

# THE STATUS OF TELEWORK IN THE FEDERAL GOVERNMENT

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REPORT TO THE CONGRESS

*Working for America*



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Kay Coles James, Director  
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## **MESSAGE FROM THE DIRECTOR**

I am pleased to present the Office of Personnel Management's (OPM) 2004 report on the status of Telework in the Federal Government. This report summarizes findings from our 2003 agency telework survey and describes the major telework promotion activities undertaken by OPM in partnership with the General Services Administration (GSA).

For the third consecutive year, the number of telework-eligible and teleworking employees continues to grow. Governmentwide, 751,844 Federal employees representing 43 percent of the Federal workforce were telework-eligible in 2003, compared with 625,313 Federal employees representing 35 percent of the Federal workforce in 2002. This represents an increase of 20 percent, or an additional 126,531 identified telework-eligible positions. The actual number of employees teleworking in 2003 was 102,921, representing a 14 percent increase over the number of teleworkers in 2002. Notably, since April 2001, the number of teleworkers has increased from 53,389 to 102,921, an increase of 93 percent in the size of the telecommuting workforce.

Initially, the thrust of developing telework as an employee/employer option centered on environmental goals, enhanced quality of life issues, and recruitment and retention issues. In 2001, President George W. Bush added telework to his New Freedom Initiative, which focused on expanding job opportunities for people with disabilities. In the aftermath of September 11, telework has attracted greater attention by Federal managers as an essential consideration in agencies' emergency planning efforts, whether for snow storms, other natural disasters, or terrorist attacks. Telework has been integrated into the Federal Government's Continuity of Operations Plans (COOP), and OPM is laying the groundwork for including telework in its evaluation of agency human resources programs.

For the 2003 report, OPM revised the telework survey instrument to sharpen and clarify definitions and to bring the survey in line with OPM's strategic focus for telework. Our focus includes recognizing the necessity of telework in emergency planning, the importance of a regularly scheduled and experienced cadre of teleworkers, and the use of occasional telework as a trial assessment period. We also emphasize the necessity for Federal agencies to take responsibility for meeting statutory telework obligations.

We conclude that telework is growing steadily in the Federal Government, whether measured by the number of employees teleworking or by the growing maturity of agency telework programs. Telework is progressively moving into the mainstream as an expected part of an effective agency's personnel strategy, rather than as a "special" program needing a great deal of external support.

Kay Coles James  
Director

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## Executive Summary

In support of our responsibilities under section 359 of Public Law 106-346 (FY 2001 Department of Transportation and Related Agencies Appropriations Act), the Office of Personnel Management (OPM) has conducted an annual survey of Federal agencies on telework implementation since 2001. This report summarizes findings from the 2003 telework survey and describes the major telework promotional activities undertaken by OPM in partnership with the General Services Administration (GSA) in 2003.

We can report the number of telework-eligible and teleworking employees continues to grow. In 2003, agencies reported that a total of 751,844 employees (43 percent) are eligible to telework, compared with the 625,313 employees (35 percent) reported in 2002. This represents an increase of 126,531 telework-eligible employees—or an increase of more than 20 percent.

The number of employees teleworking grew from 90,010 in 2002 to 102,921 in 2003. Most noteworthy is that from the first telework survey in April 2001 (when 53,389 employees were teleworking) until October 2003 (with 102,921 reported Federal teleworkers) there has been an overall increase of 93 percent in the number of employees teleworking.

Having received a special appropriation of \$500,000 to promote telework in agencies with a participation rate of 2 percent or less, OPM and GSA undertook a number of strategic initiatives to address the situation. Initiatives included special consultation and training for those 2-percent agencies, and a multifaceted educational campaign designed for 2-percent agencies that could be equally useful to other agencies with growing programs. Aspects of the campaign included providing two Internet-based courses for employees and managers, a video tape loop, a manager's handbook, promotional materials such as posters and newsletter articles, and an all-day seminar with research-based experiential training on how to overcome obstacles to telework. To emphasize agency responsibility and bring telework into the scope of expected human resources flexibilities rather than have it remain a new or "special" program, OPM began laying the groundwork for including telework in evaluations of agency human capital management. OPM and GSA solidified their historic partnership in promoting telework with a formal memorandum of understanding.

For this report, OPM revised the 2003 survey instrument to sharpen and clarify definitions and to bring the survey in line with OPM's view of telework's strategic value in--

- emergency planning;
- the establishment of a cadre of experienced employees who telework on a regularly-scheduled basis; and
- testing the viability of telework for some employees.

