B	C	…	Z	AA	AB	AC
1	**Instances of *ROUTINE* telework by pay period**							
2	**Employee**	**PP 1**	**PP 2**	**…**	**PP 25**	**PP 26**	**Total**	**Mode**
3	Employee A	2	2	…	3	2	62	2

4	Employee B	1	1	…	1	1	29	1
5	Employee C	0	0	…	0	1	7	0
6	Employee D	4	3	…	4	4	99	4

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

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

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

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

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

Instances of *SITUATIONAL* telework by pay period:

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

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

In summary:

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

APPENDIX 4. Detailed Methodology Description

Data for the 2019 Status of Telework in the Federal Government Report to Congress come from the 2018 OPM Telework Data Call and the 2018 Federal Employee Viewpoint Survey. Results from previous Data Calls were also utilized for comparative purposes to illustrate trends for some questions.

Federal Employee Viewpoint Survey

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

The 2018 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 82 agencies participated in the survey effort, from Departments to Large and Small/Independent agencies, across the Federal Government. A total of 598,003 employees responded to the survey, resulting in a response rate of 40.6 percent.

Some FEVS items were modified slightly in 2018 to improve the interpretation or understanding of the items. Questions addressing telework work were included in these modifications. In the revised survey, two items address telework. The first item asks employees to choose an answer that best describes their participation in telework, with response options enabling teleworkers to be distinguished from non-teleworkers, and to provide reasons for non-participation in telework. The second item asks teleworkers to rate their satisfaction with the telework program in their agency.

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

Telework Data Call

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

The Data Call Instrument. The Data Call provides the agency perspective through questions that address agency telework eligibility, participation, frequency, methods for gathering telework data, progress in setting and meeting participation and outcome goals, agency management efforts to promote telework, and agency best practices. In addition to these areas that the Act requires to be reported to Congress, Data Calls from 2011 to 2013 contained questions about program implementation to facilitate a comprehensive evaluation of agency progress in meeting the requirements and vision of the Act. Given findings that agencies have largely met the basic implementation requirements of the Act, the 2016 Data Call was considerably streamlined to address the specific reporting requirements of the Act. The 2017 Data Call built on this instrument but was limited to data collection for a single year and added survey items assessing cost savings achieved through telework.

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

The instrument used for the 2010 Data Call was based on the 2009 instrument, but it was revised by the Interagency Measurement Advisory group in 2011 to ensure alignment with the Act as described previously. As described in the 2012 telework status report, in order to develop the new definitions and questions included in the updated 2011 Data Call, an Interagency Telework Measurement team was assembled. These method and subject matter experts reviewed the question wordings, question structures, response alternatives, and instructions to ensure that the Data Call instrument captured the information needed.

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

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

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

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

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

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

Subsequent Data Call instruments (2017-2018) were identical to the 2016 Data Call, with the exception of an updated requirement to separate remote workers from telework participation counts, where possible.

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

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

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

The Act also requires a specified subset of agencies to report participation data at the agency and subagency/component level. Agencies required to report for subagencies provided data for telework participation and frequency questions, as well as a small number of policy questions. Researchers relied upon the list cited in the Act to determine which agencies are required to report at the subagency level. Each agency was contacted several times and asked to provide researchers

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

with an appropriate list of subagencies (subagencies/components may change from year to year as agencies reorganize). Several agencies declined to provide data at the subagency level. Typically, agencies cited not having subagencies as the reason for non-participation at the subagency level.

From a total of 89 agencies that responded to OPM's request for a survey POC, OPM received responses from 87 agencies and 156 subagencies for the current report. As in prior years, data were not collected from a few agencies with reasons given including security concerns (e.g., the intelligence community), or because they self-identified as not subject to the Act's reporting requirements.

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

Access to the electronic Call was gained through a unique password assigned to each agency data entry POC. To protect data integrity, only one agency POC was supplied with access to the data entry system. Links to the electronic data entry platform for the Data Call were forwarded to agencies in an email invitation to POCs on November 1, 2018, with an initial deadline December 12, 2018. To maximize participation, the deadline was extended in a few cases. To encourage participation, reminder emails were sent throughout the data collection period.

Data Quality Control. Prior to issuance of the Data Call, data POCs were invited to attend an in-person Telework Coordinator's Forum at OPM headquarters on October 18, 2018. This event was designed to brief agencies on the Data Call's content and timeframe as well as to address any questions. A virtual training was also held as a make-up opportunity for POCs who could not attend the in-person event. Through this training, agency POCs and others involved in telework data collection were familiarized with the Data Call content. In the discussion, specific attention was given to definitions, instructions for data collection, changes to the survey, and the importance of data quality in an effort to support reporting of valid and reliable telework data.

In addition, the training included guidance on goal-setting and evaluation, including a review of the *Standards for Setting and Evaluation Telework Program Goals* included as an appendix to the Data Call.

Handouts and slides from these sessions were distributed to all invitees. Although OPM does not have the authority to require attendance at these sessions, every effort was made to encourage participation through multiple reminder emails.

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

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

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

In addition, OPM conducted several quality checks for specific issues, as described below. When issues were discovered, OPM contacted agencies to obtain corrected data. In most cases, agencies were able to provide corrected data,

particularly when issues were due to data entry errors. In other cases, OPM worked with individual agencies to identify an appropriate solution, such as applying a different methodology or timeframe. Occasionally, OPM advised agencies not to submit data for elements if they were unable to provide reasonably accurate estimates.

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

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

Frequency of participation. Computing frequency of participation can be challenging. For example, an employee may report different numbers of telework instances across pay periods due to reporting errors, schedule changes, or other factors. Particularly for routine telework, agencies often find it difficult to assign each employee a single frequency category. OPM discussed several strategies for doing so in the 2018 Data Call training. In addition, as a quality check, researchers computed the sum total of teleworkers in all routine frequency categories and identified cases in which this sum exceeded the total number of teleworkers. Most commonly, these issues were due to confusion about the mutual exclusivity of categories, limitations in the reports provided to agencies by payroll providers, methodological challenges in assigning each employee to a single routine telework category, or limitations in the data structure exported by agency data collection systems.

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

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

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

Methodological Distinctions between the FEVS and the Data Call

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

While the Data Call and FEVS overlap somewhat in content, the unique perspective offered by each should be kept in

mind. The Data Call represents agency perspectives and represents official records for telework participation. The FEVS provides an important employee perspective, but it is based on individual self-reports and results may differ from official agency records. This difference means that results for the Data Call and FEVS are *not* directly comparable. In addition, administration timelines differ for the two surveys; the Data Call was administered in November/December 2018, while the FEVS was administered during the previous spring. Finally question wording varies by survey.

APPENDIX 5. List of Responding Agencies to the 2018 Data Call and Agencies Required under the Act to Participate

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

APPENDIX 5. List of Responding Agencies to the 2018 Data Call and Agencies Required under the Act to Participate

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

APPENDIX 5. List of Responding Agencies to the 2018 Data Call and Agencies Required under the Act to Participate

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

APPENDIX 5. List of Responding Agencies to the 2018 Data Call and Agencies Required under the Act to Participate

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

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

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

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

APPENDIX 6. List of Responding Subagencies

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

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

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

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

APPENDIX 7. Agency Telework Participation Data for 2018

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Access Board	24	24	-	-	-	22	92%	92%
Agency for International Development	3579	2033	-	-	-	1,763	87%	49%
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	12	-	-	-	12	100%	100%
Broadcasting Board of Governors	1451	1197	361	30%	25%	-	-	-
Central Intelligence Agency			-	-	-	93	-	-
Chemical Safety and Hazard Investigation Board	32	32	-	-	-	21	66%	66%
Commodity Futures Trading Commission	684	684	-	-	-	591	86%	86%
Consumer Financial Protection Bureau	1501	1501	-	-	-	1,202	80%	-
Consumer Product Safety Commission	529	504	-	-	-	233	46%	44%
Corporation for National and Community Service	560	560	-	-	-	525	94%	94%
Court Services and Offender Supervision Agency	1136	1105	-	-	-	784	71%	69%
Defense Nuclear Facilities Safety Board	90	90	-	-	-	87	97%	97%
Denali Commission	14	11	-	-	-	4	36%	29%
Department of Agriculture	98316	62089	-	-	-	34,831	56%	35%
Department of Commerce	33425	31753	-	-	-	14,831	47%	44%
Department of Defense	773231	295544	-	-	-	117,514	40%	15%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Education	3723	3708	2,639	71%	71%	-	-	-
Department of Energy	10156	9355	-	-	-	5,559	59%	55%
Department of Health and Human Services	80530	54819	-	-	-	41,218	75%	51%
Department of Homeland Security	206495	64249	-	-	-	30,312	47%	15%
Department of Housing and Urban Development	7485	6743	-	-	-	6,192	92%	-
Department of Justice	114266	40309	-	-	-	9,292	23%	8%
Department of Labor	14391	13683	-	-	-	10,834	79%	75%
Department of State	14578	11182	-	-	-	6,127	55%	42%
Department of the Interior	67215	59176	10,669	18%	16%	-	-	-
Department of the Treasury	92858	50894	-	-	-	47,268	93%	51%
Department of Transportation	54033	26011	-	-	-	19,040	73%	35%
Department of Veterans Affairs	393023	48861	-	-	-	33,314	68%	8%
Election Assistance Commission	24	24	-	-	-	20	83%	83%
Environmental Protection Agency	14976	13873	-	-	-	11,544	83%	77%
Equal Employment Opportunity Commission	2059		-	-	-	1,950	-	95%
Executive Office of the President(Science and Technology)	20	20	-	-	-	-	-	-
Export-Import Bank of the United States	374	311	-	-	-	280	90%	75%
Farm Credit Administration	277	277	-	-	-	277	100%	100%
Farm Credit System Insurance Corporation	10	10	-	-	-	11	110%	110%
Federal Communications Commission	1449	1449	-	-	-	1,190	82%	82%
Federal Deposit Insurance Corporation	6037	5825	-	-	-	4,911	84%	81%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Federal Election Commission	304	281	-	-	-	239	85%	79%
Federal Energy Regulatory Commission	1448	1419	-	-	-	1,288	91%	89%
Federal Housing Finance Agency	600	576	-	-	-	483	84%	-
Federal Maritime Commission	114	114	-	-	-	67	59%	59%
Federal Mine Safety and Health Review Commission	78	48	-	-	-	41	85%	-
Federal Retirement Thrift Investment Board	276	231	185	80%	67%	-	-	-
Federal Trade Commission	1120	1084	-	-	-	912	84%	81%
General Services Administration	11052	10474	-	-	-	8,902	85%	81%
Institute of Museum and Library Services	64	64	56	88%	88%	-	-	-
Japan-United States Friendship Commission	3	3	-	-	-	3	100%	100%
Marine Mammal Commission	11	9	-	-	-	7	78%	64%
Merit Systems Protection Board	211	175	-	-	-	135	77%	64%
Millennium Challenge Corporation	314	313	-	-	-	284	91%	90%
National Aeronautics and Space Administration	17591	16347	-	-	-	5,787	35%	33%
National Archives and Records Administration	2797	1144	-	-	-	1,009	88%	36%
National Capital Planning Commission	32	30	-	-	-	30	100%	94%
National Council on Disability	11	8	-	-	-	8	100%	73%
National Credit Union Administration	1110	477	-	-	-	442	93%	40%
National Endowment for the Arts	138	138	-	-	-	132	96%	96%
National Endowment for the Humanities	131	102	-	-	-	87	85%	66%

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
National Labor Relations Board	1333	1322	878	66%	66%	-	-	-
National Mediation Board	36	36	-	-	-	27	75%	75%
National Science Foundation	1482	1482	-	-	-	1,369	92%	92%
National Transportation Safety Board	400	400	-	-	-	366	92%	92%
Nuclear Regulatory Commission	3084	3080	-	-	-	2,050	67%	66%
Nuclear Waste Technical Review Board	21	11	-	-	-	11	100%	52%
Occupational Safety and Health Review Commission	52	52	-	-	-	36	69%	69%
Office of Government Ethics	60	58	-	-	-	55	95%	92%
Office of Management and Budget (EOP)	469	434	-	-	-	370	85%	79%
Office of National Drug Control Policy	68	63	-	-	-	36	57%	53%
Office of Navajo and Hopi Indian Relocation	30	25	-	-	-	1	4%	-
Office of Personnel Management	5572	3815	-	-	-	3,815	100%	68%
Office of the Director of National Intelligence	1900	1	-	-	-	1	100%	0%
Office of the United States Trade Representative (EOP)	300	266	-	-	-	159	60%	53%
Overseas Private Investment Corporation	256	250	-	-	-	193	77%	75%
Patent and Trademark Office	12605	11830	-	-	-	4,745	40%	38%
Peace Corps	952	952	-	-	-	319	34%	34%
Pension Benefit Guaranty Corporation	938	929	-	-	-	844	91%	90%
Postal Regulatory Commission	-	-	-	-	-	64	-	-

Agency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Privacy and Civil Liberties Oversight Board	14	14	-	-	-	14	100%	100%
Railroad Retirement Board	820	512	-	-	-	451	88%	55%
Securities and Exchange Commission	4453	4434	-	-	-	4,075	92%	-
Small Business Administration	5204	2400	-	-	-	1,228	51%	24%
Social Security Administration	62120	28442	-	-	-	25,659	90%	41%
Tennessee Valley Authority	10023	3563	-	-	-	422	12%	4%
Trade and Development Agency	53	53	-	-	-	52	98%	98%
U.S. AbiliityOne Commission	5	5	-	-	-	5	100%	100%
U.S. Commission on Civil Rights	36	36	20	56%	56%	-	-	-
U.S. International Trade Commission	411	323	-	-	-	314	97%	76%
U.S. Office of Special Counsel	139	139	-	-	-	139	100%	100%

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

APPENDIX 8. Agency Telework Frequency Data for 2018

Agency	FY 2018							September 2018						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Access Board	-	-	-	-	-			-	-	-	-	-		
Agency for International Development	680 (19%)	613 (17%)	470 (13%)	907 (25%)	49 (1%)	*	^	-	-	-	-	-		
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	5 (42%)	4 (33%)	3 (25%)	7 (58%)	5 (42%)	*	^	-	-	-	-	-		
Broadcasting Board of Governors	-	-	-	-	-			83 (6%)	171 (12%)	-	161 (11%)	-		
Central Intelligence Agency	51	1	-	41	166			-	-	-	-	-		
Chemical Safety and Hazard Investigation Board	2 (6%)	1 (3%)	1 (3%)	15 (47%)	7 (22%)		^	-	-	-	-	-		
Commodity Futures Trading Commission	286 (42%)	54 (8%)	122 (18%)	122 (18%)	-			-	-	-	-	-		
Consumer Financial Protection Bureau	498 (33%)	351 (23%)	211 (14%)	-	-			-	-	-	-	-		
Consumer Product Safety Commission	-	181 (34%)	-	194 (37%)	127 (24%)			-	-	-	-	-		
Corporation for National and Community Service	90 (16%)	90 (16%)	200 (36%)	30 (5%)	-			-	-	-	-	-		
Court Services and Offender Supervision Agency	170 (15%)	359 (32%)	78 (7%)	784 (69%)	-	*		-	-	-	-	-		
Defense Nuclear Facilities Safety Board	-	24 (27%)	-	61 (68%)	2 (2%)	*	^	-	-	-	-	-		
Denali Commission	-	2 (14%)	-	2 (14%)	-			-	-	-	-	-		
Department of Agriculture	2048 (2%)	11007 (11%)	-	21776 (22%)	-			-	-	-	-	-		
Department of Commerce	-	-	-	-	-			-	-	-	-	-		
Department of Defense	17179 (2%)	24106 (3%)	4655 (1%)	70925 (9%)	-			-	-	-	-	-		

Agency	FY 2018							September 2018						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Education	-	-	-	-	-			573 (15%)	1357 (36%)	-	1105 (30%)	66 (2%)	*	^
Department of Energy	485 (5%)	1698 (17%)	425 (4%)	3624 (36%)	-			-	-	-	-	-		
Department of Health and Human Services	19879 (25%)	10887 (14%)	-	15007 (19%)	-			-	-	-	-	-		
Department of Homeland Security	10091 (5%)	12126 (6%)	1497 (1%)	9687 (5%)	-			-	-	-	-	-		
Department of Housing and Urban Development	1198 (16%)	2968 (40%)	-	3177 (42%)	-			-	-	-	-	-		
Department of Justice	1905 (2%)	3167 (3%)	542 (0%)	4166 (4%)	279 (<1%)	*	^	-	-	-	-	-		
Department of Labor	3833 (27%)	3383 (24%)	3618 (25%)	-	-			-	-	-	-	-		
Department of State	-	-	-	4194 (29%)	140 (1%)	*	^	-	-	-	-	-		
Department of the Interior	-	-	-	-	-			3652 (5%)	2593 (4%)	-	4424 (7%)	135 (0%)		^
Department of the Treasury	27140 (29%)	7745 (8%)	2935 (3%)	15688 (17%)	444 (0%)		^	-	-	-	-	-		
Department of Transportation	8451 (16%)	6951 (13%)	3317 (6%)	321 (1%)	258 (0%)	*	^	-	-	-	-	-		
Department of Veterans Affairs	18126 (5%)	3828 (1%)	262 (0%)	11098 (3%)	4348 (1%)	*	^	-	-	-	-	-		
Election Assistance Commission	-	8 (33%)	12 (50%)	20 (83%)	20 (83%)	*		-	-	-	-	-		
Environmental Protection Agency	-	-	-	9925 (66%)	117 (1%)	*	^	-	-	-	-	-		
Equal Employment Opportunity Commission	350 (17%)	1150 (56%)	450 (22%)	200 (10%)	-			-	-	-	-	-		
Executive Office of the President(Science and Technology)	-	-	-	-	-			-	-	-	20 (100%)	-		
Export-Import Bank of the United States	64 (17%)	168 (45%)	23 (6%)	145 (39%)	6 (2%)	*	^	-	-	-	-	-		

Agency	FY 2018							September 2018						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Farm Credit Administration	2 (1%)	98 (35%)	30 (11%)	74 (27%)	2 (1%)			-	-	-	-	-		
Farm Credit System Insurance Corporation	1 (10%)	2 (20%)	-	10 (100%)	-			-	-	-	-	-		
Federal Communications Commission	-	-	-	470 (32%)	-			-	-	-	-	-		
Federal Deposit Insurance Corporation	486 (8%)	619 (10%)	191 (3%)	4562 (76%)	-			-	-	-	-	-		
Federal Election Commission	146 (48%)	93 (31%)	-	239 (79%)	-			-	-	-	-	-		
Federal Energy Regulatory Commission	683 (47%)	314 (22%)	-	1193 (82%)	5 (<1%)		^	-	-	-	-	-		
Federal Housing Finance Agency	-	-	-	-	-			-	-	-	-	-		
Federal Maritime Commission	11 (10%)	31 (27%)	6 (5%)	59 (52%)	-			-	-	-	-	-		
Federal Mine Safety and Health Review Commission	9 (12%)	18 (23%)	-	33 (42%)	-			-	-	-	-	-		
Federal Retirement Thrift Investment Board	-	-	-	-	-			115 (42%)	70 (25%)	-	16 (6%)	-		
Federal Trade Commission	182 (16%)	421 (38%)	756 (68%)	912 (81%)	-			-	-	-	-	-		
General Services Administration	5538 (50%)	1987 (18%)	264 (2%)	1113 (10%)	580 (5%)		^	-	-	-	-	-		
Institute of Museum and Library Services	-	-	-	-	-			1 (2%)	55 (86%)	-	6 (9%)	3 (5%)		
Japan-United States Friendship Commission	2 (67%)	1 (33%)	-	3 (100%)	-	*		-	-	-	-	-		
Marine Mammal Commission	2 (18%)	2 (18%)	-	4 (36%)	1 (9%)		^	-	-	-	-	-		
Merit Systems Protection Board	71 (34%)	39 (18%)	25 (12%)	25 (12%)	-			-	-	-	-	-		
Millennium Challenge Corporation	48 (15%)	86 (27%)	-	284 (90%)	6 (2%)	*		-	-	-	-	-		

Agency	FY 2018							September 2018						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
National Aeronautics and Space Administration	786 (4%)	421 (2%)	326 (2%)	4254 (24%)	-			-	-	-	-	-		
National Archives and Records Administration	779 (28%)	44 (2%)	186 (7%)	158 (6%)	38 (1%)	*	^	-	-	-	-	-		
National Capital Planning Commission	-	9 (28%)	17 (53%)	26 (81%)	1 (3%)	*		-	-	-	-	-		
National Council on Disability	2 (18%)	5 (45%)	1 (9%)	8 (73%)	-			-	-	-	-	-		
National Credit Union Administration	125 (11%)	79 (7%)	-	361 (33%)	84 (8%)	*	^	-	-	-	-	-		
National Endowment for the Arts	19 (14%)	39 (28%)	5 (4%)	69 (50%)	-			-	-	-	-	-		
National Endowment for the Humanities	28 (21%)	44 (34%)	15 (11%)	87 (66%)	-			-	-	-	-	-		
National Labor Relations Board	-	-	-	-	-			149 (11%)	518 (39%)	119 (9%)	65 (5%)	4 (0%)		^
National Mediation Board	12 (33%)	15 (42%)	-	5 (14%)	27 (75%)	*		-	-	-	-	-		
National Science Foundation	283 (19%)	279 (19%)	395 (27%)	1238 (84%)	47 (3%)	*	^	-	-	-	-	-		
National Transportation Safety Board	75 (19%)	52 (13%)	-	128 (32%)	91 (23%)	*	^	-	-	-	-	-		
Nuclear Regulatory Commission	600 (19%)	550 (18%)	-	1300 (42%)	81 (3%)		^	-	-	-	-	-		
Nuclear Waste Technical Review Board	-	-	-	11 (52%)	10 (48%)		^	-	-	-	-	-		
Occupational Safety and Health Review Commission	3 (6%)	33 (63%)	-	36 (69%)	36 (69%)	*	^	-	-	-	-	-		
Office of Government Ethics	31 (52%)	8 (13%)	-	16 (27%)	-			-	-	-	-	-		
Office of Management and Budget (EOP)	39 (8%)	99 (21%)	84 (18%)	149 (32%)	7 (1%)	*	^	-	-	-	-	-		
Office of National Drug Control Policy	-	10 (15%)	-	28 (41%)	1 (1%)	*	^	-	-	-	-	-		

Agency	FY 2018							September 2018						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Office of Navajo and Hopi Indian Relocation	1 (3%)	-	-	1 (3%)	1 (3%)	*		-	-	-	-	-		
Office of Personnel Management	614 (11%)	1224 (22%)	-	864 (16%)	156 (3%)		^	-	-	-	-	-		
Office of the Director of National Intelligence	-	-	-	1 (<1%)	1 (<1%)	*		-	-	-	-	-		
Office of the United States Trade Representative (EOP)	2 (1%)	15 (5%)	-	159 (53%)	-			-	-	-	-	-		
Overseas Private Investment Corporation	9 (4%)	76 (30%)	-	108 (42%)	-			-	-	-	-	-		
Patent and Trademark Office	3166 (25%)	1310 (10%)	-	269 (2%)	6348 (50%)		^	-	-	-	-	-		
Peace Corps	152 (16%)	162 (17%)	-	175 (18%)	117 (12%)			-	-	-	-	-		
Pension Benefit Guaranty Corporation	-	-	-	594 (63%)	10 (1%)	*	^	-	-	-	-	-		
Postal Regulatory Commission	-	-	-	-	-	*	^	-	-	-	-	-		
Privacy and Civil Liberties Oversight Board	-	14 (100%)	-	14 (100%)	-			-	-	-	-	-		
Railroad Retirement Board	272 (33%)	68 (8%)	8 (1%)	207 (25%)	1 (<1%)	*	^	-	-	-	-	-		
Securities and Exchange Commission	1944 (44%)	1948 (44%)	-	4075 (92%)	139 (3%)	*	^	-	-	-	-	-		
Small Business Administration	191 (4%)	477 (9%)	-	920 (18%)	-			-	-	-	-	-		
Social Security Administration	16615 (27%)	9044 (15%)	-	1444 (2%)	404 (1%)	*	^	-	-	-	-	-		
Tennessee Valley Authority	32 (<1%)	6 (<1%)	1 (<1%)	381 (4%)	-			-	-	-	-	-		
Trade and Development Agency	4 (8%)	-	-	48 (91%)	4 (8%)	*	^	-	-	-	-	-		
U.S. AbiliityOne Commission	-	-	5 (100%)	5 (100%)	-			-	-	-	-	-		