OPM also emphasizes the need for Federal agencies to take responsibility for meeting their statutory telework obligations.

The revised survey draws the distinction between core telework (regularly scheduled, at least one day a week) and situational telework (telework on a non-routine basis.) It distinguishes between job-related eligibility criteria and employee-related qualifying criteria. Questions were added or modified to clarify such issues as whether a policy is in place and whether employees are being formally notified of the opportunity to telework.

Data were collected from seventy-four agencies with more than 1.7 million employees, providing a data set comparable to the 2002 sample as a whole, even though reporting configurations were different in some cases. The survey revealed that virtually all agencies have telework policies in place, and that nearly half have formal notification procedures. Agencies reported having crafted a number of policy implementation practices, including formal eligibility and qualifying criteria, tracking systems, procedures for information technology (IT) support, and methods of helping employees meet telework costs (e.g., by offering them excess office equipment).

The overall conclusion of the report is that telework is growing steadily in the Federal Government, whether measured by the number of employees teleworking or by the growing maturity of agency telework programs. Telework is slowly but steadily moving into the mainstream, as an expected part of an effective agency's personnel strategy, rather than as a "special" program needing a great deal of external support.

# Introduction

## Background

Section 359 of Public Law 106-346 (FY 2001 Department of Transportation and Related Agencies Appropriations Act), states, “Each executive agency shall establish a policy under which eligible employees of the agency may participate in telecommuting to the maximum extent possible without diminishing employee performance.” The law defines telecommuting as “any arrangement in which an employee regularly performs officially assigned duties at home or other work sites geographically convenient to the residence of the employee,” and eligible employee as, “... any satisfactorily performing employee of the agency whose job may typically be performed at least one day per week at an alternative workplace.”

To fulfill its responsibilities under this legislation, OPM has conducted an annual survey of Federal agencies on telework implementation since 2001 to track and report progress toward meeting statutory requirements. In addition, OPM is working in partnership with the General Services Administration (GSA) to promote telework throughout the Federal Government. This report summarizes findings from the 2003 telework survey and describes the major telework promotional activities undertaken by OPM and GSA in 2003.

In recent years, both Congress and the Executive branch have increasingly promoted telework to help achieve important public policy goals. Among these are protecting environmental quality and energy conservation by reducing traffic congestion and vehicle emissions; improving employees’ work lives by allowing a better balance of work and family responsibilities and reducing work-related stress; improving the Government’s ability to recruit and retain a high-quality workforce in a competitive job market; and providing for continuity of operations during emergencies.

Over the past several years, Congress has increasingly sought to encourage more widespread use of telework. Section 359 of Public Law 106-346 required all Executive agencies to establish telecommuting policies. The law also directed OPM to ensure that this requirement was applied to 25 percent of the Federal workforce by April 2001, and to an additional 25 percent in each subsequent year.

## Post-Disaster Response

In the aftermath of September 11, telework has become a matter of necessity for many employees and employers. Displaced workers in the New York area and at the Pentagon were left without offices. Road closings and increased security precautions exacerbated already severe traffic congestion. Additionally, as a result of weather disasters such as Hurricane Isabel, many Federal managers began to take a fresh look at telework arrangements. Telework has been integrated into the Federal Government’s Continuity of Operations Program (COOP), and agencies are including telework in their own agency COOP plans. OPM has brought the Executive agencies together several times to discuss emergency preparedness plans and to present telework as one important tool to continue Government operations during emergencies.

## Strategic Focus

Since 2001, OPM has encouraged agencies to develop policies, offer eligible employees the opportunity to telework, and increase the number of teleworkers. In 2003, under the leadership of Director Kay Coles James, OPM's focus sharpened as we thought more strategically about telework's place in human capital management. Key elements of our current strategic focus include:

- **Emergency Planning** -- Telework is essential for agencies' emergency planning, whether for snowstorms, natural disasters, or terrorist events. For an agency to be effective in an emergency, a solid telework program must be in place before the event.
- **Management Benefits** -- Regularly-scheduled telework provides a cadre of well- prepared teleworkers whose predictability facilitates efficient management.
- **Tests for Special Situations** -- Occasional telework in response to special situations is also useful, primarily because it allows the employee and supervisor to test out telework before making a long-term commitment to a telework arrangement.
- **Agency Control of /Responsibility for Programs/Progress** -- While OPM and GSA can provide materials and leadership to the agencies to assist them in their telework programs, Federal agencies bear responsibility for their own programs, and can do more to assure that as many employees as possible can participate in telework.

## Modification of Survey Instrument

In 2003, we modified the survey instrument to sharpen and clarify definitions in order to collect more precise information about the implementation of telework programs by Federal agencies. A copy of the 2003 survey instrument is attached as Appendix A. These changes were designed to provide agencies with information that would empower them to move forward toward the statutory goal of allowing eligible Federal employees to telework to the maximum extent practicable. Based on the survey results, we will encourage agencies to reexamine their telework policies to ensure that they clearly describe the conditions and requirements that govern program implementation as well as to evaluate the ways they promote telework and develop forward-thinking approaches.–

To help determine progress toward the statutory goals, we added or clarified questions so we could determine whether:

- agencies have a telework policy in place;
- agencies have defined eligibility to telework in their policy;
- agencies are formally offering the opportunity to telework to eligible employees; and
- the number of eligible employees actually teleworking is increasing.

The survey established and defined two categories of telework:

**Core Telework**: telework that occurs on a routine or regular basis away from the principal place of duty (e.g., at home, at a telework center, at an alternate location) one or more days per week.

**Situational Telework**: telework that occurs on an occasional, non-routine basis.

The survey also clearly established and defined two types of eligibility criteria:

**Eligibility Criteria (job-related):** An employee's job is eligible for telework if some or all of the duties of the job could be performed away from the principal place of duty.

**Qualifying Criteria (employee-related):** requirements an employee must meet to participate in a telework arrangement (e.g., performance rating of at least fully successful, no history of disciplinary actions).

The definitions were designed not only to refine our data collection, but also to encourage agencies to think about different structures for telework, and to recognize that either core or situational telework is appropriate for most jobs. We expect that by looking simultaneously at their job-related and their employee-related criteria, agencies will discover more telework opportunities for their employees. Appendix B, Table 1 provides individual agency data regarding participation in telework programs.

## Data Collection and Results

### Data Collection

In October 2003, OPM surveyed Federal agencies to determine the status of telework within the Federal Government. Seventy-four agencies with more than 1.7 million employees responded to the 2003 survey. Though 77 agencies responded in 2002 and 74 responded in 2003, the two data sets are comparable with regard to the Federal population. Four small agencies, with a total of 18 teleworkers, reported in 2002, but not 2003. Two small agencies, with a total of 18 teleworkers, reported in 2003, but not 2002. Two larger agencies which had reported independently in 2003, reported as parts of parent organizations in 2003. The new Department of Homeland Security (DHS) reported for the first time in 2003. The U.S. Patent and Trademark Office (PTO) reported separately in 2002, and as part of Commerce in 2003. Thus, changes from 2002-2003 can be used to evaluate overall progress of the Federal telework program. However, because 2003 was a year of transition, with many agencies moving all or part of their staffs into DHS, taking their teleworkers with them, caution must be used in evaluating the progress of specific agencies or comparing agencies with one another.

### Telework Policies

**Virtually all agencies have telework policies in place.** Only one small agency, the Federal Retirement Thrift Investment Board, lacked a policy at the time of the report. OPM will assist that agency in developing a policy. The new Department of Homeland Security was, at the time of the report, still crafting its internal departmental policies, telework included. During the transitional period, agency components were using the policies they brought with them from their former organizations.



**Each agency develops its own policy to fit its own mission and culture.** Many of the agencies have developed eligibility criteria (characteristics of the position) and qualifying criteria (characteristics of the employee) for their telework programs.

- **Eligibility criteria.** Thirty-six agencies specify occupations in which telework can or cannot occur. In addition, some agencies prohibit certain categories of employees from teleworking, including executives (12), managers (9), supervisors (9), support staff (12), temporary employees (16), employees on alternative work schedules (9), and part-time employees (10).
- **Qualifying criteria.** Fifty-two agencies report that they require a minimum performance rating for teleworkers, 35 exclude employees with past disciplinary problems, and 25 require a minimum time in position.
- **Health issues.** Forty-six provide for telework by employees with health problems.
- **Attendance issues.** Forty-six agencies allow telework to be used with alternative work schedules, and 35 require teleworkers to adhere to core hours.

Writing a policy is an important first step, but a policy alone does not provide a viable telework program. As Congressman Frank R. Wolf stated forcefully in a 2001 letter to OPM, “What I do *not* want is for employees who are interested in a flexible work situation such as teleworking to have to wade through pages of policy to find out if they are even eligible for such an arrangement and then have to work their way through the system to obtain permission to participate.”