Agency	FY 2018							September 2018						
	3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
U.S. Commission on Civil Rights	-	-	-	-	-			6 (17%)	3 (8%)	1 (3%)	10 (28%)	2 (6%)	*	^
U.S. International Trade Commission	74 (18%)	156 (38%)	84 (20%)	72 (18%)	5 (1%)	*	^	-	-	-	-	-		
U.S. Office of Special Counsel	24 (17%)	85 (61%)	30 (22%)	139 (100%)	5 (4%)	*	^	-	-	-	-	-		

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

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

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

APPENDIX 9. Subagency Telework Participation Data for 2018

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Agriculture	Departmental Administration (DA/DM)	1,341	1,231	-	-	-	1,090	89%	81%
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)	10,017	-	-	-	-	5,556	-	55%
Department of Agriculture	Food Safety (FS)	9,150	1,671	-	-	-	620	37%	7%
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	1,499	1,433	-	-	-	1,411	98%	94%
Department of Agriculture	Marketing and Regulatory Programs (MRP)	10,262	5,760	-	-	-	4,193	73%	41%
Department of Agriculture	National Appeals Division (NAD)	76	76	-	-	-	76	100%	100%
Department of Agriculture	Natural Resources and Environment (NRE)	38,309	16,708	-	-	-	7,362	44%	19%
Department of Agriculture	Office of the Chief Information Officer (OCFO)	1,376	1,373	-	-	-	1,335	97%	97%
Department of Agriculture	Office of the General Counsel (OGC)	257	254	-	-	-	161	63%	63%
Department of Agriculture	Office of Inspector General (OIG)	439	435	-	-	-	329	76%	75%
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	127	127	-	-	-	102	80%	80%
Department of Agriculture	Research, Education and Economics (REE)	8,563	6,115	-	-	-	3,956	65%	46%
Department of Agriculture	Rural Development (RD)	4,447	4,155	-	-	-	3,023	73%	68%
Department of Commerce	Bureau of Economic Analysis	500	488	-	-	-	467	96%	93%
Department of Commerce	Bureau of Industry and Security	358	358	-	-	-	189	53%	53%
Department of Commerce	Economic Development Administration (EDA)	181	-	-	-	-	131	-	72%
Department of Commerce	International Trade Administration (ITA)	1,356	1,356	-	-	-	943	70%	70%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Commerce	Minority Business Development Agency (MBDA)	40	40	-	-	-	36	90%	90%
Department of Commerce	National Institute of Standards and Technology (NIST)	3,380	-	-	-	-	1,586	-	47%
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	11,332	-	-	-	-	5,786	-	51%
Department of Commerce	National Technical Information Service (NTIS)	63	63	-	-	-	59	94%	94%
Department of Commerce	National Telecommunications and Information Administration (NTIA)	498	-	-	-	-	389	-	78%
Department of Commerce	Office of the Inspector General	148	-	-	-	-	157	-	106%
Department of Commerce	Office of the Secretary	798	-	-	-	-	598	-	75%
Department of Commerce	U.S. Census Bureau	14,771	6,359	-	-	-	4,480	70%	30%
Department of Defense	Department of Air Force	150,341	40,060	-	-	-	8,165	20%	5%
Department of Defense	Department of Army	229,462	92,631	-	-	-	22,897	25%	10%
Department of Defense	Department of Navy	214,802	87,370	-	-	-	39,084	45%	18%
Department of Defense	Other Department of Defense	178,626	69,181	-	-	-	47,368	68%	27%
Department of Education	Edet-Office of English Language Acquisition (ET)	15	15	13	87%	87%	-	-	-
Department of Education	Office of The Deputy Secretary of Education (EB)	39	39	25	64%	64%	-	-	-
Department of Education	Federal Student Aid (EN)	1,257	1,253	991	79%	79%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Education	Imm Office of Sec of Education (EA)	70	67	34	51%	49%	-	-	-
Department of Education	Institute of Education Sciences (ER)	164	164	117	71%	71%	-	-	-
Department of Education	National Assessment Governing Board (EZ)	35	35	8	23%	23%	-	-	-
Department of Education	Office For Civil Rights (EC)	524	523	357	68%	68%	-	-	-
Department of Education	Office of Career, Technical, and Adult Education (EV)	75	74	56	76%	75%	-	-	-
Department of Education	Office of Communications and Outreach (EO)	83	82	36	44%	43%	-	-	-
Department of Education	Office of Elem and Sec Ed (ES)	193	192	116	60%	60%	-	-	-
Department of Education	Office of Innovation and Improvement (EU)	58	58	38	66%	66%	-	-	-
Department of Education	Office of Inspector General (EF)	220	218	130	60%	59%	-	-	-
Department of Education	Office of Legis and Congressional Affairs (EJ)	13	13	9	69%	69%	-	-	-
Department of Education	Office of Management (EM)	169	169	123	73%	73%	-	-	-
Department of Education	Office of Planning, Eval and Policy Develop (ED)	79	79	38	48%	48%	-	-	-
Department of Education	Office of Postsecondary Education (EP)	158	158	120	76%	76%	-	-	-
Department of Education	Office of Spec Ed and Rehab Serv (EH)	179	178	145	81%	81%	-	-	-
Department of Education	Office of The Chief Financial Officer (EL)	158	158	117	74%	74%	-	-	-
Department of Education	Office of The Chief Information Officer (EI)	113	113	75	66%	66%	-	-	-
Department of Education	Office of The General Counsel (EG)	104	103	83	81%	80%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Education	Office of The Under Secretary (EE)	17	17	8	47%	47%	-	-	-
Department of Energy	National Nuclear Security Administration	1,895	1,895	-	-	-	979	52%	52%
Department of Health and Human Services	Administration for Children and Families	1,202	1,193	-	-	-	762	64%	63%
Department of Health and Human Services	Administration on Community Living	186	186	-	-	-	134	72%	72%
Department of Health and Human Services	Agency for Health Care Research and Quality	282	282	-	-	-	202	72%	72%
Department of Health and Human Services	Centers for Disease Control and Prevention	12,283	10,489	-	-	-	7,432	71%	61%
Department of Health and Human Services	Centers for Medicare and Medicaid Services	6,246	6,246	-	-	-	3,447	55%	55%
Department of Health and Human Services	Food and Drug Administration	17,000	14,898	-	-	-	11,983	80%	70%
Department of Health and Human Services	Health Resources and Services Administration	2,117	2,035	-	-	-	1,558	77%	74%
Department of Health and Human Services	Indian Health Service	15,396	441	-	-	-	441	100%	3%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Health and Human Services	National Institutes of Health	17,757	13,327	-	-	-	10,748	81%	61%
Department of Health and Human Services	Office of the Inspector General	1,619	1,612	-	-	-	1,159	72%	72%
Department of Health and Human Services	Program Support Center	862	736	-	-	-	736	100%	85%
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	531	506	-	-	-	430	85%	81%
Department of Homeland Security	DHS Headquarters	4,657	4,657	-	-	-	3,542	76%	76%
Department of Homeland Security	Federal Emergency Management Agency	19,913	9,377	-	-	-	1,764	19%	9%
Department of Homeland Security	Federal Law Enforcement Training Center	1,284	1,284	-	-	-	194	15%	15%
Department of Homeland Security	National Protection and Programs Directorate	3,539	1,981	-	-	-	1,740	88%	49%
Department of Homeland Security	Transportation Security Administration	63,398	3,927	-	-	-	2,465	63%	4%
Department of Homeland Security	US Citizenship and Immigration Services	17,920	17,775	-	-	-	9,564	54%	53%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Homeland Security	US Coast Guard	8,676	8,173	-	-	-	2,244	27%	26%
Department of Homeland Security	US Customs and Border Protection	60,014	8,130	-	-	-	5,356	66%	9%
Department of Homeland Security	US Immigration and Customs Enforcement	19,948	3,293	-	-	-	3,293	100%	17%
Department of Homeland Security	US Secret Service	7,236	5,652	-	-	-	150	3%	2%
Department of Justice	Antitrust Division	647	616	-	-	-	371	60%	57%
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	5,125	2,023	-	-	-	1,470	73%	29%
Department of Justice	Civil Division	1,372	1,355	-	-	-	893	66%	65%
Department of Justice	Civil Rights Division	583	574	-	-	-	377	66%	65%
Department of Justice	Criminal Division	924	-	-	-	-	422	-	46%
Department of Justice	Drug Enforcement Administration	8,964	4,595	-	-	-	866	19%	10%
Department of Justice	Environment and Natural Resources Division	624	436	187	-	30%	-	-	-
Department of Justice	Federal Bureau of Investigation	36,197	22,760	-	-	-	54	0%	0%
Department of Justice	Federal Bureau of Prisons	36,014	1,924	-	-	-	577	30%	2%
Department of Justice	Justice Management Division Offices Boards and Divisions	2,746	1,505	-	-	-	1,238	82%	45%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Justice	Office of Justice Programs	658	658	-	-	-	627	95%	95%
Department of Justice	Office of the Inspector General	519	519	-	-	-	444	86%	86%
Department of Justice	Tax Division	484	483	122	-	25%	-	-	-
Department of Justice	US Marshals Service	5,117	2,061	-	-	-	717	35%	14%
Department of Justice	Executive Office for Immigration Review	1,500	800	-	-	-	325	41%	22%
Department of Justice	Executive Office for the US Attorneys	10,144	-	-	-	-	959	-	9%
Department of Labor	Adjudicatory Boards	95	95	-	-	-	89	94%	94%
Department of Labor	Bureau of International Labor Affairs (ILAB)	113	113	-	-	-	106	94%	94%
Department of Labor	Bureau of Labor Statistics (BLS)	2,227	2,201	-	-	-	1,943	88%	87%
Department of Labor	Employee Benefits Security Administration (EBSA)	836	793	-	-	-	639	81%	76%
Department of Labor	Employment and Training Administration (ETA)	1,080	1,018	-	-	-	969	95%	90%
Department of Labor	Mine Safety and Health Administration (MSHA)	1,937	1,862	-	-	-	454	24%	23%
Department of Labor	Occupational Safety and Health Administration (OSHA)	1,877	1,754	-	-	-	1,487	85%	79%
Department of Labor	Office of Administrative Law Judges (OALJ)	150	150	-	-	-	99	66%	66%
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	13	11	-	-	-	2	18%	15%
Department of Labor	Office of Disability Employment Policy (ODEP)	47	47	-	-	-	47	100%	100%
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	497	484	-	-	-	447	92%	90%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Labor	Office of Labor-Management Standards (OLMS)	194	176	-	15-23%	-	141	80%	73%
Department of Labor	Office of Public Affairs (OPA)	55	55	-	-	-	44	80%	80%
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	784	729	-	-	-	695	95%	89%
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	40	37	-	-	-	29	78%	73%
Department of Labor	Office of the Chief Financial Officer (OCFO)	86	86	-	-	-	86	100%	100%
Department of Labor	Office of the Inspector General (OIG)	344	338	-	-	-	277	82%	81%
Department of Labor	Office of the Secretary (OSEC)	56	56	-	-	-	22	39%	39%
Department of Labor	Office of the Solicitor (SOL)	657	592	-	-	-	530	90%	81%
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,453	1,308	-	-	-	1,226	94%	84%
Department of Labor	Veterans Employment and Training Services (VETS)	220	213	-	-	-	213	100%	97%
Department of Labor	Wage and Hour Division (WHD)	1,590	1,526	-	-	-	1,251	82%	79%
Department of Labor	Women's Bureau (WB)	40	39	-	-	-	38	97%	95%
Department of State	International Boundary and Water Commission: United States and Mexico	257	54	-	-	-	43	80%	17%
Department of State	International Boundary Commission: United States and Canada	8	7	-	-	-	4	57%	50%
Department of State	International Joint Commission: United States and Canada	16	16	-	-	-	16	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of the Interior	Bureau of Indian Affairs	4,071	3,324	183	6%	4%	-	-	-
Department of the Interior	Bureau of Land Management	10,499	9,473	1,098	12%	10%	-	-	-
Department of the Interior	Bureau of Ocean Energy Management	559	558	240	43%	43%	-	-	-
Department of the Interior	Bureau of Reclamation	5,475	5,340	830	16%	15%	-	-	-
Department of the Interior	Bureau of Safety and Environmental Enforcement	803	790	276	35%	34%	-	-	-
Department of the Interior	Fish and Wildlife Service	8,507	8,153	1,779	22%	21%	-	-	-
Department of the Interior	National Park Service	21,245	16,735	1,951	12%	9%	-	-	-
Department of the Interior	Office Natural Resource Revenue	621	621	431	69%	69%	-	-	-
Department of the Interior	Office Of Indian Ed Programs	3,338	2,355	1	0%	0%	-	-	-
Department of the Interior	Office Of Surface Mining, Reclamation & Enf	386	379	182	48%	47%	-	-	-
Department of the Interior	Office Of The Inspector General	254	253	170	67%	67%	-	-	-
Department of the Interior	Office Of The Sec, IBC	946	931	569	61%	60%	-	-	-
Department of the Interior	Office Of The Secretary Of The Interior	1,436	1,427	802	56%	56%	-	-	-
Department of the Interior	Office Of The Solicitor	405	403	186	46%	46%	-	-	-
Department of the Interior	Office of the Special Trustee	463	442	112	25%	24%	-	-	-
Department of the Interior	OS, Asst Sec Indian Affairs	203	196	84	43%	41%	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of the Interior	U.S. Geological Survey	8,004	7,796	1,775	23%	22%	-	-	-
Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,736	518	-	-	-	460	89%	26%
Department of the Treasury	Bureau of the Fiscal Service (BFS)	3,326	3,104	-	-	-	2,927	94%	88%
Department of the Treasury	Departmental Offices	1,873	1,626	-	-	-	1,232	76%	66%
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	286	286	-	-	-	185	65%	65%
Department of the Treasury	Internal Revenue Service (IRS)	76,762	37,904	-	-	-	35,632	94%	46%
Department of the Treasury	IRS Chief Counsel	1,979	1,599	-	-	-	1,565	98%	79%
Department of the Treasury	Office of Inspector General (OIG)	164	160	-	-	-	160	100%	98%
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	3,843	3,819	-	-	-	3,603	94%	94%
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	116	116	-	-	-	92	79%	79%
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	491	479	-	-	-	455	95%	93%
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	752	736	-	-	-	643	87%	86%
Department of the Treasury	U.S. Mint	1,530	547	-	-	-	314	57%	21%
Department of Transportation	Federal Aviation Administration	44,875	17,879	-	-	-	13,175	74%	29%
Department of Transportation	Federal Highway Administration	2,672	2,249	-	-	-	2,168	96%	81%
Department of Transportation	Federal Motor Carrier Safety Administration	1,142	949	-	-	-	560	59%	49%
Department of Transportation	Federal Railroad Administration	910	910	-	-	-	375	41%	41%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in Sept. 2018	Percentage of all eligible employees teleworking in Sept. 2018	Percentage of employees teleworking in Sept. 2018	Number of employees teleworking in FY 2018	Percentage of eligible employees teleworking in FY 2018	Percentage of employees teleworking in FY 2018
Department of Transportation	Federal Transit Administration	556	548	-	-	-	503	92%	90%
Department of Transportation	Maritime Administration	743	585	-	-	-	297	51%	40%
Department of Transportation	National Highway Traffic Safety Administration	574	486	-	-	-	238	49%	41%
Department of Transportation	Office of Inspector General	418	418	-	-	-	383	92%	92%
Department of Transportation	Office of Secretary of Transportation	1,469	1,412	-	-	-	889	63%	61%
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	552	552	-	-	-	435	79%	79%
Department of Transportation	St. Lawrence Seaway Dev Corp	122	23	-	-	-	17	74%	14%

APPENDIX 10. Subagency Telework Frequency Data for 2018

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Agriculture	Departmental Administration (DA/DM)	85 (6%)	468 (35%)	-	537 (40%)	-			-	-	-	-	-		
Department of Agriculture	Farm and Foreign Agriculture Services (FFAS)	70 (1%)	637 (6%)	-	4859 (49%)	-			-	-	-	-	-		
Department of Agriculture	Food Safety (FS)	107 (1%)	409 (4%)	-	104 (1%)	-			-	-	-	-	-		
Department of Agriculture	Food, Nutrition and Consumer Services (FNCS)	474 (32%)	746 (50%)	-	191 (13%)	-			-	-	-	-	-		
Department of Agriculture	Marketing and Regulatory Programs (MRP)	195 (2%)	2054 (20%)	-	4193 (41%)	-			-	-	-	-	-		
Department of Agriculture	National Appeals Division (NAD)	53 (70%)	12 (16%)	-	11 (14%)	-			-	-	-	-	-		
Department of Agriculture	Natural Resources and Environment (NRE)	48 (0%)	1454 (4%)	-	5860 (15%)	-			-	-	-	-	-		
Department of Agriculture	Office of the Chief Information Officer (OCFO)	380 (28%)	751 (55%)	-	204 (15%)	-			-	-	-	-	-		
Department of Agriculture	Office of the General Counsel (OGC)	82 (32%)	79 (31%)	-	38 (15%)	2 (1%)	*	^	-	-	-	-	-		
Department of Agriculture	Office of Inspector General (OIG)	-	63 (14%)	-	266 (61%)	-			-	-	-	-	-		
Department of Agriculture	Office of the Assistant Secretary for Civil Rights (OASCR)	7 (6%)	95 (75%)	-	18 (14%)	3 (2%)	*	^	-	-	-	-	-		
Department of Agriculture	Research, Education and Economics (REE)	-	1524 (18%)	-	2432 (28%)	-			-	-	-	-	-		
Department of Agriculture	Rural Development (RD)	132 (3%)	1504 (34%)	-	1387 (31%)	-			-	-	-	-	-		
Department of Commerce	Bureau of Economic Analysis	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Bureau of Industry and Security	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Economic Development Administration (EDA)	-	-	-	-	-			-	-	-	-	-		

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Commerce	International Trade Administration (ITA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Minority Business Development Agency (MBDA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Institute of Standards and Technology (NIST)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Oceanic and Atmospheric Administration (NOAA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	National Technical Information Service (NTIS)	-	-	-	12 (19%)	1 (2%)			-	-	-	-	-		
Department of Commerce	National Telecommunications and Information Administration (NTIA)	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Office of the Inspector General	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	Office of the Secretary	-	-	-	-	-			-	-	-	-	-		
Department of Commerce	U.S. Census Bureau	-	-	-	-	-	*	^	-	-	-	-	-		
Department of Defense	Department of Air Force	477 (<1%)	2210 (1%)	226 (<1%)	3865 (3%)	-			-	-	-	-	-		
Department of Defense	Department of Army	1192 (1%)	5183 (2%)	556 (<1%)	13540 (6%)	525 (<1%)			-	-	-	-	-		
Department of Defense	Department of Navy	1996 (1%)	6372 (3%)	1434 (1%)	28709 (13%)	163 (<1%)	*	^	-	-	-	-	-		
Department of Defense	Other Department of Defense	13514 (8%)	10341 (6%)	2439 (1%)	24811 (14%)	-			-	-	-	-	-		
Department of Education	Edet-Office of English Language Acquisition (ET)	-	-	-	-	-			3 (20%)	7 (47%)	-	10 (67%)	-		
Department of Education	Office of The Deputy Secretary of Education (EB)	-	-	-	-	-			5 (13%)	11 (28%)	-	13 (33%)	-		

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Education	Federal Student Aid (EN)	-	-	-	-	-			146 (12%)	610 (49%)	-	371 (30%)	13 (1%)	*	^
Department of Education	Imm Office of Sec of Education (EA)	-	-	-	-	-			4 (6%)	13 (19%)	-	23 (33%)	1 (1%)	*	^
Department of Education	Institute of Education Sciences (ER)	-	-	-	-	-			21 (13%)	73 (45%)	-	41 (25%)	9 (5%)	*	^
Department of Education	National Assessment Governing Board (EZ)	-	-	-	-	-			-	4 (11%)	-	4 (11%)	-		
Department of Education	Office For Civil Rights (EC)	-	-	-	-	-			65 (12%)	149 (28%)	-	214 (41%)	11 (2%)	*	^
Department of Education	Office of Career, Technical, and Adult Education (EV)	-	-	-	-	-			18 (24%)	17 (23%)	-	26 (35%)	2 (3%)	*	^
Department of Education	Office of Communications and Outreach (EO)	-	-	-	-	-			10 (12%)	8 (10%)	-	21 (25%)	5 (6%)	*	^
Department of Education	Office of Elem and Sec Ed (ES)	-	-	-	-	-			33 (17%)	51 (26%)	-	46 (24%)	6 (3%)	*	^
Department of Education	Office of Innovation and Improvement (EU)	-	-	-	-	-			5 (9%)	28 (48%)	-	16 (28%)	1 (2%)	*	
Department of Education	Office of Inspector General (EF)	-	-	-	-	-			42 (19%)	34 (15%)	-	59 (27%)	-		
Department of Education	Office of Legis and Congressional Affairs (EJ)	-	-	-	-	-			-	7 (54%)	-	7 (54%)	-		
Department of Education	Office of Management (EM)	-	-	-	-	-			29 (17%)	74 (44%)	-	39 (23%)	8 (5%)	*	^
Department of Education	Office of Planning, Eval and Policy Develop (ED)	-	-	-	-	-			3 (4%)	22 (28%)	-	22 (28%)	2 (3%)	*	^
Department of Education	Office of Postsecondary Education (EP)	-	-	-	-	-			38 (24%)	64 (41%)	-	49 (31%)	2 (1%)	*	^
Department of Education	Office of Spec Ed and Rehab Serv (EH)	-	-	-	-	-			101 (56%)	35 (20%)	-	14 (8%)	-		
Department of Education	Office of The Chief Financial Officer (EL)	-	-	-	-	-			27 (17%)	65 (41%)	-	34 (22%)	3 (2%)	*	^
Department of Education	Office of The Chief Information Officer (EI)	-	-	-	-	-			17 (15%)	48 (42%)	-	17 (15%)	2 (2%)	*	

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Education	Office of The General Counsel (EG)	-	-	-	-	-			6 (6%)	33 (32%)	-	73 (70%)	1 (1%)	*	
Department of Education	Office of The Under Secretary (EE)	-	-	-	-	-			-	4 (24%)	-	6 (35%)	-		
Department of Energy	National Nuclear Security Administration	25 (1%)	93 (5%)	372 (20%)	719 (38%)	5 (<1%)	*	^	-	-	-	-	-		
Department of Health and Human Services	Administration for Children and Families	528 (44%)	234 (19%)	-	275 (23%)	-			-	-	-	-	-		
Department of Health and Human Services	Administration on Community Living	68 (37%)	32 (17%)	-	30 (16%)	-			-	-	-	-	-		
Department of Health and Human Services	Agency for Health Care Research and Quality	164 (58%)	38 (13%)	-	48 (17%)	-			-	-	-	-	-		
Department of Health and Human Services	Centers for Disease Control and Prevention	4540 (37%)	2892 (24%)	-	1155 (9%)	-			-	-	-	-	-		
Department of Health and Human Services	Centers for Medicare and Medicaid Services	2814 (45%)	633 (10%)	-	1825 (29%)	-			-	-	-	-	-		
Department of Health and Human Services	Food and Drug Administration	6162 (36%)	2094 (12%)	-	3940 (23%)	-			-	-	-	-	-		
Department of Health and Human Services	Health Resources and Services Administration	940 (44%)	616 (29%)	-	351 (17%)	-			-	-	-	-	-		
Department of Health and Human Services	Indian Health Service	261 (2%)	109 (1%)	-	42 (0%)	-			-	-	-	-	-		

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Health and Human Services	National Institutes of Health	2225 (13%)	3130 (18%)	-	5310 (30%)	-			-	-	-	-	-		
Department of Health and Human Services	Office of the Inspector General	558 (34%)	132 (8%)	-	469 (29%)	-			-	-	-	-	-		
Department of Health and Human Services	Office of the Secretary	1123 (22%)	845 (16%)	-	1082 (21%)	-			-	-	-	-	-		
Department of Health and Human Services	Program Support Center	300 (35%)	242 (28%)	-	194 (23%)	-			-	-	-	-	-		
Department of Health and Human Services	Substance Abuse and Mental Health Services Administration	90 (17%)	39 (7%)	-	417 (79%)	-			-	-	-	-	-		
Department of Homeland Security	DHS Headquarters	1036 (22%)	1366 (29%)	216 (5%)	924 (20%)	-			-	-	-	-	-		
Department of Homeland Security	Federal Emergency Management Agency	495 (2%)	665 (3%)	116 (1%)	488 (2%)	-			-	-	-	-	-		
Department of Homeland Security	Federal Law Enforcement Training Center	14 (1%)	66 (5%)	16 (1%)	98 (8%)	-			-	-	-	-	-		
Department of Homeland Security	National Protection and Programs Directorate	479 (14%)	720 (20%)	96 (3%)	445 (13%)	-			-	-	-	-	-		

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Homeland Security	Transportation Security Administration	895 (1%)	1069 (2%)	195 (<1%)	1292 (2%)	121 (<1%)	*	^	-	-	-	-	-		
Department of Homeland Security	US Citizenship and Immigration Services	4630 (26%)	2578 (14%)	438 (2%)	1918 (11%)	-			-	-	-	-	-		
Department of Homeland Security	US Coast Guard	750 (9%)	883 (10%)	116 (1%)	495 (6%)	-			-	-	-	-	-		
Department of Homeland Security	US Customs and Border Protection	1575 (3%)	3766 (6%)	85 (<1%)	3019 (5%)	-			-	-	-	-	-		
Department of Homeland Security	US Immigration and Customs Enforcement	618 (3%)	1133 (6%)	201 (1%)	1341 (7%)	-			-	-	-	-	-		
Department of Homeland Security	US Secret Service	17 (<1%)	48 (1%)	18 (<1%)	95 (1%)	-			-	-	-	-	-		
Department of Justice	Antitrust Division	3 (<1%)	66 (10%)	-	350 (54%)	1 (<1%)	*	^	-	-	-	-	-		
Department of Justice	Bureau of Alcohol, Tobacco, Firearms and Explosives	178 (3%)	676 (13%)	-	616 (12%)	-			-	-	-	-	-		
Department of Justice	Civil Division	25 (2%)	560 (41%)	-	538 (39%)	56 (4%)			-	-	-	-	-		
Department of Justice	Civil Rights Division	117 (20%)	75 (13%)	78 (13%)	377 (65%)	8 (1%)	*	^	-	-	-	-	-		
Department of Justice	Criminal Division	171 (19%)	27 (3%)	1 (<1%)	221 (24%)	92 (10%)			-	-	-	-	-		
Department of Justice	Drug Enforcement Administration	92 (1%)	380 (4%)	291 (3%)	103 (1%)	15 (0%)	*	^	-	-	-	-	-		
Department of Justice	Environment and Natural Resources Division	-	-	-	-	-			6 (1%)	125 (20%)	-	55 (9%)	-		

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Justice	Federal Bureau of Investigation	10 (<1%)	7 (<1%)	-	37 (<1%)	-			-	-	-	-	-		
Department of Justice	Federal Bureau of Prisons	168 (<1%)	376 (1%)	-	33 (<1%)	-			-	-	-	-	-		
Department of Justice	Justice Management Division Offices Boards and Divisions	119 (4%)	252 (9%)	285 (10%)	800 (29%)	25 (1%)	*	^	-	-	-	-	-		
Department of Justice	Office of Justice Programs	382 (58%)	136 (21%)	108 (16%)	-	7 (1%)	*	^	-	-	-	-	-		
Department of Justice	Office of the Inspector General	-	-	-	-	-			-	-	-	-	-		
Department of Justice	Tax Division	-	-	-	-	-			4 (1%)	53 (11%)	-	66 (14%)	-		
Department of Justice	US Marshals Service	311 (6%)	126 (2%)	-	375 (7%)	7 (<1%)			-	-	-	-	-		
Department of Justice	Executive Office for Immigration Review	96 (6%)	159 (11%)	70 (5%)	6 (0%)	58 (4%)	*	^	-	-	-	-	-		
Department of Justice	Executive Office for the US Attorneys	74 (1%)	327 (3%)	-	710 (7%)	10 (<1%)	*	^	-	-	-	-	-		
Department of Labor	Adjudicatory Boards	32 (34%)	26 (27%)	31 (33%)	-	-			-	-	-	-	-		
Department of Labor	Bureau of International Labor Affairs (ILAB)	19 (17%)	43 (38%)	44 (39%)	-	-			-	-	-	-	-		
Department of Labor	Bureau of Labor Statistics (BLS)	825 (37%)	647 (29%)	471 (21%)	-	-			-	-	-	-	-		
Department of Labor	Employee Benefits Security Administration (EBSA)	162 (19%)	199 (24%)	278 (33%)	-	-			-	-	-	-	-		
Department of Labor	Employment and Training Administration (ETA)	470 (44%)	308 (29%)	191 (18%)	-	-			-	-	-	-	-		
Department of Labor	Mine Safety and Health Administration (MSHA)	70 (4%)	127 (7%)	257 (13%)	-	-			-	-	-	-	-		
Department of Labor	Occupational Safety and Health Administration (OSHA)	290 (15%)	482 (26%)	715 (38%)	-	-			-	-	-	-	-		

Department	Subagency	FY 2018					September 2018				
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers
Department of Labor	Office of Administrative Law Judges (OALJ)	17 (11%)	40 (27%)	42 (28%)	-	-	-	-	-	-	-
Department of Labor	Office of Congressional and Intergovernmental Affairs (OCIA)	-	-	2 (15%)	-	-	-	-	-	-	-
Department of Labor	Office of Disability Employment Policy (ODEP)	18 (38%)	18 (38%)	11 (23%)	-	-	-	-	-	-	-
Department of Labor	Office of Federal Contract Compliance Programs (OFCCP)	201 (40%)	109 (22%)	137 (28%)	-	-	-	-	-	-	-
Department of Labor	Office of Labor-Management Standards (OLMS)	51 (26%)	36 (19%)	54 (28%)	-	-	-	-	-	-	-
Department of Labor	Office of Public Affairs (OPA)	10 (18%)	17 (31%)	17 (31%)	-	-	-	-	-	-	-
Department of Labor	Office of the Assistant Secretary for Administration and Management (OASAM)	205 (26%)	272 (35%)	218 (28%)	-	-	-	-	-	-	-
Department of Labor	Office of the Assistant Secretary for Policy (ASP)	2 (5%)	6 (15%)	21 (53%)	-	-	-	-	-	-	-
Department of Labor	Office of the Chief Financial Officer (OCFO)	26 (30%)	36 (42%)	24 (28%)	-	-	-	-	-	-	-
Department of Labor	Office of the Inspector General (OIG)	101 (29%)	60 (17%)	116 (34%)	-	-	-	-	-	-	-
Department of Labor	Office of the Secretary (OSEC)	1 (2%)	2 (4%)	19 (34%)	-	-	-	-	-	-	-
Department of Labor	Office of the Solicitor (SOL)	118 (18%)	197 (30%)	215 (33%)	-	-	-	-	-	-	-
Department of Labor	Office of Workers' Compensation Programs (OWCP)	768 (53%)	285 (20%)	173 (12%)	-	-	-	-	-	-	-
Department of Labor	Veterans Employment and Training Services (VETS)	80 (36%)	76 (35%)	57 (26%)	-	-	-	-	-	-	-
Department of Labor	Wage and Hour Division (WHD)	354 (22%)	386 (24%)	511 (32%)	-	-	-	-	-	-	-

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of Labor	Women's Bureau (WB)	13 (33%)	11 (28%)	14 (35%)	-	-			-	-	-	-	-		
Department of State	International Boundary and Water Commission: United States and Mexico	4 (2%)	5 (2%)	-	38 (15%)	1 (<1%)	*	^	-	-	-	-	-		
Department of State	International Boundary Commission: United States and Canada	-	1 (13%)	-	6 (75%)	-			-	-	-	-	-		
Department of State	International Joint Commission: United States and Canada	-	12 (75%)	-	4 (25%)	-			-	-	-	-	-		
Department of the Interior	Bureau of Indian Affairs	-	-	-	-	-			41 (1%)	47 (1%)	-	95 (2%)	1 (<1%)		^
Department of the Interior	Bureau of Land Management	-	-	-	-	-			333 (3%)	236 (2%)	-	529 (5%)	6 (<1%)		^
Department of the Interior	Bureau of Ocean Energy Management	-	-	-	-	-			94 (17%)	59 (11%)	-	87 (16%)	-		^
Department of the Interior	Bureau of Reclamation	-	-	-	-	-			161 (3%)	221 (4%)	-	448 (8%)	14 (<1%)		^
Department of the Interior	Bureau of Safety and Environmental Enforcement	-	-	-	-	-			106 (13%)	125 (16%)	-	45 (6%)	-		^
Department of the Interior	Fish and Wildlife Service	-	-	-	-	-			578 (7%)	439 (5%)	-	762 (9%)	-		^
Department of the Interior	National Park Service	-	-	-	-	-			571 (3%)	469 (2%)	-	911 (4%)	18 (<1%)		^
Department of the Interior	Office Natural Resource Revenue	-	-	-	-	-			278 (45%)	104 (17%)	-	49 (8%)	77 (12%)		^
Department of the Interior	Office Of Indian Ed Programs	-	-	-	-	-			-	1 (<1%)	-	-	-		^
Department of the Interior	Office Of Surface Mining, Reclamation & Enf	-	-	-	-	-			81 (21%)	21 (5%)	-	80 (21%)	5 (1%)		^

Department	Subagency	FY 2018					September 2018					
		3 or more days	1-2 days	Once a month	Situational	Remote workers	3 or more days	1-2 days	Once a month	Situational	Remote workers	
Department of the Interior	Office Of The Inspector General	-	-	-	-	-	85 (33%)	34 (13%)	-	51 (20%)	2 (1%)	^
Department of the Interior	Office Of The Sec, IBC	-	-	-	-	-	214 (23%)	183 (19%)	-	172 (18%)	1 (0%)	^
Department of the Interior	Office Of The Secretary Of The Interior	-	-	-	-	-	410 (29%)	171 (12%)	-	221 (15%)	8 (1%)	^
Department of the Interior	Office Of The Solicitor	-	-	-	-	-	38 (9%)	37 (9%)	-	111 (27%)	-	^
Department of the Interior	Office of the Special Trustee	-	-	-	-	-	44 (10%)	21 (5%)	-	47 (10%)	2 (0%)	^
Department of the Interior	OS, Asst Sec Indian Affairs	-	-	-	-	-	44 (22%)	15 (7%)	-	25 (12%)	1 (<1%)	^
Department of the Interior	U.S. Geological Survey	-	-	-	-	-	574 (7%)	410 (5%)	-	791 (10%)	-	^
Department of the Treasury	Bureau of Engraving & Printing (BEP)	129 (7%)	151 (9%)	133 (8%)	150 (9%)	6 (<1%)	-	-	-	-	-	
Department of the Treasury	Bureau of the Fiscal Service (BFS)	1844 (55%)	840 (25%)	203 (6%)	862 (26%)	19 (1%)	-	-	-	-	-	
Department of the Treasury	Departmental Offices	373 (20%)	528 (28%)	194 (10%)	745 (40%)	14 (1%)	-	-	-	-	-	
Department of the Treasury	Financial Crimes Enforcement Network (FinCEN)	38 (13%)	107 (37%)	28 (10%)	113 (40%)	2 (1%)	-	-	-	-	-	
Department of the Treasury	Internal Revenue Service (IRS)	23776 (31%)	5166 (7%)	2023 (3%)	8736 (11%)	290 (<1%)	-	-	-	-	-	
Department of the Treasury	IRS Chief Counsel	358 (18%)	391 (20%)	185 (9%)	949 (48%)	-	-	-	-	-	-	
Department of the Treasury	Office of Inspector General (OIG)	23 (14%)	95 (58%)	17 (10%)	127 (77%)	-	-	-	-	-	-	
Department of the Treasury	Office of The Comptroller of The Currency (OCC)	116 (3%)	215 (6%)	64 (2%)	3504 (91%)	-	-	-	-	-	-	
Department of the Treasury	Special Inspector General, Troubled Asset Relief Program (SIGTARP)	2 (2%)	24 (21%)	21 (18%)	83 (72%)	1 (1%)	-	-	-	-	-	
Department of the Treasury	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	353 (72%)	51 (10%)	18 (4%)	97 (20%)	88 (18%)	-	-	-	-	-	

Department	Subagency	FY 2018							September 2018						
		3 or more days	1-2 days	Once a month	Situational	Remote workers			3 or more days	1-2 days	Once a month	Situational	Remote workers		
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	381 (51%)	35 (5%)	8 (1%)	234 (31%)	18 (2%)			-	-	-	-	-		
Department of the Treasury	U.S. Mint	128 (8%)	142 (9%)	41 (3%)	88 (6%)	6 (<1%)			-	-	-	-	-		
Department of Transportation	Federal Aviation Administration	6616 (15%)	4749 (11%)	1810 (4%)	1810 (4%)	-			-	-	-	-	-		
Department of Transportation	Federal Highway Administration	369 (14%)	757 (28%)	977 (37%)	65 (2%)	127 (5%)	*	^	-	-	-	-	-		
Department of Transportation	Federal Motor Carrier Safety Administration	308 (27%)	182 (16%)	65 (6%)	5 (<1%)	-			-	-	-	-	-		
Department of Transportation	Federal Railroad Administration	14 (2%)	205 (23%)	145 (16%)	11 (1%)	-			-	-	-	-	-		
Department of Transportation	Federal Transit Administration	210 (38%)	264 (47%)	29 (5%)	-	-			-	-	-	-	-		
Department of Transportation	Maritime Administration	86 (12%)	108 (15%)	66 (9%)	37 (5%)	-			-	-	-	-	-		
Department of Transportation	National Highway Traffic Safety Administration	28 (5%)	135 (24%)	58 (10%)	17 (3%)	-			-	-	-	-	-		
Department of Transportation	Office of Inspector General	208 (50%)	80 (19%)	-	95 (23%)	-			-	-	-	-	-		
Department of Transportation	Office of Secretary of Transportation	385 (26%)	339 (23%)	82 (6%)	83 (6%)	42 (3%)	*	^	-	-	-	-	-		
Department of Transportation	Pipeline/Hazardous Materials Safety Administration	223 (40%)	128 (23%)	84 (15%)	84 (15%)	87 (16%)	*	^	-	-	-	-	-		
Department of Transportation	St. Lawrence Seaway Dev Corp	4 (3%)	4 (3%)	1 (1%)	8 (7%)	2 (2%)	*	^	-	-	-	-	-		

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

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

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

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

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Access Board	Yes	There were employees who retired and accepted other positions.	
Agency for International Development	No	N/A	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	No		
Broadcasting Board of Governors	No		
Central Intelligence Agency	Yes	Increased efficiency in telework data collection accounted for most of the increase.	
Chemical Safety and Hazard Investigation Board	No		
Commodity Futures Trading Commission	No		
Consumer Financial Protection Bureau	Yes	We are currently using WebTA data to complete this survey. WebTA allows us to get a more accurate total of reported telework therefore increasing the reported telework participation.	
Consumer Product Safety Commission	Yes	In FY2017, we included remote employees (Field - about 130 employees) in the count; In FY18, we have removed them from the count, as the instructions state. Employees were educated on telework-ready requirements in the event of weather emergencies, they were informed via email blasts throughout the year, telework and inclement news articles in the monthly EXRM Newsletter, brought awareness during on-boarding process, during furlough, employees were allowed to telework to perform shut-down activities.	
Corporation for National and Community Service	No		

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Court Services and Offender Supervision Agency	Yes	The increased participation may be due to continued support for the telework program from leadership, an enhanced awareness of its benefits from staff, and also an increase in participation due to situational events. For example, CSOSA staff moved offices in the past year and employees chose to telework in order to continue successful operations during these transitions. Furthermore, improved technology such as Agency laptops, may have led to increased participation.	
Defense Nuclear Facilities Safety Board	Yes	The percentage drop off in the reported telework participation rate resulted from a 20 decrease in DNFSB staff during the period being measured.	
Denali Commission	Yes	Our numbers have increased because additional members of the Management Team are using ad-hoc/situation telework.	
Department of Agriculture	No		
Department of Commerce	No		
Department of Defense	No		
Department of Education	Yes		

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Department of Energy	No	Not applicable	
Department of Health and Human Services	No		
Department of Homeland Security	Yes		
Department of Housing and Urban Development	Yes	HUD experienced a decrease in telework participation during FY18 due to employees leaving and employees opting not to telework any longer.	
Department of Justice	Yes	DOJ Senior leadership supports work life balance and has continually encouraged employees to exercise this benefit. Some of our DOJ Components have increased telework opportunities for their employees.	

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Department of Labor	No	DOL had a decrease in population size in FY 2018.	
Department of State	Yes	The Department, in light of the Administrative Leave Act of 2010, established a new Weather and Safety Leave policy in June 2018 that increases telework accountability and participation rates. This fiscal year, we have promoted telework for continuity of operations (COOP) purposes in addition to a valuable workplace flexibility option that offers employees incentives for work/life balance. Increases in telework participation have enabled the Department to recruit, retain and increase morale among our CS and FS workforce. A contributing factor in FY-18 included the creation of a Workplace Flexibilities Toolkit, a joint effort between HR and a Quick Win Committee in a special Working group. The Toolkit created opportunities to consolidate telework along with other workplace flexibilities, such as AWS, into one policy guidance document. Incorporating it in our briefings and training sessions enabled promotion of telework and its use on a situational, ad hoc basis to enable bureaus/offices to meet their office and operational needs, maintaining productivity levels and higher job satisfaction/morale in the process. In addition, increases in our Domestic Employees Teleworking Overseas (DETOs) population and telework availability to detailees, employees in MEDEVAC status, and those in long-term training have enabled the Department to realize the advantages of a flexible and more motivated workforce.	
Department of the Interior	No		
Department of the Treasury	No		

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Department of Transportation	No	N/A	
Department of Veterans Affairs	No	N/A	
Election Assistance Commission	Yes	We have pushed the use of situational telework in the agency to ensure agency operations can continue during emergencies/building unavailability, and if employees are physically unable to commute to the worksite, but can work from home.	
Environmental Protection Agency	No		
Equal Employment Opportunity Commission	No	The Agency has promoted telework as a tool to maximizing workplace flexibilities and increases the positive effects of work-life balance. We continue to provide trainings on proper reporting and the use of telework in order to provide accurate reporting stats.	
Executive Office of the President(Science and Technology)	Yes		
Export-Import Bank of the United States	No	N/A	
Farm Credit Administration	No		
Farm Credit System Insurance Corporation	No		
Federal Communications Commission	No		
Federal Deposit Insurance Corporation	No		

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Federal Election Commission	Yes	While we are unable to determine conclusively why telework participation decreased by 12 percent, we believe that employee attrition and the FEC's move to a new location in DC likely played a role. In addition, the agency experienced a slight drop in the number of telework eligible employees in FY 2018 due to factors such as disqualification based on performance or new employees who had yet to serve the minimum period necessary to telework under agency policy. Furthermore, the significant metro track work in FY 2017, may have resulted in a higher number of employees opting to telework last year than in a typical year.	
Federal Energy Regulatory Commission	No		
Federal Housing Finance Agency	No		
Federal Maritime Commission	No		
Federal Mine Safety and Health Review Commission	No	N/A	
Federal Retirement Thrift Investment Board	Yes		
Federal Trade Commission	Yes		
General Services Administration	No		

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Institute of Museum and Library Services	No		
Japan-United States Friendship Commission	No		
Marine Mammal Commission	No		
Merit Systems Protection Board	No		
Millennium Challenge Corporation	No		
National Aeronautics and Space Administration	Unable to verify*		
National Archives and Records Administration	No	N/A	
National Capital Planning Commission	Yes	In FY2018, the area experienced two-to-three days of inclement weather resulting in office closure, as such, all telework eligible employees engaged in telework at a minimum of two-to-three times during the fiscal year period.	
National Council on Disability	Yes	There was an increase in telework agreements for FY2018. Additionally, NCD increased FTE's for FY 2018.	
National Credit Union Administration	Yes	NCUA conducted a reorganization throughout FY-18, which resulted in more remote (full-time telework) employees.	

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
National Endowment for the Arts	No		
National Endowment for the Humanities	Yes	Managers are encouraging more employees to Telework due to the nature of the business of the National Endowment for the Humanities (NEH. Many of the projects can be accomplished from Teleworking.	
National Labor Relations Board	Yes		
National Mediation Board	No		
National Science Foundation	No	N/A	
National Transportation Safety Board	No		
Nuclear Regulatory Commission	No		
Nuclear Waste Technical Review Board	No		
Occupational Safety and Health Review Commission	No		
Office of Government Ethics	No		
Office of Management and Budget (EOP)	Yes	We implemented a more effective data collection approach and verified information with each office. We also determined that there was an error in the 2017 submission in that it included employees from non-appropriated fund offices, who should have been excluded.	
Office of National Drug Control Policy	No		
Office of Navajo and Hopi Indian Relocation	Yes		

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Office of Personnel Management	Unable to verify*	We expect our data collection capabilities to significantly increase after deploying the Telework Module in HR Links, the new personnel system to which OPM transitioned to in the Spring of 2018.	
Office of the Director of National Intelligence	Yes	Due to the nature of business, the agency only offer situational telework. Only one employee applied/qualified for telework based on the agency's current policy	
Office of the United States Trade Representative (EOP)	Yes	Telework participation rates for 2018 increase can be attributed to a few changes such as an increase in agency staff; an updated payroll system that requires mandatory tracking of telework hours; and OPM's requirement for federal employees to be telework ready in cases of government closures due to inclement weather or man-made/ natural emergencies.	
Overseas Private Investment Corporation	Yes		
Patent and Trademark Office	No		
Peace Corps	No		
Pension Benefit Guaranty Corporation	No		
Postal Regulatory Commission	Yes	The Commission experienced a 23% increase due to new participants within the Commission's telework program and some telework-ready employees who elected to telework during FY 2018.	
Privacy and Civil Liberties Oversight Board	Yes	The PCLOB, a multi-member agency, went through some staff attrition during its extended sub-quorum period, ending in October 2018, which explains the decreased percentage. As the PCLOB continues to hire staff, they will also be telework eligible.	
Railroad Retirement Board	Yes	We had more people eligible for Telework contingent upon supervisor's approval.	

Agency	More than 10% increase or decrease from 2017 to 2018?	If yes, what are the reasons for this increase/decrease in telework participation?	
		Comparison Between FY 2017 and FY 2018	Comparison Between September 2017 and September 2018
Securities and Exchange Commission	No		
Small Business Administration	Yes	Due to hurricane Harvey, Irma, and Maria, there was increased in-person support for disaster assistance which caused a decrease in telework participation during FY 2018.	
Social Security Administration	No		
Tennessee Valley Authority	Yes	Better tracking and better communication on eligibility	
Trade and Development Agency	Yes		
U.S. AbiliityOne Commission	No		
U.S. Commission on Civil Rights	Yes		
U.S. International Trade Commission	No		
U.S. Office of Special Counsel	Yes	New hires came on-board that was eligible to participate.	