## **Policy Implementation**

Agencies were asked about how they implement their policies, notify eligible employees, track telework programs, and help employees meet the technical and financial challenges of setting up home offices.

- **Formal notification.** Thirty-four agencies, 46 percent of those reporting, have a procedure in place for giving employees formal notification of their eligibility to telework
- **Tracking systems.** Fifty-four agencies require a telework agreement, 33 track telework through time and attendance reporting, and 27 track it through a management reporting system.
- **Equipment costs.** Ten agencies purchase all equipment for teleworkers, and an additional 5 agencies reimburse employees for purchased equipment. Eighteen reported that they share costs with employees. Twenty-one provide excess or surplus equipment to teleworkers. Twenty-three reported that employees purchase all of their own equipment.
- **IT support.** Fifty-eight agencies provide telephonic help desk support to teleworkers, 12 offer IT services at the teleworker’s alternative work site, and 34 allow employees to bring equipment into the office for repair. Only 7 agencies reported offering no IT support to teleworkers.

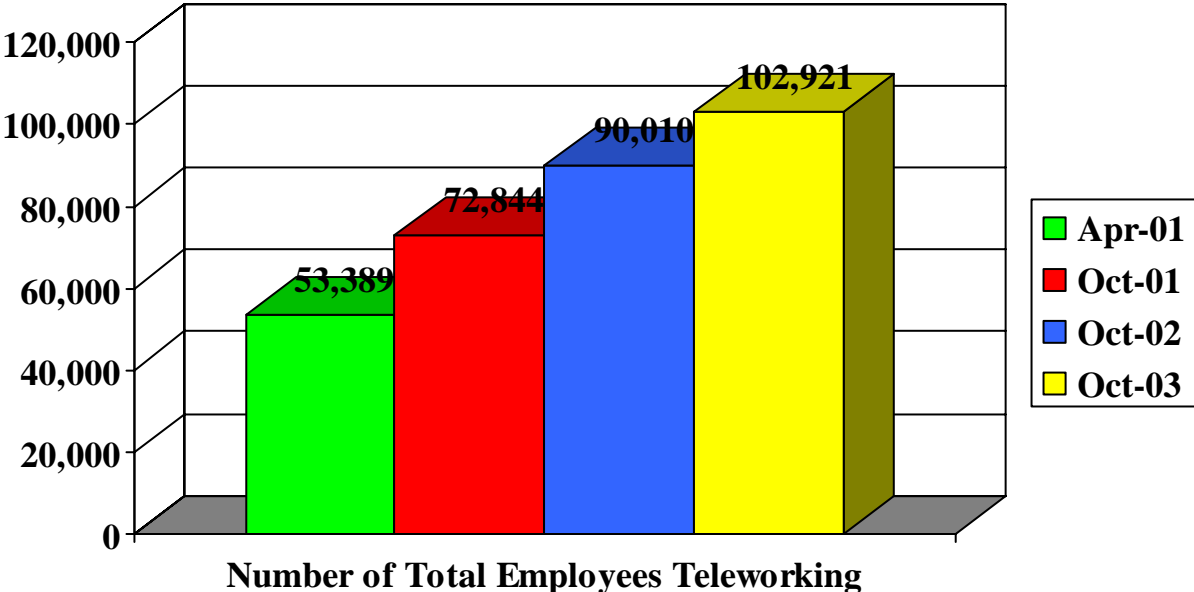
## **Growth in Telework Participation**

The number of telework-eligible and teleworking employees continues to grow. Seventy-four agencies with more than 1.7 million employees responded to the 2003 telework survey. The agencies reported a total of 751,844 employees (43 percent) are eligible to telework, compared with 625,313 employees (35 percent) in 2002 (see Appendix B, Table 1). This represents a gain of more than 126,531

telework-eligible employees or a gain of more than 20 percent. The number of eligible employees teleworking grew from 90,010 in 2002 to 102,921 in 2003, but the percentage of all eligible employees teleworking remained roughly stable, with more than 14 percent in 2002 and approximately 14 percent teleworking in 2003. Most noteworthy is that from the first telework survey in April 2001, there has been an overall increase of 93 percent in the number of employees teleworking, from 53,389 to 102,921 (Figure 1 below).