**Note: In a few cases, agencies did not provide enough information (e.g., mismatched timeframes) for OPM to evaluate the percent change from FY 2017 to FY 2018.*

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

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Access Board	The Access Board leadership has implemented the option for all employees to telework up to three days.
Agency for International Development	USAID's Telework Managing Officer will continue utilizing Agency Notices to communicate new and changing telework information, along with continuing to incorporate interactive/in-person telework training sessions to all Agency employees. The Telework Executive/Program Manager will have Telework Coordinators identified for each Bureau/Office and will review/update the Telework Coordinators on an annual basis. USAID's Staff Care Center offers a myriad of support services that benefits the needs of all Agency employees' work/life balance.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	The TMO gets feedback from supervisors on how telecommuting and remote duty is working. (Are employees easily reachable, is work completed in a timely manner).
Broadcasting Board of Governors	We are currently undergoing a review of our telework policy and practices under the direction of the CEO's office. The TMO, Telework Coordinator, HR Management Analysts and key stakeholders were part of the data gathering process. Currently recommendations are in draft and should be ready for implementation early next year.
Central Intelligence Agency	The recently completed Unclassified Telework From Home Working Group has increased awareness of the telework opportunities within the CIA. Management also continues to promote the use of flexible work centers allowing employees more flexibility. Tracking indicates approximately 1300 separate system accesses per week at the flexible work centers. This is a significant increase from last year where tracking indicated approximately 900 separate system accesses per week. The Agency telework centers have computers and printers that are available on a first come, first served basis. The centers are open 24 hours a day, seven days a week and have increased in size to include approximately 65 desks in the greater Washington D.C. area.
Chemical Safety and Hazard Investigation Board	Our agency's telework program allows for maximum flexibility (up to 4 days/pay period). Managers encourage employees to telework on a routine basis or when special circumstances arise and its beneficial for both the employee and the agency.
Commodity Futures Trading Commission	Agency leadership fully supported the expanded telework policy. They engaged with subject matter experts to plan and implement the new policy and worked with administrative staff to create an appropriate way to track participation.
Consumer Financial Protection Bureau	Agency leadership routinely urges managers to ensure that employees are aware of telework as an option. All managers are required to attend Supervisory Development training where they learn about the details of the telework program and best practices for using telework within their teams. Managers meet with their teams to develop telework norms within their office to ensure that telework remains an effective tool to support employee work-life balance by reducing commute time and accommodating personal circumstances.
Consumer Product Safety Commission	We conducted an in-house survey, focus groups and a Telework Working Group to determine what the current best practices are and how best to change our policies to meet agency needs and increase employee retention and engagement. We are currently negotiating our CBA and will be updating our Telework Policy and will promote adoption of telework with current guidelines.
Corporation for National and Community Service	CNCS promotes telework to retain and maintain their best employees. With telework there is an infinite amount of time to complete assignments and handle personal matters before business hours.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Court Services and Offender Supervision Agency	The Agency's leadership fully supports and promotes the telework program. While ensuring that the needs of our customers are the priority (e.g., most positions at CSOSA involve face-to-face interactions with the public), the Agency continues to explore emerging technologies, space-saving methods, and other flexibilities, to maximize the program where possible. Specifically, in 2018, both CSOSA and PSA invested in mobile technology (such as laptops and smartphones) to ensure employees are readily available and able to work effectively at numerous sites. The Agency continues to utilize a hoteling program to save physical space in organizations that feature frequent routine telework. The Associate Director of Human Resources and TMO meet on at least a monthly basis to review the status of the telework program. Both CSOSA and PSA continue to promote the program wherever it would be beneficial to fulfilling our critical public safety missions and are continually considering innovative ways to evaluate the program's effectiveness.
Defense Nuclear Facilities Safety Board	The DNFSB has successfully planned and implement a robust telework program. However, existing agency policy and procedures did not have a formal requirement or mechanism to regularly assess the program. The recent revision of the agency's telework procedures now includes a requirement to evaluate its telework program through annual audits. In addition, the DNFSB's telework program was the subject of a recent IG audit. The audit recommended--and the agency incorporated--additional procedures regarding employee/supervisor telework training and tracking telework participation. The procedural changes noted above will enable management to better evaluate the effectiveness of the program.
Department of Agriculture	As stated earlier, the USDA goal is to increase our ability to meet customer needs and satisfaction.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Defense	FY 18, DoD Management efforts to promote telework include: Leadership will continue to champion the use of telework, when appropriate. As a result of the OPM Data Call, the we will examine how telework is being utilized, identifying reasons for both high and low telework utilization, and then will develop a future plan for increasing telework participation. We haves a robust telework program. However, the agency is reviewing facility occupation and plans to reduce the footprint in facilities that only has few personnel. This will allow us to capture cost savings of real estate. HR professionals routinely work with leadership to assist in developing appropriate telework plans, when advising on different management and employee relation issues and concerns. Leadership implements the telework program by following agency telework policies and procedures, to include ensuring telework agreements are appropriately reviewed and routed via our workflow system. Leadership ensures all appropriate documents are included when necessary (ex- cost benefit analysis approval for remote arrangements. Telework is evaluated by management on a case by case basis contingent on need (mission requirements, workload, eligibility, etc.). Telework Program Manager pulls monthly telework data to stay abreast of current usage across the agency. Overall, eligible employees are encouraged to telework if they so choose, to allow for greater flexibility and increased quality of work life. Our activities maintain telework goals and accountability at the organizational level. At least annually, our policy requires activities to assess and revalidate internal programs including position eligibility, designations of emergency employees, and other elements consistent with the activity director responsibilities. In FY18, we developed an enterprise-wide standardized telework delegation to promote compliance with agency policy and consistent decision making RE: regular and recurring telework under certain conditions. It also escalates the approval level to Senior Leadership for specialty requests to include full-time telework or requests for an alternate duty location beyond a reasonable commuting area of official duty location. We also developed internal management guidance to address appropriate approval levels for telework request with locality pay impacts. We encourage situational telework as part of our work/life balance initiative; however, regular/recurring telework is not conducive to the mission. Due to the nature of our work, many employees are not eligible to telework. Their daily functions involve handling classified materials, daily onsite activity or face-to-face personal contact, or their position requires hands-on contact with special equipment. Leadership is provided with telework statistics on an annual basis. These statistics include the number of eligible positions, eligible employees, and participants. The reasons for increase/decrease are monitored. Position eligibility codes are reviewed and updated as needed. The results of the statistics are shared at our Human Capital Strategy Board and at our Senior Administrative Officer Forum. Best practices are shared and new initiatives/guidelines are announced. Agency/Directorate Telework point of contacts are updated via email on any pertinent information we receive from OPM and DCPAS.
Department of Education	In FY18, ED's CHCO and Office of Human Resource Office worked with all levels of management and the Union to adopt and promote greater use of telework. Last year, we began a major initiative to improve the workplace at the Department of Education (ED) by building greater employee performance and productivity through innovative space designs and technology enhancements. This initiative included working extensively with our Principal Offices to evaluate their positions to determine the frequency at which these positions were able to telework. We analyzed usage and trend reports with agency leadership and provided feedback to help increase telework usage. We frequently worked with our Principal Offices to provide assistance and training to effectively manage telework and we worked with our Union officials to identify employee concerns about telework, and addressed those concerns collaboratively.
Department of Energy	DOE leadership is notified annually of the Department's annual telework participation goal. Each organization has a Telework Coordinator who manages and promotes the telework program within his/her organization.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Health and Human Services	HHS establishes annual goals and engages employees through Agency Communities of Practice to discuss best practices, identify obstacles and promote success stories. The established program goals HHS has achieved works in relationship with other employee programs.
Department of Homeland Security	USSS- The agency's management is routinely updated regarding the number of employee's teleworking. These updates include the number of employees that are law enforcement vs. administrative, the number of employees who are supervisors, and the number of employees who work situationally vs. employees who have a routine telework schedule. The agency sends out official messages regarding teleworking during hazardous weather, and updates employees through presentations and the information on the internet. FEMA – FEMA continues to promote the use of telework where feasible as a means to promote sustainability, reduce operating costs, and support work-life balance and employee morale. Plans include conducting annual telework survey and utilizing telework coordinators across the Agency to share most successful practices. NPPD- FY 2018, CISA began reviewing its telework policy to identify gaps, unintended consequences as a result of the current telework language or lack thereof and areas for clarification. Once the policy is revised, a marketing strategy will be developed and implemented to ensure that it is applied consistently across the agency. The Policy and Accountability Division within the Office of Human Capital will conduct evaluations of the program and prepare a report for leadership. The report will include recommendations on how leadership can drive the increased use of telework. USCIS- USCIS agency leadership recognizes telework as a key element in Continuity of Operations events. During FY18, USCIS leadership increased the number of telework exercises to encourage supervisors to use telework flexibilities to deal with safety and weather closures.
Department of Housing and Urban Development	The agency reviews the Data Call results and other reports (such as Federal Employee Viewpoint Survey) to evaluate the effectiveness of the program to promote the adoption of telework in the agency. The agency's management also includes Telework in the HCOP and Ops Plans and monitors the action items in each report throughout the year.
Department of Justice	Managers are required to complete Telework Training for Managers and they are also responsible for ensuring all employees are on a telework agreement and that telework is properly recorded on time and attendance records. DOJ Justice Management Division (JMD) will be working internally with the JMD Systems Analysis Review Group (SARG) to build an automated Telework Data Collection report for consolidated agency reporting. All employees are required to renew their TW agreements every two years; and to complete updated training as part of the renewal process.
Department of Labor	Telework utilization measures and milestones are included in operating plans. Department-wide telework utilization is monitored quarterly.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of State	On average, the Federal Work-Life Survey of 2017 showed that 98% of DOS employees spend on average 1.15 hours commuting to and from work. The majority drive alone (54%), take public transportation (41%), or carpool (17%). Respondents considered work schedule flexibilities (68%), telework (58%), and leave benefits (48%) the most important deciding factors in working at the Department and certainly when looking for job opportunities. These percentages serve as examples of how telework is an employee engagement tool built on trust, relationships and excellent management practices. Agency management focuses on organizational outcomes. Assessing the impact of program participation by analyzing and evaluating the 2017 Survey results allows leaders to make evidence-based decisions about investments in this program. Human Resource professionals understand important intersections between work/life balance and mission/office needs in order to improve participation rates, specific employee needs, and satisfaction with telework as an available option. Open, frequent and transparent communications are crucial for a well-functioning office and team. Management seeks out HR's Subject Matter Experts (SMEs) for telework briefings and training sessions with supervisors, human resources professionals and employees. Telework is featured prominently as a way to engage employees and align their interests and responsibilities with the broader Department mission and objectives. Remaining productive in a virtual environment as we work toward modernizing our IT technology in 2019 led to the creation of the Workplace Flexibilities Toolkit, which senior leadership embraced eagerly. Updated Intranet Telework guidance followed. The Toolkit compiles guidance and resources in one document to help clarify basic expectations of immediate supervisors. Our Telework Intranet website provides comprehensive guidance, regulations and policy, comprising of FAQs, SOPs, Instructions and how to foster communication to avoid the pitfalls of low employee performance and output, since telework arrangements are only productive and advantageous when employee accountability measures are in place and expectations are clear.
Department of the Interior	DOI uses the data from the OPM data call to evaluate the telework program. From the data collected each year, we use it to set participation goals for the next fiscal year. Agency leadership supports telework and recognizes telework is a valuable tool to retain employees and is necessary during a natural or man-made emergency.
Department of the Treasury	FY 18 saw several major cabinet level agencies scale back on telework. While Treasury leadership shares some of the same concerns regarding face to face interaction, knowledge sharing and a focus on customer service in the office, Treasury continues to support telework and the value it brings to our employees and the mission.
Department of Transportation	DOT continued to support telework during FY 2018 in a number of ways, including: 1. Internally marketing and encouraging telework as a means to continue operations (e.g., on days when the government is closed and/or when options for 'unscheduled telework' have been announced by OPM or regional Federal Executive Boards)? 2. Continuing to provide telework training for employees and managers? 3. Providing telework policy guidance to employees, supervisors and managers on an ongoing basis? and 4. Periodically updating its IT infrastructure (i.e., computers, remote access technologies, etc.) to contend with emerging data security threats and allowing employees to connect securely to DOT systems in several ways (i.e., via Virtual Private Networks, remote access technologies, and DOT webmail services).
Department of Veterans Affairs	VA establishes Department-wide goals each fiscal year, which incorporates the established goals of each VA Administration. We promote, educate, and provide resources on the Department's telework policies and programs as well as evaluate the status of fiscal year telework goals each quarter.
Election Assistance Commission	We are currently reviewing the telework policy and plan to refresh it as needed.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Environmental Protection Agency	The current telework program has now been in place for two calendar years. During that time, EPA underwent an extensive OIG audit in which the program was declared compliant and consistent with applicable regulation and laws. In 2018, with the support of management who ensure that telework applications are acted on timely, and complete appropriate reviews/ renewals of telework application regularly, EPA's telework program continued to operate successfully.
Equal Employment Opportunity Commission	The EEOC's management team continue to support and promote the effective use of telework by promoting telework to the maximum extent possible. All managers and employees that are eligible to telework are encouraged to take advantage of this workplace flexibility. Further, management is thoroughly trained on the effectiveness or telework and best practices to implement in supervising a remote workforce.
Executive Office of the President (Science and Technology)	All staff are eligible to telework in OSTP on an ad hoc basis. OSTP is very conscience about ensuring workplace flexibility for all staff. We are a very small agency and we accommodate the immediate needs of all staff.
Export-Import Bank of the United States	Export-Import Bank continues to promote telework through our intranet page, our \All Hands Meetings\" and during our New Employee Orientation Briefings."
Farm Credit Administration	Our agency promotes telework annually when we renew the telework agreements. Reminding employees and supervisor that our agency is telework ready. We also speak to new employees during their onboarding about the availability of telework at our agency.
Federal Communications Commission	We encourage all employees eligible for telework to apply.
Federal Deposit Insurance Corporation	In Fiscal Year 2018, the FDIC continued to manage the Telework Program with senior management support. We continued to stress the importance of utilizing the telework program for business continuity and work/life balance. The Telework Coordinator (TC) provided training to Division/Office Directors and their direct reports, as well as employee training on the telework policy. In addition to in-person training, the FDIC marketed our internal computer based instruction training for both managers/supervisors and employees. The FDIC worked with senior management to ensure telework is an integral part of Continuity of Operations Planning (COOP). We continued to ensure consistent application of weather dismissal and other emergency closings nationwide with respect to telework. The FDIC tracked telework agreements. The system allowed the FDIC to track the number of approved, submitted, and denied agreements. The data can be broken down into subsets to evaluate the number of employees approved for regular and recurring telework or situational telework, the number of employees teleworking at each grade level, the number of employees teleworking in each Division/Office, and many other categories. The FDIC tracked the progress of the Diversity and Inclusion (D & I) Strategic Plan, specifically where it pertains to telework. The Plan addresses our goals to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion. The plan details specific steps to enhance diversity and inclusion at the FDIC in many areas, including telework. Telework is an important benefit at the FDIC. As a result it remains a component in the D & I Strategic Plan.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Federal Election Commission	The TMO will periodically monitor telework activity to ensure situational telework is being used properly, and to identify excessive use of situational telework. Time and attendance reports will be generated to assist in this process. The agency plans to update its telework policy. The agency will disseminate information about properly recording telework hours and request that it is added to new employee orientation. The telework coordinator is creating a control review process for the telework program that will coincide with OPM's annual telework data call. The control review will include reviewing telework applications for employees in the telework program. Once created, the Office of Human Resources will conduct an initial control review and then will repeat the control review annually.
Federal Energy Regulatory Commission	CHCO and TMO discuss telework issues with agency senior leadership in the Human Capital Accountability Team and develops action plans or guidance as necessary.
Federal Housing Finance Agency	Since the implementation of the new telework policy, the agency continues to promote work-life balance to its employees. FHFA reviews results of the Federal Employee Viewpoint Survey to evaluate the adoption of telework.
Federal Maritime Commission	We provide new employees agency specific training on our modernized program and conduct annual refresher training for all current employees and supervisors. Senior leadership reviews the annual FEVS and Telework Data Call results to evaluate the satisfaction and participation of the Commission's employees.
Federal Mine Safety and Health Review Commission	Management encourages employees with friendly reminders and timekeepers help to have employees annotate their telework on their timecards.
Federal Retirement Thrift Investment Board	The agency conducts an annual Telework Program Evaluation that included review of FEVS scores, employee and supervisory surveys, benchmarking from other small agencies, federal best practices, as well as Telework information sessions to determine if changes were needed for its effectiveness. ALL employees who participated in the Telework Program were required to take mandatory telework refresher training and best practices were made available to all agency leadership. All participating employees are required to complete mandatory training prior to the annual renewal of telework agreements.
Federal Trade Commission	The agency encourages management to consider ways to use and increase telework. As a result, there are several telework teams in different offices working to continuously support increase telework opportunities.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
General Services Administration	GSA Workforce Mobility and Telework Policy, signed June 30, 2018, meets the requirements of the Telework Enhancement Act of 2010 and goes beyond those requirements, continuing GSA's role as a leader in government implementation of telework and allowing the agency to maximize its benefit from mobility. GSA policy on Full-Time Telework was also signed June 30, 2018. Both these policies have been updated to ensure that telework and other means of mobility are implemented to the agency's advantage to support individual and organizational performance. Agency leadership was involved development of both policies, incorporating "lessons learned" through the experience of agency employees, supervisors, and organizations to enhance the use of mobility tools including telework. GSA anticipates implementation of its new HRIT system, HRLinks, in June 2018. Telework functionality in HRLinks was implemented in November 2018. HRLinks consolidates in one system data previously divided among several IT systems, increasing efficiency and reliability. Updated policy, and supporting training, incorporates enhancements to our program, including: reminder to agency supervisors to review employee telework agreements in conjunction with annual performance management timeframe; clarification of the requirement to telework in response to emergency situations; reinforcement of employee responsibility for entering telework participation in GSA's electronic time and attendance system; reinforcement of employee responsibility for accurately reflecting telework participation in the calculation of actual commuting costs when applying for benefits under GSA's Transit Subsidy Program; updates to approval process for full-time telework arrangements; clarification of supervisory responsibilities; clarification of employee responsibilities.
Institute of Museum and Library Services	In 2018 the Office of Human Resources (OHR) once again reviewed, revised and implement an updated telework policy. During onboarding, OHR ensures that all employees (if the position allows) are aware of, and have agreements in place to telework. OHR works with the CIO's office to make sure equipment is available for teleworking, and OHR partners with the COO for telework drills, like Eagle Horizon.
Marine Mammal Commission	Agency leadership encourages staff to telework, and telework is supported by supervisors.
Merit Systems Protection Board	The MSPB's telework program existed prior to the Act of 2010 and continues to have strong support from Agency leadership and senior managers.
Millennium Challenge Corporation	Data is presented to Senior Leadership to evaluate telework utilization. During the annual Federal Employee Viewpoint Survey and the internal Pulse Surveys, specific questions are posed to the workforce to determine satisfaction with the flexibilities offered.
National Aeronautics and Space Administration	NASA posts an annual notice reminding employees of the Telework Program. NASA management also encourages organizations to ensure that employees are ready and able to telework to support NASA's mission, and that supervisors permit the use of telework as a means of allowing employees the ability to achieve work-life balance. Success of telework is measured through EVS results, Federal Work-Life Survey results, internal Telework reports, other local survey instruments, and telework drills and pilots.
National Archives and Records Administration	NARA's Management aligns telework with agency strategic goals and mission, and emphasizes telework as part of COOP (Continuity of Operations Plan) events

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
National Capital Planning Commission	Throughout the FY2018 reporting period, the NCPC's managers have been cognizant of working with their employees to ensure a positive work-life balance by allowing work place flexibilities such as telework in accordance with the agency's Telework Program Policy and based upon the requirements of the Telework Enhancement Act of 2010. Success of management's initiatives is evidenced in the agency's annual employee view point survey and assessment. The results of the annual survey demonstrate that, as result of management's support of the agency's work-place flexibilities (telework) employee performance and job satisfaction has continued to remain steady with annual agency strategic goals and objectives being met.
National Council on Disability	Our agency's management plans, implements, and evaluates our program to promote the adoption of telework in our agency by ongoing review and update of the agency's telework policy and procedures. All employees are required to complete an annual telework training. Mangers are required to complete an annual telework training for managers. Telework agreements are reviewed and updated manually.
National Credit Union Administration	Of NCUA's total workforce of 1,110 employees, 65 percent are either mobile (633) or remote (84) workers (full-time). The other 34 percent perform telework mostly on a regular basis. Only one percent of the NCUA workforce do not telework. Further, NCUA is under a pay for performance compensation program, where managers evaluate employee performance based on the work results achieved.
National Endowment for the Arts	New employee orientation includes information regarding the benefits and flexibilities of telework for routine and situational use.
National Endowment for the Humanities	Telework has been proven to be successful in our agency. When meeting with leadership, telework is a constant reminder of how well we are achieving our goals for our agency. New supervisors are trained concerning telework policies. NEH met the goal in 2018 of both employees and managers being trained in Telework.
National Labor Relations Board	The Agency sends out annual reminders regarding the rules and requirements related to the Telework Program Policy (2011). We are currently reviewing our Agency Policy to make necessary updates and identify and eliminate barriers to maximize telework participation. Additionally, we have started to survey Agency employees and supervisors regarding the value of the program.
National Mediation Board	Agency leadership

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
National Science Foundation	Starting in May 2016 and continuing through the latest rounds of metro work in 2018, NSF issued guidance to staff providing increased workplace flexibilities, including the increased use of recurring telework, to help with impacts as a result of the WMATA SafeTrack Implementation. NSF's increased flexibilities were praised by OPM as a Federal best practice. The NSF Telework Managing Officer (TMO) delivered numerous briefings to senior leadership and customer organizations and facilitated discussions on how to work through organizational telework concerns. The TMO continued to work individually with Directorates/Divisions across the agency on how to effectively implement telework in their organization, encouraging a collaborative approach between supervisors and employees to support increased telework usage and generally a more robust NSF telework program. NSF's management continued to promote telework through the following actions: • Increased staff education on the importance of recording telework hours worked in the agency's time and attendance system and increased efforts to provide supervisors and employees training on the policy in an effort to increase the use of telework flexibilities across the agency. • NSF provided training to encourage an increase in the use of telework flexibilities across the agency. In FY18, NSF continued to provide NSF-specific training for supervisors of teleworkers, which included components on minimizing the administrative hassles of telework, handling of special telework situations, importance of maintaining fairness, performance management and accountability, and fostering engagement and team morale between teleworkers and onsite workers. The training also included a section to educate supervisors on the importance of recording telework hours worked in the agency's time and attendance system, including examples on how to properly record telework hours worked.
National Transportation Safety Board	After considerable work and various editions, the agency's revised telework policy is ready for launch. It includes a much-improved telework agreement. All employees who wish to telework will be required to complete the new form. Training for management and employees on the revised policy will accompany the roll out. More tracking and monitoring will be forthcoming.
Nuclear Regulatory Commission	Staff and management from the Office of the Chief Human Capital Officer gave presentations on our Telework Program to groups of NRC employees and supervisors. The telework program was promoted in October 2017 during National Work and Family Month, as well as throughout the year at staff meetings and all hands events. The staff provides resources for employees and managers to assist them in applying for the telework program, and provides advice and guidance on ensuring these arrangements are effective. Evaluation of the Telework Program is done by collecting and analyzing data. For example, employees and managers that participate in remote telework are routinely asked to provide feedback on their telework arrangement. We use the feedback received to assess the effectiveness of these types of arrangements. The agency also began preparations for working with the National Treasury Employee Union to update the Telework Article of the Collective Bargaining Agreement.
Nuclear Waste Technical Review Board	NWTRB management reviews the telework agreements and makes adjustments based on the needs of the agency. The NWTRB uses COOP exercises to evaluate the telework program.
Occupational Safety and Health Review Commission	Discussion during meetings, distribution of agency policies, and emails to staff.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Office of Government Ethics	The Agency Director is a strong supporter of the telework program. He continues to periodically encourage managers to review the telework program to ensure it is implemented efficiently and effectively. The Agency purchased laptops and remote connectivity licenses to ensure 100% telework participation, if the need arises. The Agency continues to allow telework arrangements for employees when such arrangements are beneficial to the Agency in terms of productivity or enhances quality of work, timeliness of performance, and/or customer service. While certain benefits accrue to the telecommuting employee (e.g. savings in time and financial costs associated with commuting to and from the office), the Agency will continue to encourage telecommuting arrangements and approve them when consistent with the agency mission.
Office of Management and Budget (EOP)	We are revising our telework policy, soliciting input from leadership and staff, and incorporating an analysis of our 2018 FEVS results.
Office of Navajo and Hopi Indian Relocation	When it is possible, the Director does plan and implement telework although many positions within the agency due to the nature of the work duties are not able to telework, i.e. meeting with clients in person.
Office of Personnel Management	During FY 2018, despite limited resources and manpower, OPM HR formed a cross-functional Telework Team tasked with rolling out, implementing, and drafting employee guidance and FAQs about OPM's updated Telework Program. Additionally, the Telework Team in partnership with the Training Team designed an interactive, in-house, and cost-free Telework Training Module for employees and supervisors. In parallel with those efforts, OPM HR has worked with HR Links system developers to create, refine, and test telework and remote worker modules in the new personnel system. The newly designed modules conform to the agency's policies and procedures and further eliminate the cumbersome use of an outdated telework eligibility data base. The OPM HR Systems Team has made great strides to facilitate increased reporting capabilities and finesse our data collection procedures.
Office of the United States Trade Representative (EOP)	The Assistant U.S. Trade Representative (AUSTR) for Administration, the CHCO, and TMO closely monitor any new policies, trends or updates announced by OPM and update the Agency's telework policy as appropriate. Consultations for best practices with other agencies of similar size are performed by the TMO. As appropriate, trials and pilot programs are put in place using small groups of employees. Based on their success new programs are announced by the AUSTR for Administration agency-wide. The CHCO and staff then lead on implementation and evaluating the program annually. Meetings with managers are scheduled to address concerns about not allowing participation. The CHCO also meets with employees as appropriate when managers have concerns about employees not following telework guidelines.
Patent and Trademark Office	The USPTO continued to enhance its telework environment in FY 2018 by expanding telework opportunities (an increase from 93.37% to 93.77% of the total population eligible to telework) and helping develop skill sets specific to managing in a telework environment. The Telework Program Office (TPO), located in the Office of the Chief Administrative Officer, is responsible for setting annual program goals and revisiting/reviewing these quarterly to ensure each measure/goal is on track and telework project timelines are being met. The TPO is responsible for collection and analyzing quarterly data and reporting this data to agency heads and business units. The TPO is also responsible for conducting quarterly telework coordinator meetings with agency telework points of contact to communicate quarterly telework statistics and provide previous fiscal year data comparisons, discuss new pilot programs and guidelines, telework surveys, modifications to telework agreements, and address current research and/or federal initiatives that may affect agency telework programs. Results from the Employee Viewpoint Survey and the annual Telework Enhancement Act Pilot Program survey, internal to the USPTO, also provide significant data for telework program evaluation.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Peace Corps	We are working to increase the Information Technology infrastructure to better support employees teleworking. We are continually working on increasing the numbers of laptops and expanding the bandwidth to accommodate more employees who work away from the office site.
Pension Benefit Guaranty Corporation	* Revamped telework training in collaboration with Employee Relations to address specific management concerns with regard to managing teleworking employees. * Concluded the project for Leadership Development mentees to evaluate the current policy and procedures, findings and recommendations were presented to agency leadership.
Postal Regulatory Commission	Classified as a very small agency (less than 100 employees), the Chairman advocates telework directly to senior leadership and across the agency and emphasizes telework as part of the Commission's continuity of operations plan. The structured review and evaluation of the Commission's flexible work programs occurs in November, when preparing the Call for Telework Data Call. As mentioned previously, we promote telework during all hiring activities and encourage participation during weather emergencies and through annual telework training.
Privacy and Civil Liberties Oversight Board	The new Chairman has retained the PCLOB's telework practices and will consider telework as part of any administrative updates or changes in the coming year.
Railroad Retirement Board	We request senior managers to review positions for Telework eligibility and keep the information updated.
Securities and Exchange Commission	In FY2018, the SEC continued to plan and implement internal controls to ensure compliance with the Telework Enhancement Act of 2010 and provide additional promotional efforts. During the fiscal year, the SEC monitored manager and employee completion of required telework training and took corrective action as needed. The SEC monitored telework participation by reviewing the use of telework codes in the time and attendance system compared to employees' telework agreements and ensured employees were teleworking with an active telework agreement. Corrective action was taken when discrepancies existed. A "Workplace Flexibility Week" was planned and included classroom and virtual trainings and several articles in the SEC Today newsfeed relating to telework, telework technology, medical telework, and leave flexibilities. Workplace Flexibility Week took place from October 15-19, 2018. In FY2018, the SEC conducted a multi-source, multi-method evaluation of the SEC's telework program. The study included an environmental scan (research and benchmarking), historical data analysis, and the administration of a customized survey. The research was used to equip an agency-wide team of management officials and the telework program manager with insights needed to improve the SEC's telework policy and enhance the program. Overall, the study showed that the SEC Telework Program generally has strong support and is perceived as a valuable workplace flexibility.
Small Business Administration	With the hiring of a new telework program coordinator in late FY 2018, SBA will be better situated to engage its employees for telework success stories and responses to soft metrics by Quarter 4 FY 2019. SBA will market telework as a work-life benefit and flexibility to the staff. SBA will use information notices, marketing materials, targeted program briefings to raise awareness and promote the adoption of telework. Additionally, SBA is using the results of the 2018 FEVS and the 2017 OPM Federal Work-Life Survey to further address impediments to promoting and increasing telework use in SBA.
Social Security Administration	After a 48% increase in telework participation in 2017, 2018 has been used to analyze the effect of telework in our Operations component, which continues to operate under a pilot program. Particularly we want to ensure our frontline field offices and teleservice centers maintain the integrity of our agency's mission in serving the public while maintaining great control in protecting personally identifiable information. We continue to analyze existing workload metrics for indications of a telework effect.

Agency	Consider Fiscal Year 2018. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Tennessee Valley Authority	Ongoing education with leadership to ensure they are aware the program is available. HR generalists are the key liaisons in providing information related to the program.
Trade and Development Agency	The agency's senior leadership is extremely supportive of situational telework, and has taken many opportunities throughout the year to remind employees of its availability to alleviate congestion on the roads, avoid road and transit system closures and construction, and, most notably, during the relocation of agency headquarters. Looking forward, management will continue to highlight the availability of situational telework to accommodate the personal circumstances of employees, as well as predicted and unpredicted emergencies.
U.S. AbiliityOne Commission	We are a small agency and most are teleworking. The 2 that are not teleworking have tenure and this has been their choice for a long while. I feel that they don't plan to change their minds, we respect that they choose not to.
U.S. Commission on Civil Rights	At the request of the employees, the executive team evaluated and agreed to update the policy to meet the needs of the agency and employees.
U.S. International Trade Commission	Our agency is small and has limited resources for planning telework goals and measuring outcomes.
U.S. Office of Special Counsel	Employees continues to complete annual telework agreements. Also, OSC updated it's telework policy for the coming year.

APPENDIX 13. Agency Management Efforts to Promote Telework in Fiscal Year 2018

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Access Board	X	X	X	X	-	X	-	
Agency for International Development	X	X	-	X	-	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	-	-	-	-	-	-	
Broadcasting Board of Governors	-	-	-	X	-	X	-	Currently a large awareness effort around telework and the new Weather/Safety leave regulations.
Central Intelligence Agency	-	-	-	-	-	-	-	By increasing awareness of telework opportunities, management continues to support the CIA's telework program.
Chemical Safety and Hazard Investigation Board	-	X	-	-	-	-	-	
Commodity Futures Trading Commission	-	X	-	X	-	-	-	
Consumer Financial Protection Bureau	-	-	-	X	-	-	-	
Consumer Product Safety Commission	X	-	-	X	-	X	-	
Corporation for National and Community Service	X	X	-	X	X	X	-	

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

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Department of State	X	X	-	X	-	-	-	Intranet Website guidance and specialized telework information sessions, briefings and training.
Department of the Interior	-	X	-	X	X	-	-	
Department of the Treasury	X	X	-	X	-	X	-	The majority of the Treasury bureaus are committed to promote telework individ-ually and as noted above, based on their unique business needs. Other strategies include instructional sessions with supervi-sors and employees to discuss the value of telework a
Department of Transportation	-	X	-	X	-	-	-	
Department of Veterans Affairs	X	X	-	X	X	-	-	
Election Assistance Commission	-	-	-	X	-	-	-	Inclement weather, building closures, etc. - agency can still operate
Environmental Protection Agency	-	X	-	X	X	-	-	
Equal Employment Opportunity Commission	X	X	-	X	-	-	-	
Executive Office of the President(Science and Technology)	-	-	-	-	-	-	-	Since OSTP only consists of 20 staff members, promoting telework is not needed. All staff are given the option to telework on an ad hoc basis when they need too. OSTP Leadership encourages staff to telework and is workplace flexible to all staff.

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

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
General Services Administration	X	X	-	X	-	X	-	Participation in policy development and review
Institute of Museum and Library Services	-	-	-	X	X	-	-	
Japan-United States Friendship Commission	-	-	-	-	-	-	-	
Marine Mammal Commission	-	X	-	-	-	-	-	
Merit Systems Protection Board	-	X	-	X	-	-	-	
Millennium Challenge Corporation	X	X	X	X	X	X	-	
National Aeronautics and Space Administration	-	X	-	X	X	X	-	
National Archives and Records Administration	X	X	-	X	-	-	-	
National Capital Planning Commission	-	-	-	-	-	-	X	In FY2018 the NCPC promoted telework during quarterly HR lunch and learn training sessions. Telework was also promoted on the agency's intranet website and during annual recertification of the staffs' telework agreements.
National Council on Disability	X	X	-	-	-	-	-	Management encourages employees to use telework days as an opportunity to utilize training rewards membership.

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
National Credit Union Administration	X	X	-	X	X	-	-	
National Endowment for the Arts	-	-	-	X	-	X	-	
National Endowment for the Humanities	X	X	X	X	X	X	-	
National Labor Relations Board	-	X	-	X	-	X	-	
National Mediation Board	-	-	-	-	-	-	-	
National Science Foundation	X	X	-	X	-	X	X	Include a section on telework in agency supervisor training sessions
National Transportation Safety Board	-	-	-	X	-	-	-	
Nuclear Regulatory Commission	X	X	-	X	-	-	-	
Nuclear Waste Technical Review Board	X	-	-	X	-	-	-	
Occupational Safety and Health Review Commission	X	X	X	X	-	X	-	
Office of Government Ethics	-	X	-	X	-	X	-	
Office of Management and Budget (EOP)	-	X	-	X	-	-	-	
Office of National Drug Control Policy	-	-	-	-	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Office of Navajo and Hopi Indian Relocation	-	X	-	-	-	-	-	
Office of Personnel Management	-	X	-	X	-	X	-	
Office of the Director of National Intelligence	-	-	-	-	-	-	-	
Office of the United States Trade Representative (EOP)	-	X	-	X	-	X	-	
Overseas Private Investment Corporation	-	-	-	-	-	-	-	Part of the new employee package.
Patent and Trademark Office	X	X	X	X	-	-	-	
Peace Corps	-	X	-	X	X	X	X	
Pension Benefit Guaranty Corporation	-	X	-	-	-	-	-	
Postal Regulatory Commission	X	-	-	X	-	-	-	
Privacy and Civil Liberties Oversight Board	X	-	-	X	-	-	-	
Railroad Retirement Board	-	-	-	-	-	-	-	
Securities and Exchange Commission	X	X	-	X	X	X	X	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measure ment to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/ posters	Other. Please describe:
Small Business Administration	X	-	-	X	X	-	-	The SBA CHCO hired a Work-Life Coordinator to provide guidance and technical assistance to SBA employees on matters related to telework, work-place flexibilities, health and wellness, Employee Assistance Program (EAP), and dependent care.
Social Security Administration	-	X	-	X	-	-	-	In FY 2018, we updated our telework training for managers, supervisors and employees.
Tennessee Valley Authority	-	-	-	X	-	-	-	
Trade and Development Agency	-	X	-	X	-	-	-	Reminders to employees of telework opportunities when circumstances occur which make travel to the office difficult.
U.S. AbiliityOne Commission	-	-	-	-	-	-	-	
U.S. Commission on Civil Rights	-	-	-	X	-	X	-	
U.S. International Trade Commission	-	-	-	-	-	-	-	
U.S. Office of Special Counsel	-	X	-	-	-	-	-	

Note: Blank cells indicate that no data were reported.

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

The following tables show agencies' stated total, frequent, and infrequent participation goals for 2018, agency self-assessments of whether they met their goal, and an assessment by OPM of whether agencies met their goals according to reported participation data. Agencies where given the opportunity to set both numeric and percentage goals. In an effort to recognize any agency successes, OPM considered either goal for this assessment.

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

- Yes, met: OPM's assessment showed the established 2018 participation goal (numeric or percentage) was met
- No, not met: OPM's assessment showed the agency did not meet its established numeric or percentage 2018 participation goal
- No goal: the agency participated in the 2017 Data Call but was unable or elected not to provide a 2018 participation goal
- Unable to verify: OPM was unable to verify goal achievement, either because the agency did not set any goal, provided incomplete 2018 participation data, or the method for assessment was unclear

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

Assessment of Total Participation Goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2017 Data Call	Agency's reported total percentage goal from 2017 Data Call	OPM's assessment
Access Board	Yes	27		Not met
Agency for International Development	No		60	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	12		Yes, met
Broadcasting Board of Governors	Yes		15	Yes, met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No		100	Not met
Commodity Futures Trading Commission	No	705		Not met
Consumer Financial Protection Bureau	No		58	Yes, met
Consumer Product Safety Commission	Yes		70	Not met
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2018 Data Call)	85	85	Yes, met
Court Services and Offender Supervision Agency	Yes	709		Yes, met
Defense Nuclear Facilities Safety Board	Yes		95	Yes, met
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Commerce	No	15052	4	Not met
Department of Defense	Yes		32	Yes, met
Department of Education	Yes		2	Yes, met
Department of Energy	No		47	Yes, met
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Homeland Security	Yes		50	Not met
Department of Housing and Urban Development	Yes	5513		Yes, met

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2017 Data Call	Agency's reported total percentage goal from 2017 Data Call	OPM's assessment
Department of Justice	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Labor	Yes		65	Yes, met
Department of State	Yes	5100	1	Yes, met
Department of the Interior	No	17		Yes, met
Department of the Treasury	Yes		88	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes		67	Yes, met
Election Assistance Commission	Yes		100	Not met
Environmental Protection Agency	Yes		78	Yes, met
Equal Employment Opportunity Commission	Yes		65	Unable to verify
Export-Import Bank of the United States	No	350		Not met
Farm Credit Administration	Yes	300	100	Yes, met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Communications Commission	Yes		50	Yes, met
Federal Deposit Insurance Corporation	Yes		40	Yes, met
Federal Election Commission	No		90	Not met
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Housing Finance Agency	Yes		80	Yes, met
Federal Maritime Commission	No	68		Not met
Federal Mine Safety and Health Review Commission	No	50		Not met
Federal Retirement Thrift Investment Board	Yes	100		Yes, met
Federal Trade Commission	Yes		78	Yes, met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Institute of Museum and Library Services	Yes	60		Not met
Japan-United States Friendship Commission	Yes	3	75	Yes, met
Marine Mammal Commission	Yes	5	42	Yes, met
Merit Systems Protection Board	No	140		Not met

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Agency	Agency's reported assessment	Agency's reported total numeric goal from 2017 Data Call	Agency's reported total percentage goal from 2017 Data Call	OPM's assessment
Millennium Challenge Corporation	Yes			No goal
National Aeronautics and Space Administration	Yes	5460		Yes, met
National Archives and Records Administration	Yes		36	Yes, met
National Capital Planning Commission	Yes		90	Yes, met
National Council on Disability	No		90	Yes, met
National Credit Union Administration	Yes	350		Yes, met
National Endowment for the Arts	No	143		Not met
National Endowment for the Humanities	Yes	90	100	Not met
National Labor Relations Board	No		99	Not met
National Mediation Board	Yes	36	100	Not met
National Science Foundation	Yes		82	Yes, met
National Transportation Safety Board	Yes			No goal
Nuclear Regulatory Commission	Yes	2300		Not met
Nuclear Waste Technical Review Board	Yes	11	100	Yes, met
Occupational Safety and Health Review Commission	Yes	33	60	Yes, met
Office of Government Ethics	Yes	40		Yes, met
Office of Navajo and Hopi Indian Relocation	Yes			No goal
Office of Personnel Management	Not applicable (no numeric goal provided in 2018 Data Call)		32	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes		90	Yes, met
Privacy and Civil Liberties Oversight Board	Yes	100	100	Yes, met
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	Yes		91	Yes, met
Small Business Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Social Security Administration	Yes	25000		Yes, met
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2017 Data Call	Agency's reported total percentage goal from 2017 Data Call	OPM's assessment
Trade and Development Agency	Yes		80	Yes, met
U.S. AbiliityOne Commission	No	33		Not met
U.S. Commission on Civil Rights	Not applicable (no numeric goal provided in 2018 Data Call)	36		No goal
U.S. International Trade Commission	No	325		Not met
U.S. Office of Special Counsel	Yes	134	85	Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Frequent Participation Goal

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2017 Data Call	Agency's reported frequent percentage goal from 2017 Data Call	OPM's assessment
Access Board	Yes			No goal
Agency for International Development	No		25%	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	6		Not met
Broadcasting Board of Governors	Yes		3%	Yes, met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No		20%	Yes, met
Commodity Futures Trading Commission	No	650		Not met
Consumer Financial Protection Bureau	No		42%	Not met
Consumer Product Safety Commission	Yes			No goal
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Court Services and Offender Supervision Agency	Yes	168		Yes, met
Defense Nuclear Facilities Safety Board	Yes		15%	Not met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2017 Data Call	Agency's reported frequent percentage goal from 2017 Data Call	OPM's assessment
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Commerce	No		3%	Unable to verify
Department of Defense	Yes		8%	Not met
Department of Education	Yes		1%	Yes, met
Department of Energy	No			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Homeland Security	Yes		50%	Not met
Department of Housing and Urban Development	Yes	1258		Not met
Department of Justice	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Labor	Yes			No goal
Department of State	Yes			No goal
Department of the Interior	No			No goal
Department of the Treasury	Yes		46%	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes		36%	Yes, met
Election Assistance Commission	Yes			No goal
Environmental Protection Agency	Yes			No goal
Equal Employment Opportunity Commission	Yes		40%	Unable to verify

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2017 Data Call	Agency's reported frequent percentage goal from 2017 Data Call	OPM's assessment
Export-Import Bank of the United States	No	50		Yes, met
Farm Credit Administration	Yes			No goal
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Communications Commission	Yes	18		Unable to verify
Federal Deposit Insurance Corporation	Yes		5%	Yes, met
Federal Election Commission	No		60%	Not met
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Housing Finance Agency	Yes			No goal
Federal Maritime Commission	No	9		Yes, met
Federal Mine Safety and Health Review Commission	No	3		Yes, met
Federal Retirement Thrift Investment Board	Yes			No goal
Federal Trade Commission	Yes		30%	Not met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Institute of Museum and Library Services	Yes	10		Not met
Japan-United States Friendship Commission	Yes	2	50%	Yes, met
Marine Mammal Commission	Yes	2	17%	Yes, met
Merit Systems Protection Board	No	70		Yes, met
Millennium Challenge Corporation	Yes			No goal
National Aeronautics and Space Administration	Yes	328		Yes, met
National Archives and Records Administration	Yes		15%	Yes, met
National Capital Planning Commission	Yes			No goal
National Council on Disability	No			No goal
National Credit Union Administration	Yes	110		Yes, met
National Endowment for the Arts	No	25		Not met
National Endowment for the Humanities	Yes			No goal

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2017 Data Call	Agency's reported frequent percentage goal from 2017 Data Call	OPM's assessment
National Labor Relations Board	No		72%	Not met
National Mediation Board	Yes	12	100%	Yes, met
National Science Foundation	Yes		10%	Yes, met
National Transportation Safety Board	Yes			No goal
Nuclear Regulatory Commission	Yes	500		Yes, met
Nuclear Waste Technical Review Board	Yes			No goal
Occupational Safety and Health Review Commission	Yes	3	5%	Yes, met
Office of Government Ethics	Yes	13		Yes, met
Office of Navajo and Hopi Indian Relocation	Yes			No goal
Office of Personnel Management	Not applicable (no numeric goal provided in 2018 Data Call)		12%	Yes, met
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes			No goal
Privacy and Civil Liberties Oversight Board	Yes	30	30%	Unable to verify
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	Yes		33%	Yes, met
Small Business Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Trade and Development Agency	Yes	3		Yes, met

Agency	Agency's reported assessment	Agency's reported frequent numeric goal from 2017 Data Call	Agency's reported frequent percentage goal from 2017 Data Call	OPM's assessment
U.S. AbiliityOne Commission	No	31		Unable to verify
U.S. Commission on Civil Rights	Not applicable (no numeric goal provided in 2018 Data Call)	30		No goal
U.S. International Trade Commission	No	150		Not met
U.S. Office of Special Counsel	Yes	24	20%	Yes, met

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

Assessment of Infrequent Participation Goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2017 Data Call	Agency's reported infrequent percentage goal from 2017 Data Call	OPM's assessment
Access Board	Yes			No goal
Agency for International Development	No		35%	Yes, met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	6		Yes, met
Broadcasting Board of Governors	Yes		5%	Yes, met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No		60%	Not met
Commodity Futures Trading Commission	No	650		Not met
Consumer Financial Protection Bureau	No		37%	Yes, met
Consumer Product Safety Commission	Yes	140		Yes, met
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2018 Data Call)	50		Yes, met
Court Services and Offender Supervision Agency	Yes	356		Yes, met

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Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2017 Data Call	Agency's reported infrequent percentage goal from 2017 Data Call	OPM's assessment
Defense Nuclear Facilities Safety Board	Yes		25%	Yes, met
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Commerce	No		4%	Yes, met
Department of Defense	Yes		13%	Yes, met
Department of Education	Yes		1%	Yes, met
Department of Energy	No			Yes, met
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Homeland Security	Yes		50%	Yes, met
Department of Housing and Urban Development	Yes	2302		Yes, met
Department of Justice	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Labor	Yes			Yes, met
Department of State	Yes			Yes, met
Department of the Interior	No			No goal
Department of the Treasury	Yes		19%	Yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes			Yes, met
Election Assistance Commission	Yes		80%	Yes, met
Environmental Protection Agency	Yes			Yes, met
Equal Employment Opportunity Commission	Yes		20%	Yes, met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2017 Data Call	Agency's reported infrequent percentage goal from 2017 Data Call	OPM's assessment
Export-Import Bank of the United States	No	275		Not met
Farm Credit Administration	Yes			Yes, met
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Communications Commission	Yes	411		Not met
Federal Deposit Insurance Corporation	Yes		30%	Yes, met
Federal Election Commission	No		75%	Yes, met
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Housing Finance Agency	Yes			Yes, met
Federal Maritime Commission	No	36		Yes, met
Federal Mine Safety and Health Review Commission	No	18		Yes, met
Federal Retirement Thrift Investment Board	Yes	80		Not met
Federal Trade Commission	Yes		76%	Yes, met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Institute of Museum and Library Services	Yes			No goal
Japan-United States Friendship Commission	Yes	1	25%	Yes, met
Marine Mammal Commission	Yes	1	8%	Yes, met
Merit Systems Protection Board	No	40		Yes, met
Millennium Challenge Corporation	Yes			Yes, met
National Aeronautics and Space Administration	Yes	425		Yes, met
National Archives and Records Administration	Yes		11%	Yes, met
National Capital Planning Commission	Yes		25%	Yes, met
National Council on Disability	No		90%	Yes, met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2017 Data Call	Agency's reported infrequent percentage goal from 2017 Data Call	OPM's assessment
National Credit Union Administration	Yes	70		Yes, met
National Endowment for the Arts	No	48		Not met
National Endowment for the Humanities	Yes			Yes, met
National Labor Relations Board	No		20%	Yes, met
National Mediation Board	Yes	15	100%	Yes, met
National Science Foundation	Yes		17%	Yes, met
National Transportation Safety Board	Yes	20		Yes, met
Nuclear Regulatory Commission	Yes	600		Not met
Nuclear Waste Technical Review Board	Yes	2		Not met
Occupational Safety and Health Review Commission	Yes	33	55%	Yes, met
Office of Government Ethics	Yes	18		Not met
Office of Navajo and Hopi Indian Relocation	Yes			Yes, met
Office of Personnel Management	Not applicable (no numeric goal provided in 2018 Data Call)		32%	No goal
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes			Yes, met
Privacy and Civil Liberties Oversight Board	Yes	50	50%	Not met
Railroad Retirement Board	Yes			Yes, met
Securities and Exchange Commission	Yes		47%	Yes, met
Small Business Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

Agency	Agency's reported assessment	Agency's reported infrequent numeric goal from 2017 Data Call	Agency's reported infrequent percentage goal from 2017 Data Call	OPM's assessment
Social Security Administration	Yes			Yes, met
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Trade and Development Agency	Yes			Yes, met
U.S. AbiliityOne Commission	No	2		Yes, met
U.S. Commission on Civil Rights	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
U.S. International Trade Commission	No	100		Yes, met
U.S. Office of Special Counsel	Yes	10	8%	Yes, met