**Figure 1-**

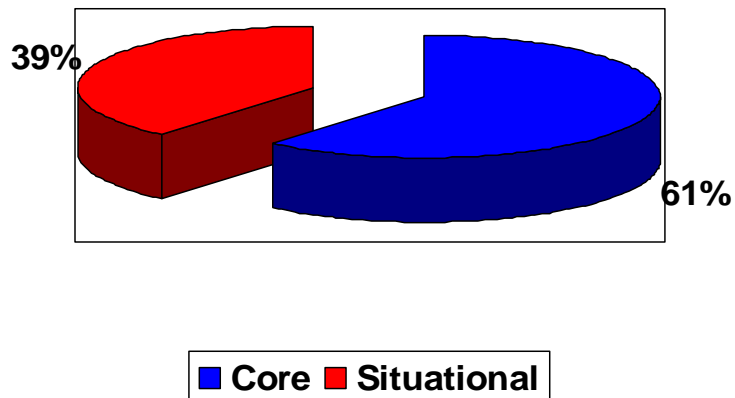
**Core and Situational Telework**



Core Teleworkers outnumber Situational Teleworkers (see figure 2 below). Of the total number of the employees who teleworked during 2003, 61 percent were reported as Core Teleworkers, and 39 percent were reported as Situational Teleworkers. Data suggest that situational teleworkers should not be perceived as infrequent teleworkers. Situational Teleworkers averaged 3 days a month compared to 6 days a month for core teleworkers. The high level of participation by Situational Teleworkers should facilitate their transition into Core Telework.

**Figure 2-**

**Core & Situational Teleworkers**



**Location of Teleworkers**

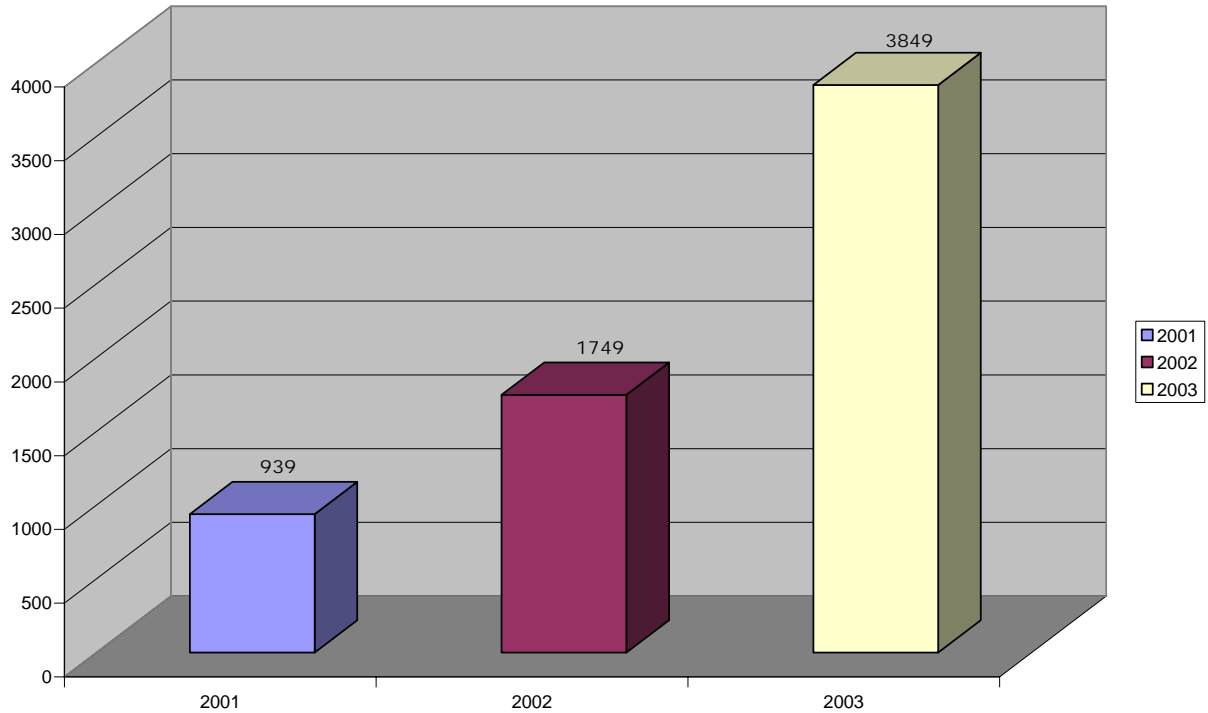
Most teleworkers are outside the Washington Metropolitan Area. According to survey data, 69 percent of teleworkers have their primary place of duty outside the greater Washington, DC, area; 31 percent are within the area. Though high traffic makes telework particularly appropriate in the DC area, it is by no means an “inside the Beltway” program.