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

Assessment of Situational Participation Goal

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2017 Data Call	Agency's reported situational percentage goal from 2017 Data Call	OPM's assessment
Access Board	Yes	27	0	not met
Agency for International Development	No		75%	not met
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	6	0	yes, met
Broadcasting Board of Governors	Yes		7%	Yes, met
Central Intelligence Agency	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Chemical Safety and Hazard Investigation Board	No		20%	not met
Commodity Futures Trading Commission	No	705	0	not met
Consumer Financial Protection Bureau	No		22%	not met
Consumer Product Safety Commission	Yes	180	0	yes, met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2017 Data Call	Agency's reported situational percentage goal from 2017 Data Call	OPM's assessment
Corporation for National and Community Service	Not applicable (no numeric goal provided in 2018 Data Call)	50	0	Not met
Court Services and Offender Supervision Agency	Yes	709	0	yes, met
Defense Nuclear Facilities Safety Board	Yes		95%	not met
Denali Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Agriculture	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Commerce	No			No goal
Department of Defense	Yes		23%	yes, met
Department of Education	Yes		2%	Yes, met
Department of Energy	No			No goal
Department of Health and Human Services	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Homeland Security	Yes	0	50%	not met
Department of Housing and Urban Development	Yes	1448	0	yes, met
Department of Justice	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Labor	Yes			No goal
Department of State	Yes	3500	1%	yes, met
Department of the Interior	No			No Goal
Department of the Treasury	Yes		23%	yes, met
Department of Transportation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Department of Veterans Affairs	Yes			No goal
Election Assistance Commission	Yes		100%	not met
Environmental Protection Agency	Yes		66%	yes, met
Equal Employment Opportunity Commission	Yes		5%	not met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2017 Data Call	Agency's reported situational percentage goal from 2017 Data Call	OPM's assessment
Export-Import Bank of the United States	No	25	0	yes, met
Farm Credit Administration	Yes			No goal
Farm Credit System Insurance Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Communications Commission	Yes	669	0	not met
Federal Deposit Insurance Corporation	Yes		5%	yes, met
Federal Election Commission	No		90%	not met
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Federal Housing Finance Agency	Yes			No goal
Federal Maritime Commission	No	68	0	not met
Federal Mine Safety and Health Review Commission	No	5	0	yes, met
Federal Retirement Thrift Investment Board	Yes		70%	Not met
Federal Trade Commission	Yes		10%	yes, met
General Services Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Institute of Museum and Library Services	Yes	60		Not met
Japan-United States Friendship Commission	Yes	3	100%	yes, met
Marine Mammal Commission	Yes	2	17%	yes, met
Merit Systems Protection Board	No	30	0	not met
Millennium Challenge Corporation	Yes			No goal
National Aeronautics and Space Administration	Yes	4707	0	not met
National Archives and Records Administration	Yes		10%	yes, met
National Capital Planning Commission	Yes		65%	yes, met
National Council on Disability	No		90%	yes, met
National Credit Union Administration	Yes	350	0	yes, met
National Endowment for the Arts	No	70	0	not met

APPENDIX 14. OPM's Assessments of Agencies' Progress towards Meeting 2018 Participation Goals

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2017 Data Call	Agency's reported situational percentage goal from 2017 Data Call	OPM's assessment
National Endowment for the Humanities	Yes			No goal
National Labor Relations Board	No		7%	Not met
National Mediation Board	Yes	5	10%	yes, met
National Science Foundation	Yes		72%	yes, met
National Transportation Safety Board	Yes			No goal
Nuclear Regulatory Commission	Yes	1200	0	yes, met
Nuclear Waste Technical Review Board	Yes	11	100%	yes, met
Occupational Safety and Health Review Commission	Yes	3	5%	yes, met
Office of Government Ethics	Yes	45	0	not met
Office of Navajo and Hopi Indian Relocation	Yes	0	0	yes, met
Office of Personnel Management	Not applicable (no numeric goal provided in 2018 Data Call)		22%	No goal
Overseas Private Investment Corporation	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Peace Corps	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Pension Benefit Guaranty Corporation	Yes			No goal
Privacy and Civil Liberties Oversight Board	Yes	20	20%	yes, met
Railroad Retirement Board	Yes			No goal
Securities and Exchange Commission	Yes		91%	yes, met
Small Business Administration	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Social Security Administration	Yes			No goal
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Trade and Development Agency	Yes		80%	yes, met
U.S. AbiliityOne Commission	No	2	0	yes, met

Agency	Agency's reported assessment	Agency's reported situational numeric goal from 2017 Data Call	Agency's reported situational percentage goal from 2017 Data Call	OPM's assessment
U.S. Commission on Civil Rights	Not applicable (no numeric goal provided in 2018 Data Call)	6		yes, met
U.S. International Trade Commission	No	75	0	not met
U.S. Office of Special Counsel	Yes	134	100%	yes, met

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

Assessment of Total Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported total numeric goal from 2017 Data Call	Agency's reported total percentage goal from 2017 Data Call	OPM's assessment
Executive Office of the President (Science & Technology)	Yes			No goal
Office of Management and Budget (EOP)	No	412	72	Yes, met
Office of National Drug Control Policy	Yes		100	Yes, met
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2018 Data Call)			No goal
Office of the United States Trade Representative (EOP)	Yes		70	Not met
Patent and Trademark Office	No	5185		Not met
Postal Regulatory Commission	Yes	52		Yes, met

Note: Blank cells indicate that no data were reported.

Assessment of Frequent Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported frequent numeric goal from 2017 Data Call	Agency's reported frequent percentage goal from 2017 Data Call	OPM's assessment
Executive Office of the President (Science & Technology)	Yes			No goal
Office of Management and Budget (EOP)	No	8	2%	Yes
Office of National Drug Control Policy	Yes		15%	Unable to verify

Voluntary Agency Participants	Agency's reported assessment	Agency's reported frequent numeric goal from 2017 Data Call	Agency's reported frequent percentage goal from 2017 Data Call	OPM's assessment
Office of the United States Trade Representative (EOP)	Yes		10%	No
Patent and Trademark Office	No	3565		No
Postal Regulatory Commission	Yes	3		Yes
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

Note: Blank cells indicate that no data were reported.

Assessment of Infrequent Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported infrequent numeric goal from 2017 Data Call	Agency's reported infrequent percentage goal from 2017 Data Call	OPM's assessment
Executive Office of the President (Science & Technology)	Yes			Yes
Office of Management and Budget (EOP)	No	272	66%	No
Office of National Drug Control Policy	Yes		15%	Yes
Office of the United States Trade Representative (EOP)	Yes		30%	Yes
Patent and Trademark Office	No	1620		No
Postal Regulatory Commission	Yes	31		No
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

Note: Blank cells indicate that no data were reported.

Assessment of Situational Participation Goal

Voluntary Agency Participants	Agency's reported assessment	Agency's reported situational numeric goal from 2017 Data Call	Agency's reported situational percentage goal from 2017 Data Call	OPM's assessment
Executive Office of the President (Science & Technology)	Yes			No Goal
Office of Management and Budget (EOP)	No	132	32%	Yes, met
Office of National Drug Control Policy	Yes		100%	Not met

Voluntary Agency Participants	Agency's reported assessment	Agency's reported situational numeric goal from 2017 Data Call	Agency's reported situational percentage goal from 2017 Data Call	OPM's assessment
Office of the United States Trade Representative (EOP)	Yes		80%	Not met
Patent and Trademark Office	No	0	0	Yes, met
Postal Regulatory Commission	Yes	18	0	yes, met
Office of the Director of National Intelligence	Not applicable (no numeric goal provided in 2018 Data Call)			No goal

Note: Blank cells indicate that no data were reported.

APPENDIX 15. Agencies' Reported Reasons for Missing Fiscal Year 2018 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason agency did not meet FY 2018 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Agency for International Development	Due to the Fiscal Year 2018 hiring constraints, the Agency was not able to hire direct hire employees as in the past. The number of employees who have left the Agency voluntarily was also taken into consideration when determining if telework participation goals were met.	The Telework Executive/Program Manager plans to continue conducting in-person telework training sessions for all new hires and conduct refresher training sessions, as needed, for employees and supervisors. During telework training sessions and advisory services, the Telework Executive/Program Manager will stress the importance of all employees having, at a minimum, a situational telework agreement/arrangement in place.
Chemical Safety and Hazard Investigation Board	Goals were set too high and with the loss of staff, employees reported to the office more this fiscal year.	There are no barriers. Our agency still allows employees to telework up to 4 days within a pay period.
Commodity Futures Trading Commission	The agency retained less employees this fiscal year. Some of the goals that were set exceeded the number of employees we had on board this fiscal year.	The agency bargained and implemented an expanded telework policy this fiscal year. This allowed employees to double the amount of telework they could participate in per week.
Consumer Financial Protection Bureau	The goals were not met due to a change in the number of eligible employees. In 2018, we did not include remote employees in total count for eligible employees, however, since remote employees can request situational telework and extended situational telework for personal or medical reasons we felt they should be included in the survey for agency wide total telework participation. We were able to meet the total participation goal but were not able to meet the frequent or infrequent telework goals because remote workers, a large part of our workforce, are not eligible to participate in routine telework	Telework is highly supported at CFPB. The Bureau has implemented a policy which allows for up to 3 days per week of routine/scheduled telework in addition to other flexible work schedule options. The CFPB telework policy also allows for extended situational telework for personal circumstances as well as for medical reasons
Department of Commerce	No way to measure situational or regular/recurring telework; they are coded the same by WebTA.	Have identified the coding problem; working to correct the situation.
Department of Energy	The DOE HQ Payroll Office upgraded its Automated Time and Attendance Payroll System (ATAAPS). One of the biggest changes (and challenges) with this upgrade is recording Telework hours. Telework Coordinators throughout the Department reported employees were having difficulty adjusting to the new process, which ultimately resulted in an overall lower recording rate.	DOE plans to hold several training sessions during FY 2019 to assist employees and Telework Coordinators. We will revise our telework desk reference which will explain the process of recording telework in the new system. We will also ensure telework coordinators are designated in every functional organization and begin holding quarterly meetings. Lastly, we will begin advocating telework on our internal HC website.

APPENDIX 15. Agencies' Reported Reasons for Missing Fiscal Year 2018 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason agency did not meet FY 2018 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Department of the Interior	The FY2018 participation goals was based on a projection of teleworking for the entire year. Currently, the Department of the Interior can report on participation for a single pay period in FY2018 and are unable to compare a pay period to an entire year of cumulative data. The data for Pay Period 21: September 16, 2018-September 29, 2018 shows that 15.8% or 10,674 of DOI employee's teleworked during that pay period.	The Department of the Interior Telework Program has identified the barriers to report the telework data. The goal for FY 2019 is to work with our payroll provider to determine alternative solutions to mitigate the current reporting limitations in advance of the FY19 telework data call report.
Export-Import Bank of the United States	Significant decrease in number of employees leaving the bank verses employees coming to the bank.	There are currently no barriers to eliminate.
Federal Election Commission	The FEC did not meet its telework goal of 90 percent participation for FY 2018; however, 85 percent of eligible employees did participate in some form of telework in FY 2018. The failure to meet the 90 percent goal was likely due to: 1) employee attrition, 2) a move to a new building, and 3) unusually high rates of telework in FY 2017 due to significant metro track work, which led to setting a telework participation goal that may have been too high.	Leadership has sent more emails explaining that telework is an option during metro shutdowns and track work, as well as during inclement weather. Managers have been encouraged to be flexible and allow employees to telework to ease their commutes during Metro track work. A large contingent of managers also attended OPM Supervisory Development Training in November 2018, which included a telework component. Human Resources leadership is sending consistent agency-wide email communication that encourages telework participation and explains how to properly record telework in the agency's time and attendance system. These emails also announce the three open seasons bargaining employees have in which to alter their telework schedules. The agency is now tracking internal customer satisfaction, including how the IT departments handles customer tickets. The hope is that this will ensure high quality technical assistance/customer service related to any technical issues associated with telework.
Federal Maritime Commission	The FMC missed its Total Telework Participation goal by 1. The agency continues to strongly support telework and encourage employees interested employees to take advantage of the program.	The Agency has worked on IT solutions to allow more employees to telework. The Agency has purchased laptop computers to transition from desktops for all employees. This will make teleworking easier and allow access to secure applications.
Federal Mine Safety and Health Review Commission	Employees are on ad hoc telework and there weren't any significant occurrences that required the employees to telework. Situational telework can't be measured because situations can happen on any given day.	Telework eligible employees were issued agency equipment in order to telework and connect to the agency's network via VPN.

APPENDIX 15. Agencies' Reported Reasons for Missing Fiscal Year 2018 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Agency	Reason agency did not meet FY 2018 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Merit Systems Protection Board	Employee turnover as well as individual employee decisions about participating in telework were likely contributing factors to the Agency not meeting the 2018 target goals.	The agency does not have any unnecessary barriers to employees participating in telework.
National Council on Disability	NCD hired 2 additional FTE's in the middle of FY 2018. It is NCD'S practice to fully acclimate employees with their new position before they start to telework.	NCD encourages a routine telework schedule and continually works with employees to maximize telework opportunities.
National Endowment for the Arts	A number of employees left the agency for other positions.	No barriers were identified.
National Labor Relations Board	Due to the data collection method, we are unable to determine definitively whether the Agency actually met our goals. Employees are likely not coding telework frequency and/or not using the proper frequency code(s) when recording telework in webTA timecards. It appears that the codes for Frequent (3+ days) and Infrequent (1-2 days) telework have been used incorrectly.	We have identified the need for additional training on how to properly code telework participation in time and attendance records for more reliable data collection. Additionally, we have developed an automated Telework Application/Agreement to streamline the request and approval process, establish a centralized location for all documents, and provide an additional tool for tracking telework activity.
Office of Management and Budget (EOP)	We implemented a more effective data collection approach and verified information with each office. We also determined that there was an error in the 2017 submission in that it included employees from non-appropriated fund offices, who should have been excluded.	We are revising our telework policy, soliciting input from leadership and staff, and incorporating an analysis of our 2018 FEVS results.
Patent and Trademark Office	Our remote work programs increased by 394 thus reducing the number of teleworkers. Increase in and the hiring of new employees who are not yet eligible for telework are also a factor. 94.2% of positions at the agency are eligible to telework.	No barriers, just cyclical staffing adjustments.
U.S. AbiliityOne Commission	All of the staff chooses not to participate	none
U.S. International Trade Commission	Agency experienced a higher turnover than anticipated. New employees were required to undergo a training period before teleworking. Accordingly, our telework goals were overly optimistic.	There are no barriers; however, turnover will have an impact on our percentage of teleworkers in frequent and infrequent categories.

APPENDIX 16. Fiscal Year 2019 Participation Goals - Type of Goal Set

Organizations Required to Respond	Total Participation Goal Set for FY 2019?	Infrequent Participation Goal Set for FY 2019?	Frequent Participation Goal Set for FY 2019?	Situational Participation Goal Set for FY 2019?
Access Board	No	No	No	No
Agency for International Development	Yes	Yes	Yes	Yes
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	Yes	Yes	Yes	Yes
Broadcasting Board of Governors	Yes	Yes	Yes	Yes
Central Intelligence Agency	No	No	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	Yes	Yes
Commodity Futures Trading Commission	Yes	Yes	Yes	Yes
Consumer Financial Protection Bureau	Yes	Yes	Yes	No
Consumer Product Safety Commission	Yes	Yes	No	Yes
Corporation for National and Community Service	Yes	Yes	Yes	Yes
Court Services and Offender Supervision Agency	Yes	Yes	Yes	Yes
Defense Nuclear Facilities Safety Board	Yes	Yes	Yes	Yes
Denali Commission	No	No	No	No
Department of Agriculture	Yes	No	No	No
Department of Commerce	Yes	Yes	Yes	Yes
Department of Defense	Yes	Yes	Yes	Yes
Department of Education	Yes	No	No	No
Department of Energy	Yes	No	No	No
Department of Health and Human Services	No	No	No	No
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of Justice	Yes	Yes	Yes	Yes
Department of Labor	Yes	No	No	No
Department of State	Yes	No	No	Yes
Department of the Interior	Yes	No	No	No
Department of the Treasury	Yes	Yes	Yes	Yes
Department of Transportation	No	No	No	No
Department of Veterans Affairs	Yes	No	No	Yes
Election Assistance Commission	Yes	Yes	Yes	Yes
Environmental Protection Agency	Yes	No	No	Yes
Equal Employment Opportunity Commission	Yes	Yes	Yes	Yes
Export-Import Bank of the United States	Yes	Yes	Yes	Yes
Farm Credit Administration	Yes	Yes	Yes	Yes
Farm Credit System Insurance Corporation	No	No	No	No
Federal Communications Commission	No	Yes	Yes	Yes

Organizations Required to Respond	Total Participation Goal Set for FY 2019?	Infrequent Participation Goal Set for FY 2019?	Frequent Participation Goal Set for FY 2019?	Situational Participation Goal Set for FY 2019?
Federal Deposit Insurance Corporation	Yes	Yes	Yes	Yes
Federal Election Commission	Yes	Yes	Yes	Yes
Federal Energy Regulatory Commission	No	No	No	No
Federal Housing Finance Agency	Yes	Yes	Yes	Yes
Federal Maritime Commission	Yes	Yes	Yes	Yes
Federal Mine Safety and Health Review Commission	Yes	Yes	Yes	Yes
Federal Retirement Thrift Investment Board	Yes	Yes	No	Yes
Federal Trade Commission	Yes	Yes	Yes	Yes
General Services Administration	No	No	No	No
Institute of Museum and Library Services	Yes	Yes	Yes	Yes
Japan-United States Friendship Commission	Yes	Yes	Yes	Yes
Marine Mammal Commission	No	Yes	Yes	Yes
Merit Systems Protection Board	Yes	Yes	Yes	Yes
Millennium Challenge Corporation	No	No	No	No
National Aeronautics and Space Administration	Yes	Yes	Yes	Yes
National Archives and Records Administration	Yes	Yes	Yes	Yes
National Capital Planning Commission	Yes	Yes	No	Yes
National Council on Disability	Yes	Yes	Yes	Yes
National Credit Union Administration	Yes	Yes	Yes	Yes
National Endowment for the Arts	Yes	Yes	Yes	No
National Endowment for the Humanities	Yes	Yes	Yes	Yes
National Labor Relations Board	Yes	Yes	Yes	Yes
National Mediation Board	Yes	Yes	No	Yes
National Science Foundation	Yes	Yes	Yes	Yes
National Transportation Safety Board	Yes	No	No	No
Nuclear Regulatory Commission	Yes	Yes	Yes	Yes
Nuclear Waste Technical Review Board	Yes	Yes	Yes	Yes
Occupational Safety and Health Review Commission	Yes	Yes	Yes	Yes
Office of Government Ethics	Yes	Yes	Yes	Yes
Office of Navajo and Hopi Indian Relocation	Yes	Yes	Yes	Yes
Office of Personnel Management	Yes	Yes	Yes	Yes
Overseas Private Investment Corporation	No	No	No	No
Peace Corps	No	No	No	No
Pension Benefit Guaranty Corporation	Yes	No	No	Yes
Privacy and Civil Liberties Oversight Board	Yes	Yes	Yes	Yes
Railroad Retirement Board	Yes	Yes	Yes	Yes
Securities and Exchange Commission	Yes	Yes	Yes	Yes

Organizations Required to Respond	Total Participation Goal Set for FY 2019?	Infrequent Participation Goal Set for FY 2019?	Frequent Participation Goal Set for FY 2019?	Situational Participation Goal Set for FY 2019?
Small Business Administration	Yes	Yes	Yes	Yes
Social Security Administration	Yes	No	No	No
Tennessee Valley Authority	No	No	No	No
Trade and Development Agency	Yes	No	Yes	Yes
U.S. AbiliityOne Commission	Yes	Yes	Yes	Yes
U.S. Commission on Civil Rights	Yes	Yes	Yes	Yes
U.S. International Trade Commission	Yes	Yes	Yes	Yes
U.S. Office of Special Counsel	Yes	Yes	Yes	Yes
Total number of agencies reporting goals	66	55	52	58
Percent of agencies reporting goals for Fiscal Year 2019 (of total respondent agencies)	**81%**	**68%**	**64%**	**72%**

Voluntary Participants	Total Participation Goal Set for FY 2019?	Infrequent Participation Goal Set for FY 2019?	Frequent Participation Goal Set for FY 2019?	Situational Participation Goal Set for FY 2019?
Executive Office of the President (Science & Technology)	No	No	No	Yes
Office of Management and Budget (EOP)	Yes	Yes	Yes	Yes
Office of National Drug Control Policy	No	No	No	No
Office of the Director of National Intelligence	No	No	No	No
Office of the United States Trade Representative (EOP)	Yes	Yes	Yes	Yes
Patent and Trademark Office	Yes	Yes	Yes	Yes
Postal Regulatory Commission	Yes	Yes	Yes	Yes

APPENDIX 17. Fiscal Year 2019 Participation and Frequency Goals

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Access Board	-	-	-	-	-	-	NA	NA	NA	We would like to have a goal of 100%.
Agency for International Development	-	-	-	50%	15%	10%	-	-	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	12	0	12	-	-	-	-	-	-	
Broadcasting Board of Governors	-	-	-	25%	10%	5%	-	-	-	
Central Intelligence Agency	-	-	-	-	-	-	NA	NA	NA	
Chemical Safety and Hazard Investigation Board	100	15	5	-	-	-	-	-	-	
Commodity Futures Trading Commission	615	136	136	90%	20%	20%	-	-	-	
Consumer Financial Protection Bureau	-	-	-	60%	23%	33%	-	-	-	
Consumer Product Safety Commission	300	200	-	-	-	-	-	-	NA	To revise our current telework policy to allow for more than 2 days of telework per pay period.

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Corporation for National and Community Service	300	150	80	50%	50%	50%	-	-	-	
Court Services and Offender Supervision Agency	784	359	170	-	-	-	-	-	-	
Defense Nuclear Facilities Safety Board	-	-	-	98%	98%	30%	-	-	-	
Denali Commission	-	-	-	-	-	-	NA	NA	NA	
Department of Agriculture	0	-	-	-	-	-	NA	NA	NA	
Department of Commerce	-	-	-	50%	35%	32%	NA	NA	NA	
Department of Defense	-	-	-	34%	15%	10%	-	-	-	
Department of Education	-	-	-	5%	-	-	-	NA	NA	Our goal is to have at least five percent of all employees participate in the telework program.
Department of Energy	0	-	-	46%	-	-	-	NA	NA	The goal is to increase participation in the overall telework program and enhance our policies and procedures governing the Department's telework program.
Department of Health and Human Services	-	-	-	-	-	-	NA	NA	NA	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Department of Homeland Security	-	-	-	50%	50%	50%	-	-	-	
Department of Housing and Urban Development	6192	3027	1221	-	-	-	-	-	-	
Department of Justice	-	-	-	37%	41%	21%	-	-	-	Our goal is to update our Telework policy, communicate options to employees and managers, and increase telework where mission needs allow
Department of Labor	-	-	-	65%	-	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Department of State	6400	-	-	-	-	-	-	NA	NA	For frequent routine telework of 3 days or more per two week period, our electronic telework systems receive, assemble and collect detailed metrics/data on a weekly and monthly basis, which is in alignment with the Department's broader electronic personnel systems in our Knowledge Center (KC) suite of electronic processing and personnel reporting options.
Department of the Interior	12031	-	-	-	-	-	-	NA	NA	
Department of the Treasury	-	-	-	81%	18%	27%	-	-	-	
Department of Transportation	-	-	-	-	-	-	NA	NA	NA	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Department of Veterans Affairs	-	-	-	71%	-	-	-	NA	NA	VA does not establish fiscal telework participation goals for situational/ad-hoc or routine telework 2 days or fewer.
Election Assistance Commission	24	14	10	100%	100%	50%	-	-	-	
Environmental Protection Agency	-	-	-	83%	-	-	-	NA	NA	Agency records do not permit us to report on this type of telework.
Equal Employment Opportunity Commission	-	-	-	95%	95%	95%	-	-	-	
Executive Office of the President (Science and Technology)	-	-	-	-	-	-	-	-	-	We are a very small agency with 20 staff members. All 20 staff members are telework eligible, however, we do not track who and when they telework. Our time keeping system doesn't allow us to track telework.
Export-Import Bank of the United States	300	145	250	-	-	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Farm Credit Administration	-	-	-	100%	50%	10%	-	-	-	
Farm Credit System Insurance Corporation	-	-	-	-	-	-	NA	NA	NA	Due to the small size of FCSIC, a non-numeric goal for 2019 has not been established. However, management remains committed to a case by case approach to individual telework requests.
Federal Communications Commission	-	297	298	-	-	-	NA	-	-	
Federal Deposit Insurance Corporation	-	-	-	40%	5%	5%	-	-	-	
Federal Election Commission	274	-	-	80%	32%	48%	-	-	-	
Federal Energy Regulatory Commission	-	-	-	-	-	-	NA	NA	NA	
Federal Housing Finance Agency	-	-	-	80%	0%	0%	-	-	-	
Federal Maritime Commission	-	-	-	60%	55%	34%	-	-	-	
Federal Mine Safety and Health Review Commission	25	9	2	-	10%	10%	-	-	-	
Federal Retirement Thrift Investment Board	100	80	-	-	-	-	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Federal Trade Commission	-	-	-	83%	15%	40%	-	-	-	
General Services Administration	-	-	-	-	-	-	NA	NA	NA	
Institute of Museum and Library Services	60	0	10	-	-	-	-	-	-	
Japan-United States Friendship Commission	3	1	2	-	-	-	-	-	-	
Marine Mammal Commission	-	1	1	-	10%	10%	-	-	-	
Merit Systems Protection Board	140	75	45	-	-	-	-	-	-	
Millennium Challenge Corporation	-	-	-	-	-	-	-	-	-	
National Aeronautics and Space Administration	5788	326	787	100%	-	100%	-	-	-	
National Archives and Records Administration	-	-	-	35%	5%	20%	-	-	-	
National Capital Planning Commission	-	-	-	90%	25%	-	-	-	NA	
National Council on Disability	-	-	-	100%	33%	33%	-	-	-	
National Credit Union Administration	350	70	110	-	-	-	-	-	-	
National Endowment for the Arts	130	65	65	-	-	-	-	-	-	
National Endowment for the Humanities	102	63	7	100%	-	-	-	-	-	
National Labor Relations Board	-	-	-	75%	20%	50%	-	-	-	
National Mediation Board	51	50	-	51%	50%	-	-	-	-	
National Science Foundation	-	-	-	92%	19%	19%	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
National Transportation Safety Board	360	-	-	90%	-	-	-	NA	NA	Our agency already has a very high percentage of teleworkers.
Nuclear Regulatory Commission	2200	550	600	-	-	-	-	-	-	
Nuclear Waste Technical Review Board	11	0	0	100%	0%	0%	-	-	-	
Occupational Safety and Health Review Commission	36	36	3	0%	0%	0%	-	-	-	
Office of Government Ethics	60	10	35	-	-	-	-	-	-	
Office of Management and Budget (EOP)	391	183	39	90%	45%	10%	-	-	-	
Office of National Drug Control Policy	-	-	-	-	-	-	-	-	-	
Office of Navajo and Hopi Indian Relocation	0	0	0	0%	0%	0%	-	-	-	
Office of Personnel Management	-	-	-	25%	25%	15%	-	-	-	
Office of the Director of National Intelligence	-	-	-	-	-	-	NA	NA	NA	
Office of the United States Trade Representative (EOP)	-	-	-	80%	10%	5%	-	-	-	
Overseas Private Investment Corporation	-	-	-	-	-	-	-	-	-	
Patent and Trademark Office	4776	1360	3416	0%	0%	0%	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Peace Corps	-	-	-	-	-	-	NA	NA	NA	Our non-numeric goal will be to improve awareness in the telework program by offering annual lunch and learns and establishing an informational telework site on our intranet. Our goals will continue to include an increase in the use of telework for emergency preparedness and unexpected external factors (i.e., transportation issues) as well as the improvement in workplace flexibility.
Pension Benefit Guaranty Corporation	860	-	-	-	-	-	-	NA	NA	
Postal Regulatory Commission	56	3	31	-	-	-	-	-	-	
Privacy and Civil Liberties Oversight Board	35	25	10	100%	70%	30%	-	-	-	
Railroad Retirement Board	-	-	-	85%	60%	60%	-	-	-	

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework	Non-Numeric Goal
Securities and Exchange Commission	-	-	-	90%	40%	40%	-	-	-	
Small Business Administration	1650	500	200	-	-	-	-	-	-	
Social Security Administration	25000	-	-	-	-	-	-	NA	NA	
Tennessee Valley Authority	-	-	-	-	-	-	NA	NA	NA	Continued oversight of telework program to include ongoing education of managers and employees on eligibility, benefits, appropriate documentation and training associated with program.
Trade and Development Agency	4	-	4	85%	-	-	-	NA	-	
U.S. AbiliityOne Commission	29	29	29	-	-	-	-	-	-	
U.S. Commission on Civil Rights	29	7	10	-	-	-	-	-	-	
U.S. International Trade Commission	-	-	-	97%	42%	35%	-	-	-	
U.S. Office of Special Counsel	129	10	0	-	-	-	-	-	-	

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

APPENDIX 18. Reported Reasons for Agencies Not Setting a Fiscal Year 2019 Participation Goal

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Access Board	The agency uses webta however the tracking system has not calculated all employees correctly The agency uses webta however all telework has not been captured.
Central Intelligence Agency	Our Agency is prevented from establishing meaningful numeric goals because of the classified nature of our mission. Management continues to explore options to increase telework opportunities by increasing the use of flexible work centers and remote work opportunities.
Consumer Financial Protection Bureau	We cannot distinguish between routine telework and situational telework in our data collection system
Consumer Product Safety Commission	Our current telework policy does not provide for more than 2 days of telework per pay period, for regular recurring telework. Therefore, the “3 or more days” category does not apply.
Denali Commission	Agency policy allows telework for most employees. Management Team is waiting for a permanent head of agency to be appointed before making the decision to allow additional employees to telework.
Department of Agriculture	N/A
Department of Commerce	WebTA does not distinguish between routine/regular and situational work; its codes them with the same code thus making the data irrelevant.
Department of Education	The Department’s Telework Policy was updated effective October 1, 2018, limiting the use of telework to one day per week. ED desires a greater physical presence in its offices to enhance collaboration between Principal Office Components and strengthen our delivery of customer service internally and externally. In addition, the increased onsite presence will assist the Agency in successfully implementing the multi-phased reorganization strategy.to increase productivity and collaboration internally and externally.
Department of Energy	The goal is to increase participation in the overall telework program and enhance our policies and procedures governing the Department’s telework program.
Department of Health and Human Services	A new telework goal will be included in the discussion on strategic goals that are under consideration by new leadership.
Department of Justice	Within DOJ, there are 17 Components, and each Component goals varies depending on their individual Component mission. Listed below are some of the Component responses: The Bureau of Prisons (BOP) has not established a numeric goal due to the majority of BOP positions being within the confines of correctional facilities. Employees located within the secure confines of these facilities are ineligible for participation in the Telework Program. Bureau employees located in various Regional and Central Office locations are eligible and employees continue to be active participants in the program. Criminal Division (CRM): A large portion of our workforce travels frequently. Some managers prefer to have staff here and present when employees are in town so that some face to face interaction is maintained. Civil Division (CIV) promotes situational and routine 1-2 days per pay period telework. Routine telework that is 3 or more days per pay period typically is approved on a case-by-case basis. As such, it would not be appropriate to set numeric goals for the 3 days or more routine telework category.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Department of State	For infrequent routine telework, this is not generally a category that is tracked via the Department's electronic systems and because infrequency is more tied to unpredictable variables, such as inclement weather, unforeseen office closures due to isolated emergencies or road closures, there is no available record. As a result, setting a goal is challenging for such scenarios. However, to the maximum extent practicable, the Department is pro-active in its use of available workplace flexibilities, which include Credit Hours and Alternative Work Schedules (AWS) to augment our staffing options to meet mission/office needs.
Department of the Interior	Due to system limitations, the Department of the Interior is unable to provide cumulative report of the number of employees who have teleworked on an annual basis. The Department of the Interior will be working with its payroll provider to determine alternative solutions to mitigate the current reporting limitations in advance of the FY19 telework data call report.
Department of Transportation	In years past, for the purposes of fostering a work culture that leverages telework while maximizing the use of workplace flexibilities, the Department set a telework participation goal that 50% of eligible employees should telework in some frequency, and at times that goal was even included in the performance plans of members of the Senior Executive Service (SES). In recent years, DOT has exceeded that goal with more than 73 percent eligible employees having teleworked in each of the last three fiscal years, respectively. Thus, it has been assessed that overall telework participation in the Department is at an optimal level, and no further refinement to our participation goal setting is necessary at this time.
Department of Veterans Affairs	VA does not establish fiscal telework participation goals for situational/ ad-hoc or routine telework 2 days or fewer.
Environmental Protection Agency	Agency records do not permit us to report on this type of telework.
Executive Office of the President(Science and Technology)	OSTP is a very small agency. We allow staff to telework on an ad hoc basis. We do not track when staff telework. We currently have 20 paid staff on board.
Farm Credit System Insurance Corporation	Due to the mission requirements and the small size of FCSIC staff (as of FY 2018 there are currently 10 Full-time employees) a participation goal has not been established, but will be considered.
Federal Communications Commission	We are a very small independent agency. We are over 50% telework participation.
Federal Energy Regulatory Commission	Telework is voluntary; some eligible employees prefer not to telework.
Federal Mine Safety and Health Review Commission	Our Time and
General Services Administration	GSA continues to focus on workforce mobility as a tool for accomplishing the Agency mission, and does not establish participation goals. Updated GSA Workforce Mobility and Telework Policy, signed June 30, 2018, supports the use of telework to the extent that it is consistent with the business needs of the organization and the individual work requirements of the employee. Approximately 91% of eligible GSA employees participated in either telework at some level, or in remote work (defined in GSA as full-time telework) during FY18. The results posted in this data call indicate that 77% of eligible employees teleworked on a routine basis at least one or more days per pay period or participated in remote work in FY18. GSA continues to explore ways in which we can both implement and model the mobile workforce/ workplace.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
National Capital Planning Commission	To meet the agency's mission, employees are allowed to telework up to two days in a two-week period. Only in some instances, with extenuating circumstances, do employees telework more than one day a week. Therefore no goal was established for employees to telework for 3 or more days during a two-week period.
National Transportation Safety Board	Our agency already has a very high percentage of teleworkers.
Office of the Director of National Intelligence	We are currently reviewing our telework policy to see if we can allow more flexibility. Due to the nature of business, it is nearly impossible to allow employees telework
Patent and Trademark Office	Situational telework at the USPTO is usually considered for executive, administrative, support staff, and especially considered for individuals assigned a COOP role. It is granted at the discretion of management and is not considered a formal telework program in any division within the USPTO.
Peace Corps	Telework is a professional discussion to have between employees and supervisors. Therefore, we do not focus on setting numeric goals. We do believe in the importance of telework and seek to improve awareness in the program.
Pension Benefit Guaranty Corporation	Question 8a is confusing, and we are uncertain on how to proceed with setting goals.
Social Security Administration	We use a total participation goal for telework. We do not break the goal down for each category (i.e., situational, episodic, routine) or set frequency goals. Our employees' allowable number of telework days per week are determined by negotiated labor agreements or Memorandums of Understanding.
Tennessee Valley Authority	The nature of the work does not permit us the ability to accurately determine who can and how often they can telework
Trade and Development Agency	Routine telework is not part of USTDA's Telework Policy.

APPENDIX 19. Selected Outcome Goals by Agency

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Access Board	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	The Access Board has hired a new employee and used telework as an incentive to attack and retain employees.
Agency for International Development	Yes	Yes	Yes	Yes	Yes	No	No	Yes	During Telework training, managers, particularly those who have expressed concerns of employee availability and monitoring work productivity of telework employees, have been encouraged to at least explore test/trial telework opportunities for employees as a way to determine how well employees perform in an alternate/remote environment; and to focus on building trust and comfort levels with teleworkers. When practicable, vacancy announcements included a telework statement notifying candidates the position's telework eligibility status. During interviews, candidates were notified of the telework opportunities available at the Agency.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	No	Yes	Yes	Yes	No	No	No	No	-
Broadcasting Board of Governors	No	No	No	No	Yes	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Central Intelligence Agency	No	No	No	No	No	No	No	No	-
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	Yes	No	No	No	Yes	Considering that our mission-critical position deploys all over the U.S., we have used telework to attract employees outside of the local Washington, DC commuting area.
Commodity Futures Trading Commission	No	No	No	No	No	No	No	No	-
Consumer Financial Protection Bureau	No	No	No	No	Yes	No	No	No	-
Consumer Product Safety Commission	No	No	No	No	Yes	No	No	No	-
Corporation for National and Community Service	Yes	Yes	Yes	Yes	Yes	No	No	No	CNCS promotes their flexible work schedule during recruitment & during new employee orientation.
Court Services and Offender Supervision Agency	No	No	No	No	Yes	No	No	Yes	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Defense Nuclear Facilities Safety Board	Yes	No	No	Yes	Yes	No	No	No	Goal: Use the DNFSB's telework program as a recruitment tool. Strategy: Include telework benefits in recruiting material, job announcements, public web site. Analysis: The Board had modest success using telework to aid the limited recruiting it engaged in during FY 2018. Anecdotal evidence from interviewers and hiring officials showed that allowing new hires to immediately participate in the DNFSB's telework program was a significant part of their decision to accept employment with the DNFSB.
Denali Commission	No	No	No	No	No	No	No	No	-
Department of Agriculture	No	No	No	No	No	No	No	No	-
Department of Commerce	No	No	No	No	Yes	No	No	No	-
Department of Defense	No	No	No	Yes	Yes	No	No	No	-
Department of Education	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Telework is promoted in our vacancy announcements to recruit high quality talent and telework questions are included in our new hire/recruitment survey. We used data from the new hire/recruitment survey to improve our marketing strategy to promote telework.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of Energy	Yes	Yes	No	No	Yes	No	No	No	DOE identifies openings where telework is available in all of its vacancy announcements. When quality candidates are available, we ensure they have the work-life balance needed by offering flexible work schedules and telework opportunities. We try to remain competitive with other agencies and private industries that offer telework opportunities. In most cases, if the work supports the ability, we allow new employees to work remotely to the extent practical.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of Health and Human Services	Yes	No	No	Yes	Yes	Yes	Yes	Yes	The Talent Acquisition Division's (TAD) recruiters utilize telework to showcase to potential applicants the variety of benefits and work-life balance programs available to federal employees while providing career consultative services. This is particularly effective in piquing interest when speaking to millennials and professional or advanced degree candidates who are searching for organizations that provide additional benefits/ balance programs. In FY18, TAD participated in more than 35 career fairs/expos, employer panels and conferences, to include virtual career fairs, and conducted more than 20 workshops (in-person and via webinar), reaching more than 5,000 individuals, including veterans, Hispanics, individuals with disabilities, young and seasoned professionals, and students and recent graduates. During these events TAD was able to showcase work-life balance to potential HHS employees to illustrate its' features.
Department of Homeland Security	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Several components highlighted the availability of telework on their job announcements on USAJOBS. These components incorporated specific language in vacancy announcements to attract and inform potential applicants on whether or not the position is eligible to telework.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of Housing and Urban Development	Yes	No	No	No	Yes	No	No	No	Employee recruitment efforts: All vacancy announcements indicate that Telework may be available based on/consistent with our Telework Policy. Telework is advertised on HUD's public website
Department of Justice	Yes	Yes	Yes	Yes	Yes	No	No	Yes	DOJ continues to use telework as an incentive to recruit employees. Telework information is included on vacancy announcements, if applicable. New employees indicated that the telework flexibilities is important when applying and accepting positions.
Department of Labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	DOL continued to promote telework in vacancy announcements and other marketing strategies to facilitate recruitment of qualified job applicants. Success was demonstrated through manager and employee feedback.
Department of State	No	Yes	No	Yes	No	No	No	No	-
Department of the Interior	No	No	No	No	No	No	No	No	-
Department of the Treasury	No	No	No	No	No	No	No	No	-
Department of Transportation	No	No	No	No	No	No	No	Yes	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of Veterans Affairs	Yes	No	No	Yes	No	Yes	Yes	Yes	VA continues to include information on telework suitability of positions in advertised vacancy announcements. This has assisted VA in successfully recruiting exceedingly knowledgeable and skilled candidates in highly competitive fields. No goals have been set or formal evaluations conducted for this strategic measure.
Election Assistance Commission	Yes	No	No	No	No	No	No	No	We have used telework as a tool for flexibility/work-life balance and advertised it in our vacancy announcements. New hires have asked about the flexibility available to them before accepting job offers.
Environmental Protection Agency	No	No	No	Yes	No	No	No	No	-
Equal Employment Opportunity Commission	Yes	Yes	Yes	Yes	Yes	No	No	Yes	The agency has been able to recognize and offer telework as an incentive for potential candidates. Recognizing telework as a workplace flexibility has been a welcomed benefit to potential candidates.
Executive Office of the President (Science and Technology)	No	No	Yes	Yes	Yes	No	No	Yes	-
Export-Import Bank of the United States	Yes	No	No	Yes	Yes	No	No	No	We advertise telework on our agency website which alerts potential candidates who are looking for agencies who allow telework.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Farm Credit Administration	No	No	No	No	Yes	No	No	No	-
Farm Credit System Insurance Corporation	No	Yes	No	Yes	Yes	No	No	No	-
Federal Communications Commission	Yes	Yes	No	No	Yes	No	No	No	Vacancies sometime include telework to increase pool of eligible and highly qualified applicants.
Federal Deposit Insurance Corporation	No	No	No	Yes	No	No	Yes	No	-
Federal Election Commission	Yes	Yes	No	Yes	No	No	No	No	Our goal was to make it clearer to potential job applicants that many positions within the agency are telework-eligible. To meet this goal, we include that jobs are telework-eligible on the position's vacancy announcement. Interview panel members also answer applicants' questions about telework during the interview process.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Federal Energy Regulatory Commission	Yes	No	No	Yes	Yes	No	No	No	FERC's recruitment program utilizes many strategies to attract and retain the best employees for the agency. In addition to attending recruitment fairs, FERC has created a presence on social media, which is used to give additional information about the agency and the benefits offered. One of the biggest attractions to FERC is the work/life balance program. FERC is consistently rated in the top 5 agencies for work/life balance in the Best Places to Work in the Federal Government rankings. FERC's work/life program includes offering telework, alternative work schedules and a Fitter FERC program, which gives employees resources to work towards their health goals. Telework is one of the biggest programs that FERC advertises to potential and new employees, as employees are eligible to work up to three days of regular telework every pay period.
Federal Housing Finance Agency	Yes	Yes	Yes	Yes	Yes	No	No	No	Since the implementation of our telework policy, the agency continues to promote work-life balance to its employees. The EVS showed 81.5% of FHFA employees are satisfied with the telework flexibilities
Federal Maritime Commission	Yes	Yes	No	Yes	Yes	No	No	Yes	To attract top candidates, we highlight our modernized telework program in our vacancy announcements.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Federal Mine Safety and Health Review Commission	Yes	No	No	Yes	Yes	No	No	Yes	Telework as a tool, helps to attract, recruit and retain the best possible workforce.
Federal Retirement Thrift Investment Board	Yes	Yes	No	Yes	Yes	No	No	No	The Agency lists telework eligible positions in all eligible job announcements and uses telework incentives as a recruiting as well as a negotiating tool to lure potential high performing employees.
Federal Trade Commission	No	No	No	No	Yes	No	No	No	-
General Services Administration	No	No	No	Yes	Yes	Yes	Yes	No	-
Institute of Museum and Library Services	Yes	No	No	No	No	No	Yes	Yes	We list telework in our job announcements as a recruitment tool, because the agency recognized that this is an important incentive for potential applicants, especially for younger employees looking for work life balance.
Japan-United States Friendship Commission	No	No	No	No	No	No	No	No	-
Marine Mammal Commission	No	No	No	Yes	No	No	No	Yes	-
Merit Systems Protection Board	No	No	No	No	No	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Millennium Challenge Corporation	Yes	Yes	Yes	Yes	Yes	No	Yes	No	The agency promotes its commitment to work life balance and employee access to participate in flexible work schedules. This is done through communication to the workforce, inclusion of this flexibility in job announcements and external resources on the agency website. Feedback is gathered through the annual Federal Employee Viewpoint Survey and internal pulse surveys.
National Aeronautics and Space Administration	No	No	No	Yes	Yes	Yes	No	No	-
National Archives and Records Administration	No	No	No	Yes	No	No	No	No	-
National Capital Planning Commission	Yes	Yes	Yes	Yes	Yes	No	No	Yes	As in the past, in FY2018, telework has been promoted as a flexible work schedule option when recruiting to fill vacancies. Promoting telework to job seekers and potential candidates has been an effective recruitment tool for the NCPC.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
National Council on Disability	Yes	Yes	Yes	Yes	No	No	No	Yes	NCD discusses telework options during the interview and employee recruitment process. NCD has implemented a process for employees to obtain equipment to enhance their performance at their telework location. NCD continues to purchase training memberships which allows employees to participate in trainings while teleworking. NCD management evaluates the agency's progress monthly.
National Credit Union Administration	Yes	No	No	No	Yes	No	No	No	NCUA vacancy announcements include telework opportunities. The majority of NCUA positions are considered mobile workers (633 positions as of 09/30/2018); however, most positions in Central and Regional Offices are eligible for telework.
National Endowment for the Arts	No	No	No	Yes	No	No	No	No	-
National Endowment for the Humanities	Yes	Yes	Yes	Yes	Yes	No	No	No	Telework is included in all vacancy announcements, and presented as a benefit during the interview process. This has assisted in hiring qualified applicants.
National Labor Relations Board	No	No	No	No	No	No	No	No	-
National Mediation Board	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	The National Mediation Board continues to make progress on improving employees recruitment through the recruitment process.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
National Science Foundation	Yes	Yes	No	No	No	No	No	No	In FY18, NSF made efforts to revamp our externally facing Web pages advertising NSF's work/life portfolio to improve potential recruits' awareness of NSF's work/life programs and to demonstrate the value of telework as a workplace flexibility. NSF continues to advertise workplace flexibilities and work/life programs, such as telework, that are available to potential new hires. NSF included information on our telework program in all job vacancy announcements for the agency, specifically highlighting telework as a workplace flexibility available to our staff. NSF maintains its vigorous social media recruiting program, through which it continues to highlight the benefits of working at the agency, including telework as a work/life balance program and workplace flexibility. NSF leveraged our social media outlets for recruitment by including information on the availability of telework (and other workplace flexibilities) to potential job candidates. This initiative includes a weekly Twitter campaign using multimedia posts (written, photos and videos) advertising work/life balance flexibilities at NSF.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
National Transportation Safety Board	Yes	Yes	No	Yes	Yes	No	No	No	Most of the job announcements have a telework option, sometimes after an initial period of adjustment. It is an item of high value among recruits.
Nuclear Regulatory Commission	No	No	No	No	No	No	No	No	-
Nuclear Waste Technical Review Board	No	No	Yes	No	Yes	No	No	No	-
Occupational Safety and Health Review Commission	Yes	Yes	Yes	No	Yes	Yes	No	Yes	New employees have opted to telework. Promotes our agency's mission to prove an impact forum for the just and prompt adjudication of workplace safety and health disputes. Vacancy announcements include telework language. Success has been 100% to include this language for all telework eligible, comparing metrics/measurement across time.
Office of Government Ethics	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Telework options are available and included on the vacancy announcements. Telework is especially advantageous for employees because it allows for flexible work schedules. Data Source: Vacancy Announcements

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Office of Management and Budget (EOP)	Yes	No	No	No	Yes	No	No	No	We have used the Issuance of Weather and Safety Leave Regulations from OPM to clarify the guidance we provide to staff which helped to increase the situational availability of employees to telework during weather emergencies.
Office of National Drug Control Policy	No	Yes	No	Yes	No	No	No	Yes	-
Office of Navajo and Hopi Indian Relocation	No	No	No	No	No	No	No	No	-
Office of Personnel Management	No	Yes	No	Yes	Yes	No	No	Yes	-
Office of the Director of National Intelligence	No	No	No	No	No	No	No	No	-
Office of the United States Trade Representative (EOP)	No	No	No	No	Yes	No	No	Yes	-
Overseas Private Investment Corporation	No	No	No	No	No	No	No	No	-
Patent and Trademark Office	No	No	No	Yes	Yes	No	Yes	No	-
Peace Corps	No	No	No	No	Yes	No	No	No	-
Pension Benefit Guaranty Corporation	No	No	No	Yes	No	No	No	No	-

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Postal Regulatory Commission	Yes	Yes	No	Yes	Yes	No	No	No	The Commission continues to highlight our benefits package, including telework, during the interview process. Our goal is to ensure that new applicants are aware of the flexible work programs being offered at the Commission. The Commission measures this achievement by tracking the number of new hires who sign up within the first 90 days to participate in the telework program. During FY 2018, 33 percent of our new hires elected to participate in the Commission's telework program.
Privacy and Civil Liberties Oversight Board	Yes	No	No	No	Yes	No	No	Yes	The PCLOB is once again able to hire staff, who will be able to telework. It is very important that the PCLOB staffs up, especially now that the sub-quorum period has ended.
Railroad Retirement Board	No	No	No	Yes	No	No	No	Yes	-
Securities and Exchange Commission	Yes	Yes	No	Yes	Yes	No	No	No	In a comprehensive internal study of our telework program performed in FY2018, nearly 30% of respondents who telework noted that the SEC's telework program had influenced their decision to join the SEC.
Small Business Administration	Yes	Yes	No	Yes	Yes	No	No	No	SBA utilizes the agency's job vacancy announcements to include telework as benefit.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Social Security Administration	Yes	Yes	No	Yes	Yes	No	Yes	No	While employee recruitment is not a written goal for our agency, we do include telework eligibility on job postings and recruitment materials.
Tennessee Valley Authority	No	No	No	No	Yes	No	No	No	-
Trade and Development Agency	Yes	Yes	No	Yes	Yes	No	No	Yes	The availability of situational telework is a positive factor in USTDA's ability to recruit and hire highly-qualified individuals. The agency continues to highlight acceptability of situational telework as part of the overall recruitment strategy and has discussed with individual selectees options as to how telework can accommodate their situations.
U.S. AbiliityOne Commission	Yes	No	Yes	Yes	Yes	No	No	Yes	We have not hired many because we are a small agency. The couple that we hired was happy about the telework.
U.S. Commission on Civil Rights	Yes	No	No	No	Yes	No	Yes	No	The agency emphasized telework eligibility in the vacancy announcements to attract the best talent for the position.
U.S. International Trade Commission	No	No	No	No	No	No	No	No	-
U.S. Office of Special Counsel	Yes	No	No	No	No	Yes	No	Yes	The option to telework is included in the agency's vacancy announcements.