**Health-Related Telework**

Health-related telework continues to show a strong rate of increase. Telework arrangements support employees who need a reasonable accommodation for a disability or have a temporary health problem. In 2002, there were 1,749 employees who fell into these two categories. In 2003 that number grew to 3,849 (an increase of more than 120 percent). These numbers have been increasing rapidly since 2001. (See Figure 3 below)

### Figure 3—Health-Related Telework

Number of Employees Teleworking for Reasonable Accommodation & Temporary Medical Reasons



#### Agencies with Less Than 2 Percent Teleworkers in 2002

House Report 107-575 on the Treasury, Postal Service and General Government Appropriations Act, 2003, included \$500,000 to carry out a “Telecommuting Training Program to educate executive branch managers about the benefits and logistics of telecommuting.” The conferees directed OPM “to target executive agencies where less than 2 percent of employees telecommute.” OPM conducted a series of discussions with these agencies, and held a special forum for them on November 4, 2003. The 2003 survey found some improvement over 2002 data in several of these agencies, however several agencies reduced the number of eligible employees\*. Further gains are expected as these agencies begin to make use of training and materials provided by OPM late in 2003.

**Chart 1—Agencies with less than 2 % eligible employees teleworking in 2002**

| Agency Name                                      | 2002<br>Number of<br>Eligible<br>Teleworkers | 2002<br>Number of<br>Employees<br>Teleworking | 2002<br>Percent of<br>Eligible<br>Employees<br>Teleworking | 2003<br>Number of<br>Eligible<br>Teleworkers | 2003 –<br>Number of<br>Employees<br>Teleworking | 2003 -<br>Percent of<br>Eligible<br>Employees<br>Teleworking |
|--|--|---|--|--|---|--|
| Chemical Safety and Hazard Investigation Board   | 0  | 0   | 0%   | 31   | 0   | 0%   |
| Court Services and Offender Supervision Agency   | 942  | 12  | 1%   | 939  | 59  | 6%   |
| Defense Nuclear Facilities Safety Board*         | 91   | 2   | 2%   | 4  | 4   | 100%   |
| Department of State                              | 17,450                                       | 243   | 1%   | 11,558                                       | 170   | 2%   |
| Department of Veterans Affairs                   | 102,967                                      | 1,377   | 1%   | 124,318                                      | 1,415   | 1%   |
| Export-Import Bank of the U.S.                   | 395  | 1   | 0%   | 420  | 1   | 0%   |
| Federal Election Commission*                     | 379  | 1   | 0%   | No Report                                    |   |  |
| Federal Retirement Thrift Investment Board       | 100  | 0   | 0%   | 3  | 0   | 0%   |
| Federal Trade Commission                         | 0  | 0   | 0%   | 800  | 25  | 3%   |
| Inter-American Foundation                        | 48   | 1   | 2%   | 49   | 7   | 14%  |
| International Boundary and Water Commission      | 125  | 0   | 0%   | 69   | 1   | 1%   |
| Office of Administration*                        | 100  | 1   | 1%   | No Report                                    |   |  |
| Office of Federal Housing Enterprise Oversight** | 115  | 1   | 1%   | No Report                                    |   |  |
| Occupational Safety and Health Review Commission | 38   | 0   | 0%   | 55   | 9   | 16%  |
| Office of National Drug Control Policy           | 113  | 1   | 1%   | 109  | 4   | 4%   |
| Office of Special Counsel                        | 90   | 1   | 1%   | 83   | 14  | 17%  |
| Peace Corps                                      | 788  | 1   | 0%   | No Report                                    |   | 0%   |
| Postal Rate Commission                           | 0  | 0   | 0%   | 6  | 6   | 100%   |
| Small Business Administration                    | 3,172  | 53  | 2%   | 3,120  | 268   | 9%   |
| Trade and Development Agency*                    | 46   | 0   | 0%   | 0-   | 0   | 0%   |
|  |  |   |  |  |   |  |
| <b>Totals</b>                                    | <b>126,959</b>                               | <b>1,695</b>                                  | <b>1.3%</b>  | <b>141,564</b>                               | <b>1,983</b>                                    | <b>1.4%</b>  |

\*No Report in 2003

\*\*Included in HUD in 2003

## Telework Centers

Telework centers provide unique benefits that working from home or other locations typically does not provide—freedom from the possible distractions of home-life, on-site technical support, additional telephone lines and high-speed and Internet access, fax machines, printers, copiers, and audio and video conferencing capabilities. Federal employees who use the centers report many success stories about how the centers are helping them improve the quality of their work lives, provide greater focus for their work assignments and increase their productivity, in addition to improving the quality of their personal and family lives, accommodating illnesses and disabilities, enabling them to defer plans to retire or resign, and helping them address area-wide and personal emergencies which might otherwise keep them from working at all. The centers are also used by private sector customers and provide many local community resources as well.