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

APPENDIX 20. Agency Methods for Collecting Telework Data

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Access Board	X	-	X	-	
Agency for International Development	X	X	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	X	-	-	-	We track it in our internal staff calendar as well. There are only 12 employees so it is easy to keep track of it.
Broadcasting Board of Governors	X	-	-	-	
Central Intelligence Agency	-	-	-	X	
Chemical Safety and Hazard Investigation Board	X	-	-	-	
Commodity Futures Trading Commission	-	X	-	-	
Consumer Financial Protection Bureau	X	-	-	-	
Consumer Product Safety Commission	X	-	-	-	
Corporation for National and Community Service	X	-	-	-	
Court Services and Offender Supervision Agency	X	-	-	-	
Defense Nuclear Facilities Safety Board	X	-	-	-	
Denali Commission	X	-	-	-	
Department of Agriculture	-	-	-	-	We collect telework participation data on a monthly basis from all major sub-agencies and staff offices.
Department of Commerce	X	-	-	-	
Department of Defense	X	-	-	-	
Department of Education	X	-	-	-	
Department of Energy	X	-	X	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Department of Health and Human Services	-	X	X	X	
Department of Homeland Security	X	-	X	-	
Department of Housing and Urban Development	X	-	-	-	Gathered data from Telework Coordinators, Supervisor and
Department of Justice	X	X	X	-	
Department of Labor	X	-	X	-	
Department of State	X	X	-	X	
Department of the Interior	X	-	-	-	
Department of the Treasury	X	X	-	-	
Department of Transportation	X	-	-	-	
Department of Veterans Affairs	-	-	-	-	HR Smart & Personnel Accounting Integrated Data
Election Assistance Commission	-	-	-	X	
Environmental Protection Agency	X	-	-	-	
Equal Employment Opportunity Commission	X	-	-	-	
Executive Office of the President(Science and Technology)	-	-	-	-	All 20 employees are eligible to telework on an ad hoc basis although we do not track when they telework.
Export-Import Bank of the United States	X	X	-	-	
Farm Credit Administration	X	-	-	-	
Farm Credit System Insurance Corporation	X	-	-	-	
Federal Communications Commission	-	X	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Federal Deposit Insurance Corporation	X	-	-	-	
Federal Election Commission	X	-	-	-	
Federal Energy Regulatory Commission	X	-	-	-	
Federal Housing Finance Agency	-	-	-	-	HRIS
Federal Maritime Commission	X	-	X	X	
Federal Mine Safety and Health Review Commission	X	-	-	-	
Federal Retirement Thrift Investment Board	X	-	-	-	
Federal Trade Commission	X	-	X	-	
General Services Administration	X	-	-	-	
Institute of Museum and Library Services	-	-	X	-	
Japan-United States Friendship Commission	-	-	-	X	
Marine Mammal Commission	X	-	-	-	
Merit Systems Protection Board	X	-	-	-	
Millennium Challenge Corporation	-	-	X	-	
National Aeronautics and Space Administration	X	-	-	-	
National Archives and Records Administration	X	-	X	-	
National Capital Planning Commission	X	-	-	-	
National Council on Disability	X	-	X	-	
National Credit Union Administration	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
National Endowment for the Arts	X	X	X	-	
National Endowment for the Humanities	X	-	X	-	
National Labor Relations Board	X	-	-	-	
National Mediation Board	-	-	X	-	
National Science Foundation	X	-	-	-	
National Transportation Safety Board	X	-	X	-	
Nuclear Regulatory Commission	-	-	X	-	Also used data from Time and Attendance system
Nuclear Waste Technical Review Board	-	-	X	-	
Occupational Safety and Health Review Commission	X	-	X	-	
Office of Government Ethics	X	-	X	-	
Office of Management and Budget (EOP)	-	-	-	X	
Office of National Drug Control Policy	X	-	X	-	
Office of Navajo and Hopi Indian Relocation	X	-	X	-	
Office of Personnel Management	X	X	-	-	
Office of the Director of National Intelligence	-	-	X	-	
Office of the United States Trade Representative (EOP)	X	X	X	-	
Overseas Private Investment Corporation	X	-	-	-	
Patent and Trademark Office	-	X	-	-	
Peace Corps	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Pension Benefit Guaranty Corporation	X	-	-	-	
Postal Regulatory Commission	-	X	X	-	
Privacy and Civil Liberties Oversight Board	-	-	-	-	Since the PCLOB is a microagency agency, telework tracking happens in real time, i.e., agreed-upon telework days each week and ad hoc telework approvals.
Railroad Retirement Board	X	-	-	-	
Securities and Exchange Commission	X	X	-	-	
Small Business Administration	X	-	-	-	
Social Security Administration	-	X	X	X	Used a customized report that monitors and tracks VPN access.
Tennessee Valley Authority	-	-	X	-	
Trade and Development Agency	X	-	X	-	
U.S. AbiliityOne Commission	X	-	X	X	
U.S. Commission on Civil Rights	-	-	-	-	Manual review of telework agreements in conjunction with our T&A system for the 2 week period previously identified in September 2018 for telework data reporting.
U.S. International Trade Commission	X	X	-	-	
U.S. Office of Special Counsel	-	-	X	-	

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

APPENDIX 21. Calculating Days Teleworked

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Access Board	X	-	The agency does not have record
Agency for International Development	-	X	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	-	X	
Broadcasting Board of Governors	-	X	
Central Intelligence Agency	X	-	
Chemical Safety and Hazard Investigation Board	-	X	
Commodity Futures Trading Commission	-	X	
Consumer Financial Protection Bureau	-	X	
Consumer Product Safety Commission	-	X	
Corporation for National and Community Service	-	X	
Court Services and Offender Supervision Agency	-	X	
Defense Nuclear Facilities Safety Board	-	X	
Denali Commission	X	-	
Department of Agriculture	-	-	We do not specify specific telework collection methods for reporting purposes.
Department of Commerce	-	X	
Department of Defense	X	-	
Department of Education	-	X	
Department of Energy	-	X	
Department of Health and Human Services	-	X	
Department of Homeland Security	-	X	
Department of Housing and Urban Development	-	X	
Department of Justice	-	X	
Department of Labor	-	X	
Department of State	X	X	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Department of the Interior	-	X	
Department of the Treasury	-	X	
Department of Transportation	-	X	
Department of Veterans Affairs	X	X	
Election Assistance Commission	-	X	
Environmental Protection Agency	-	X	
Equal Employment Opportunity Commission	-	X	
Executive Office of the President(Science and Technology)	-	-	We do not track who telework. All 20 staff are able to telework on an ad hoc basis.
Export-Import Bank of the United States	-	X	
Farm Credit Administration	-	X	
Farm Credit System Insurance Corporation	-	-	Employees who document their telework days through our time and reporting system
Federal Communications Commission	X	-	
Federal Deposit Insurance Corporation	-	X	
Federal Election Commission	-	X	
Federal Energy Regulatory Commission	-	X	
Federal Housing Finance Agency	-	-	Employees who include any number of hours as telework on their timesheet
Federal Maritime Commission	X	X	
Federal Mine Safety and Health Review Commission	X	-	
Federal Retirement Thrift Investment Board	-	X	
Federal Trade Commission	-	X	
General Services Administration	-	X	
Institute of Museum and Library Services	-	X	
Japan-United States Friendship Commission	-	X	
Marine Mammal Commission	X	-	

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Merit Systems Protection Board	-	X	
Millennium Challenge Corporation	-	-	This information is calculated by reviewing the employee's Master Work Schedules (MWS) on file. The MWS provides the schedule for the employee and the days they have selected to participate in telework or AWS/telework.
National Aeronautics and Space Administration	-	X	
National Archives and Records Administration	-	X	
National Capital Planning Commission	-	X	
National Council on Disability	-	X	
National Credit Union Administration	-	X	
National Endowment for the Arts	-	X	
National Endowment for the Humanities	X	X	
National Labor Relations Board	-	X	
National Mediation Board	-	X	
National Science Foundation	-	X	
National Transportation Safety Board	-	X	
Nuclear Regulatory Commission	-	X	
Nuclear Waste Technical Review Board	-	X	
Occupational Safety and Health Review Commission	X	-	
Office of Government Ethics	-	X	
Office of Management and Budget (EOP)	-	X	
Office of National Drug Control Policy	X	X	
Office of Navajo and Hopi Indian Relocation	-	X	
Office of Personnel Management	-	X	
Office of the Director of National Intelligence	-	-	We only include employees who were approved to work from home

Agency	Employees who only work full work days from an alternative location	Employees who work any part of the work day from an alternative work location	Other. Please describe:
Office of the United States Trade Representative (EOP)	-	X	
Overseas Private Investment Corporation	-	X	
Patent and Trademark Office	-	X	
Peace Corps	-	X	
Pension Benefit Guaranty Corporation	X	-	
Postal Regulatory Commission	X	X	
Privacy and Civil Liberties Oversight Board	-	X	
Railroad Retirement Board	X	X	
Securities and Exchange Commission	-	X	
Small Business Administration	-	X	
Social Security Administration	-	X	
Tennessee Valley Authority	-	X	
Trade and Development Agency	-	X	
U.S. AbiliityOne Commission	-	X	
U.S. Commission on Civil Rights	-	X	
U.S. International Trade Commission	X	X	
U.S. Office of Special Counsel	-	X	

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

Appendix 22. Cost Savings

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

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Election Assistance Commission	-	-	-	-	-	-
Environmental Protection Agency	-	-	-	-	-	-
Equal Employment Opportunity Commission	-	-	-	-	-	-
Executive Office of the President(Science and Technology)	-	-	-	-	-	-
Export-Import Bank of the United States	-	-	-	-	-	-
Farm Credit Administration	-	-	-	-	-	-
Farm Credit System Insurance Corporation	-	-	X	-	-	-
Federal Communications Commission	-	-	-	-	-	-
Federal Deposit Insurance Corporation	X	-	-	-	-	-
Federal Election Commission	-	-	-	-	-	-
Federal Energy Regulatory Commission	-	-	-	-	-	-
Federal Housing Finance Agency	-	-	-	-	-	-
Federal Maritime Commission	-	-	-	-	-	-
Federal Mine Safety and Health Review Commission	-	-	-	-	-	-
Federal Retirement Thrift Investment Board	-	-	-	-	-	-
Federal Trade Commission	-	-	-	-	-	-
General Services Administration	X	-	-	-	X	X
Institute of Museum and Library Services	X	-	-	-	-	-
Japan-United States Friendship Commission	-	-	-	-	-	-
Marine Mammal Commission	-	-	X	-	-	-
Merit Systems Protection Board	-	-	-	-	-	-
Millennium Challenge Corporation	X	-	-	-	-	-
National Aeronautics and Space Administration	-	X	-	-	-	-
National Archives and Records Administration	-	-	-	-	-	-
National Capital Planning Commission	-	-	-	-	-	-
National Council on Disability	-	-	X	-	X	X
National Credit Union Administration	-	-	-	-	-	-
National Endowment for the Arts	-	-	-	-	-	-
National Endowment for the Humanities	-	-	-	-	-	-
National Labor Relations Board	-	-	-	-	-	X

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

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

Appendix 23. Cost Savings Descriptions

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Access Board	The Access Board has a cost savings of approximately 30,000.00 on office space by office work sharing.	The Access Board has a cost savings of real estate of approximately $30,000.00 real estate cost by office work sharing.
Agency for International Development	The amount of time employees are absent from performing work duties is minimized through the use of situational telework arrangements. Encouraging employees to have a situational telework arrangement is one area that is continuously stressed through training sessions for work-life balance reasons. Employees have still been able to accomplish personal/family needs/emergencies while still being able to perform critical duties through telework arrangements. Also through telework arrangements, the need to commute to/from work is eliminated, thus reducing travel costs and daily commute times.	The Agency uses telework feedback when determining/assessing the reduced employee absences and transit/commuting cost savings.
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	We estimate that we save approximately $5,700 a year on reduced parking and commuting costs.	We estimate we saved $50-75 a month in public transportation costs and $500 a month in parking costs.
Chemical Safety and Hazard Investigation Board	Cannot calculate the exact cost savings attributed to reduced employee absence due to telework. The flexibility allows employees to not use a lot of annual or sick leave.	Time & Attendance data.
Consumer Financial Protection Bureau	CFPB saves $16,225 a month in transit subsidy costs ($194,700 annually)	Internal tracking of transit subsidies that are issued monthly
Consumer Product Safety Commission	We created the training in-house and made it available - 24/7 access. The agency saved money by not having to purchase an outside vendor to create and conduct the training.	HR data.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Court Services and Offender Supervision Agency	Over $650,000 for employee commuting expenses.	CSOSA set a goal to determine how the telework program affects employee satisfaction with regards to commuting. We took a survey of submitted telework agreements. Each agreement contains the employee's home address and the number of days an employee is scheduled to telework. Using a map program, we calculated the average roundtrip commute mileage for each employee to the worksite and back home. Additionally, we used data from the U.S Department of Transportation (DOT), to determine average cost savings. As of the most recent DOT data (2018), the average total cost for an automobile per mile is 59 cents. Per the telework agreements reviewed, the average commuting distance per day is 38.9 miles (includes to/from trips). From this, we calculated that each teleworker (who would have driven to work) saves about $23 a day from telework, which excludes parking. Using an extremely conservative estimate of $7 per day for parking, this would be $30 saved by employee per day of telework. If this number is extrapolated across all of the telework days for FY18 (and accounting for that only 79% of employees might actually drive to work), CSOSA employees may have saved over $650,000 during the last fiscal year. This is real savings that directly impacts employees' morale, budget, and welfare – not to mention positive productivity, emergency preparedness, and employee/team success.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Education	During FY18, the Department increased its monthly transit allotment to $260.00, with the increase the Department continued to see a cost savings which was incurred by several factors to include but not limited to the participant's usage/non usage which can be associated with telework but not limited to telework. Moving forward the Department may not see as much of a cost savings in the out years as Education has reduced its telework usage by limiting employees telework to one day per week. The FY 2018 cost savings increased by 5% compared to the cost savings in FY 2017.	The assessment of transit/commenting cost savings are tracked based on participant non-usage of the benefit thereby returning unused funding to the Agency.
Department of Homeland Security	FEMA estimates an annual savings of $761,811 in real estate costs due to Telework. This estimate assumes a savings of $383.13 per employee, and 9,163 employees who telework at any given time. Frequent telework in TSA (3 or more days a week) requires cube sharing. TSA estimates a real estate savings of $5,817,500 from frequent telework. Full time telework saves TSA an additional $1,573,000 for a total estimated cost avoidance of $7,390,500.	The average cost per person at TSA HQ for the pilot is about $13,000. This number is based on an average of 150SQFT office space average and an average of $5,688.00 per person for a cubicle space of 64 SQFT. This is based on information from FY 2016 telework report. Information obtained from: Oscar Martin, Assoc. AIA American Institute of Architects Chief Building Manager, TSA HQ Transportation Security Administration
Department of Justice	We do not have data to support cost savings DOJ-wide, however, one DOJ Component responded to this question: OJP conducts a return on investment analysis in the following categories: space, productivity absenteeism, commuting costs, employee attrition, technology (removal of individual printers), carbon emissions and staff benefits (dry cleaning, lunch, commuting, wardrobe, commuting time). For 2018, OJP expects to have savings totaling $5,554,637, with a 9413% ROI from its investment.	OJP uses industry best practice analytics, payroll and financial data, construction data, etc. to derive analysis. OJP's ROI analysis is available for review under separate process and is too robust to provide for this data call.
Department of State	On average, the Federal Work-Life Survey of 2017 showed that 98% of DOS employees spend on average 1.15 hours commuting to and from work. The majority drive alone (54%), take public transportation (41%), or carpool (17%). While there are no statistics to track how much money is saved and where exactly money was saved from, it is noteworthy to add that the Department has a robust bike subsidy program and an eTransit benefit program that is valued by staff and serves as incentives for employees to reduce the impact on the environment through effective alternative transportation options and creates an appreciation of telework as a way to also reduce the carbon footprint, relieving traffic congestion and pollution at the same time.	The Department does not have an actual method, but relies on our eTelework application for voluntarily providing commuting miles involved, when an employee requests a telework agreement and it is ultimately approved by the supervisor. It's a statistic that is maintained in our database and serves as evidence that with each approved telework arrangement, commuting costs to the employee drops, adding to the employee's level of satisfaction as their out-of-pocket expenses are lowered and their transportation challenges are addressed.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of the Treasury	Several Treasury bureaus have made substantial gains in cost savings associated with telework. Real Estate Cost Savings: Two Treasury bureaus had a combined real estate savings of $248,446 in FY 2018 Commuter Subsidy Cost Savings: One bureau conducted a cost benefit assessment yielding savings of $56,455.	Real estate savings were tracked internally through the bureau real estate offices. The transit subsidy savings was the result of a study that was conducted evaluating cost avoidance based on the frequency of telework.
Election Assistance Commission	The cost savings was achieved from cost avoidance. We used \hoteling\" and shared work spaces to expand the amount of office space for employees, enabling us to circumvent the need for a larger space overall."	N/A
Federal Deposit Insurance Corporation	The FDIC identified cost savings for rental/office space. The FDIC has several leased building space throughout the United States. A typical lease is five years. The lease expiration dates vary per lease. When a lease is due to expire, employees who are eligible for full-time telework have the option to participate in our Home Based Option (HBO) telework program. When an employee elects the HBO, he/she gives up their designated office space. The FDIC then renegotiates the lease based on a reduced number of office spaces.	The FDIC is able to calculate cost savings based on industry standards for office space, the average cost of the space and the number of employees who elect the HBO.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
General Services Administration	Rent/Office Space and Utilities - GSA's continued agency-wide mobility approach includes telework as an important element to reduce the Agency's footprint. GSA has accomplished cost savings related to workplace transformation, which features telework and hoteling. We have previously cited the example of our headquarters renovation, which: o increased building occupancy from 2500 to 4400 o presents a 40% reduction in space o represents $24.6M in annual rent savings o represents a 50% reduction in energy consumption o represents $6M in annual administrative cost savings. Additional savings will be realized when employees from GSA's Regional Office Building in Washington, DC move to Agency Headquarters. Reduced Employee Absences - GSA continues to focus on enabling and requiring employees to telework in situations where agency worksites are closed, which previously would have resulted in the use of administrative leave across-the-board. Hours of administrative leave used have decreased over time, as telework participation has increased. GSA policy and training, both updated during FY18, continue to support and advise on this important issue. Transit/ Commuting Costs – As outlined above, in FY17 GSA addressed the issue of reduced transit/commuting costs by implementing an online transit subsidy benefit application provided by DOT, along with supporting employee awareness of their responsibilities to ensure that estimated commuting costs do not include days on which they telework.	GSA utilizes tools including: Rent/Office Space and Utilities – Data available through GSA's Public Buildings Service, based on its workplace trans-formation program. Reduced Employee Absences – Data from GSA Time and Attendance System. Transit/Commuting Costs – Data available through Department of Transportation, which administers GSA's Transit Subsidy Program.
Institute of Museum and Library Services	Moving to our current location saves the agency about $75,000 a month in rent. Utilities are also reduced.	Existing agency reporting.
Marine Mammal Commission	We assume that the employees who telework are staying at the Marine Mammal Commission in large part due to the flexibilities they can enjoy due to telework. It costs between $3000 - $6,000 to recruit a new employee.	Knowledge of prices charged by OPM to recruit employees.
Millennium Challenge Corporation	MCC moved into its new space in 2016. Since employees have the ability to work from different locations, the same amount of space that we had available prior to the move was no longer required. This resulted in reduced real estate costs over the life of the lease.	Contract that is in place for the lease.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
National Aeronautics and Space Administration	85000	Although NASA continues to seek ways to reduce operating costs and overall footprint across the Agency, the unique mission requirements makes it difficult to accurately track significant cost savings. Johnson Space Center continues to capitalize on the success of their Super Flex program to reduce utility costs, which is tracked using internal energy auditing tools.
National Council on Disability	Commuter benefits: NCD's commuter benefits are non-rollover, what is not used each month is returned to the agency: $6,168.90	SmartBenefits program refunds are reflected on the monthly statement.
National Labor Relations Board	The Agency's cost for the transit/commuting benefit decreased by $85,916.26. FY17: $1,028,180.15 FY18: $942,263.89	This data is according to the Department of Transportation Transit Report "Customer Statement, Transit Benefits."
National Mediation Board	The transit benefit reduced by 10% each month.	Internal records.
Nuclear Waste Technical Review Board	Reduced employee absences do not equate to specific savings in dollar amounts.	Reduced employee absences do not equate to specific savings in dollar amounts.
Occupational Safety and Health Review Commission	Transit/commuting costs are less because our telework directive allows employees to telework more frequently therefore reducing costs to/from the official duty station.	Internal tracking of transit/commuting costs reflects cost savings.
Patent and Trademark Office	The full-time telework initiatives have enabled the USPTO to increase the number of total employees without securing additional office space or additional parking facilities. In FY 2018 the agency avoided securing $49.8 million (annual) in additional office space (less hoteling expenses) as a direct result of all of the USPTO's full-time telework programs.	The USPTO uses a calculation based on square footage determined by grade level that includes both office and common space and the current real estate cost by square foot in the Alexandria, Virginia area.
Privacy and Civil Liberties Oversight Board	It is difficult for us to quantify the savings in amount, but telework is helpful for recruiting and retaining PCLOB staff.	See above.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., $50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Securities and Exchange Commission	In FY18, it is estimated that the SEC saved approximately $550,000 in transit benefit costs.	The SEC conducted analyses to determine the transit benefit savings directly attributed to teleworking. To accomplish this, we used timesheet data to determine how many actual days employees worked during the fiscal year, as well as how many days they teleworked. This approach allowed us to control for any savings attributed to other types of leave (alternative work schedules, sick leave etc.), rather than telework. We then used transit benefit applications to determine each employee's daily transit cost. To calculate the transit savings, we multiplied the daily transit cost by the number of days each employee teleworked during the year. We also conducted calculations to determine whether the discount associated with a monthly transit pass eliminated any potential cost savings by telework. These analyses revealed that over 75% of employees with a transit agreement generated some savings for the SEC by teleworking.
U.S. Commission on Civil Rights	The agency saved $78,000 in rent, utilities, etc., by closing the Southern Regional Office, which 1 employee occupied	Rental Lease

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