In 1999, the conference report accompanying Public Law 105-277, the Omnibus Consolidated and Emergency Supplemental Appropriations Act, 1999, called for 20 specific Federal agencies to make at least \$50,000 available annually to pay for employees' use of telework centers.

Chart 2 below provides a listing of the 20 agencies named in the Conference Report, as well as other agencies using the centers during FY 2002-2003. While overall revenues increased during FY

2003, usage declined by five percent. Fifteen of the 20 agencies mentioned in the conference report are using the centers, but eight of these did not spend up to the \$50,000 threshold (see Chart 3 below). GSA has a number of plans to encourage greater telework center usage among agencies during FY 2004, including offering a 60-day free trial use period for new users.

## Chart 2 - Federal Agency Telework Center Users

### FY2002-FY2003

| Agency                    | FY2003 Users | FY2002 Users | Change     | Total Centers Users | FY2003 Total Fees | FY2002 Total Fees | Change          |
|---------------------------|--------------|--------------|------------|---------------------|-------------------|-------------------|-----------------|
| Agriculture               | 49           | 58           | -9         | 12                  | \$98,000          | \$96,252          | \$1,748         |
| Commerce                  | 15           | 6            | 9          | 4                   | \$20,318          | \$3,124           | \$17,194        |
| Defense                   | 168          | 187          | -19        | 15                  | \$304,066         | \$256,308         | \$47,758        |
| Education                 | 34           | 28           | 6          | 14                  | \$71,139          | \$87,328          | -\$16,189       |
| Energy                    | 6            | 8            | -2         | 3                   | \$7,968           | \$12,368          | -\$4,400        |
| EPA                       | 3            | 3            | 0          | 4                   | \$9,916           | \$11,344          | -\$1,428        |
| FEMA*                     | 1            | 1            | 0          | 1                   | \$720             | \$416             | \$304           |
| GSA                       | 34           | 41           | -7         | 11                  | \$88,620          | \$97,045          | -\$8,425        |
| HHS                       | 32           | 20           | 12         | 10                  | \$63,910          | \$32,384          | \$31,526        |
| House of Representatives* | 3            | 2            | 1          | 3                   | \$5,763           | \$3,828           | \$1,935         |
| HUD                       | 1            | 1            | 0          | 1                   | \$5,544           | \$5,544           | 0               |
| Interior                  | 4            | 5            | -1         | 3                   | \$6,496           | \$20,884          | -\$14,388       |
| Justice                   | 11           | 13           | -2         | 4                   | \$19,520          | \$17,544          | \$1,976         |
| Labor                     | 0            | 0            | 0          | 0                   | 0                 | 0                 | 0               |
| NRC*                      | 1            | 1            | 0          | 1                   | \$1,200           | \$150             | \$1,050         |
| OGE*                      | 2            | 2            | 0          | 1                   | \$3,912           | \$4,848           | -\$936          |
| OPM                       | 10           | 12           | -2         | 7                   | \$32,678          | \$36,436          | -\$3,758        |
| Postal Service            | 0            | 0            | 0          | 0                   | 0                 | 0                 | 0               |
| SBA                       | 0            | 0            | 0          | 0                   | 0                 | 0                 | 0               |
| Social Security           | 0            | 0            | 0          | 0                   | 0                 | 0                 | 0               |
| State                     | 0            | 0            | 0          | 0                   | 0                 | 0                 | 0               |
| Transportation            | 45           | 56           | -11        | 12                  | \$66,382          | \$70,792          | -\$4,410        |
| Treasury                  | 13           | 13           | 0          | 9                   | \$67,152          | \$62,208          | \$4,944         |
| Veterans Affairs          | 3            | 2            | 1          | 2                   | \$16,000          | \$6,800           | \$9,200         |
| <b>Grand Total</b>        | <b>435</b>   | <b>459</b>   | <b>-24</b> |                     | <b>\$889,304</b>  | <b>\$825,603</b>  | <b>\$63,701</b> |

\*These agencies are not covered by section 630(a) of Public law 105-277.

## **Perceived Barriers to Telework**

The most frequently reported barrier to telework in the 2003 survey was the nature of the agency work, followed by office coverage challenges, data security, management resistance, and funding for equipment and information technology (IT). Agencies reported having addressed these barriers in the following ways:

- provided training to employees and managers on telework (23 agencies);
- initiated marketing of telework through promotional materials (18 agencies);
- undertook initiatives to gain top management support of telework (17 agencies);
- established regular reporting mechanisms for tracking teleworkers (15 agencies); and
- increased their budgets for IT support (11 agencies).

More detailed information on barriers to telework came directly from supervisors and managers who participated in a series of six focus groups in three cities. The focus groups, led by OPM psychologists not affiliated with the telework program, were designed to move beyond the vague concept of “management resistance” and explore the real obstacles managers might encounter as they sought to implement telework in their organizations. Commonly expressed concerns included the productivity and accountability of teleworkers, the need to address the IT technology requirements for supporting telework, the cost of supporting such arrangements, and supervisors’ or fellow managers’ lack of comfort with telework.

Managers were reluctant to say “no” to a request to telework, preferring if possible to give an employee a trial period as an objective test of his or her readiness for telework.

## **OPM/GSA Efforts to Promote Telework**

### **Agencies with Under 2-Percent Teleworkers in 2002**

House Report 107-575 on the Treasury, Postal Service and General Government Appropriations Act, 2003, included \$500,000 to carry out a “Telecommuting Training Program ... to educate executive branch managers about the benefits and logistics of telecommuting.” The conferees directed OPM “to target executive agencies where less than 2 percent of employees telecommute.” Working in partnership with GSA, we provided special assistance to these 20 agencies, mostly small organizations, helping them individually to develop policies and programs. We also held a special workshop for them, featuring presentations by other small agencies who had successfully met the unique challenges of a small agency telework program.

### **Multifaceted Educational Campaign**

We found that many of the needs of the 2-percent agencies were similar to those of other agencies whose programs were still growing. They needed user-friendly promotional materials, practical guidance for managers, and help in addressing common telework barriers. In partnership with GSA, we developed an educational campaign to help all agencies, including the

2-percent agencies, to become more self-reliant in promoting their own telework programs and overcoming common obstacles.

Campaign elements included Telework 101 web-based training modules for employees and managers available at [www.Golearn.gov](http://www.Golearn.gov), a video loop for lobby displays, promotional materials such as posters and tent cards, and materials to be placed in agency publications. At an all-day meeting, we trained agency telework coordinators and human resources officials in how to structure a campaign and use the materials. We also offered sessions on the latest in telework policy, technical discussions with experts, and two hours of hands-on training in consultation skills for overcoming barriers. The training was conducted by Mr. Gil Gordon, a noted telework authority, and based heavily on the findings from our focus group studies. At the same event, Human Resources Directors were provided an opportunity to meet with OPM's Associate Director for Strategic Human Resources Policy for a discussion of telework in the context of strategic policy.

## **Other Strategies for Empowering Agencies**

We also provided empowering resources to agencies through a new manager's guide to telework, improvements to the joint GSA/OPM web site, [www.telework.gov](http://www.telework.gov), and quarterly meetings for agency telework coordinators. A teleconference option makes the meetings accessible to coordinators in other cities. Together and separately, OPM and GSA have presented at numerous professional associations, community groups, managers' training programs, and other forums attended by Federal leaders. During 2003, OPM and GSA solidified our longstanding partnership through a formal Memorandum of Understanding.

To promote telework's role as an element in the continuity of operations, OPM updated its guidance on telework in emergency situations. Director James encouraged agencies to use telework in a variety of business-disrupting situations, ranging from Hurricane Isabel to traffic congestion caused by huge public events.

## **Preparation for Evaluating Agency Telework Programs**

In keeping with our strategic focus on enhancing agencies' responsibility for telework, we have begun laying the groundwork for including telework in OPM's evaluation of agency human resources programs. Besides holding agencies accountable, this change will define telework clearly as a basic human resources tool, rather than as a new program in need of promotion.

## **Conclusions**

Telework is growing slowly but steadily in the Federal Government, whether progress is measured by numbers of teleworkers or assessments of the maturity of agency programs. Numbers of telework eligible and teleworking employees continue to rise. Telework policies are nearly universal, and agencies are taking concrete steps to implement their programs. Nearly half of the agencies have developed a formal procedure for notifying employees of their telework eligibility. A variety of mechanisms are being developed to track telework and to provide supporting resources such as help desk assistance, equipment repair, and access to excess agency equipment. Agencies report taking



concrete steps to overcome telework barriers through training, marketing, and enlisting the support of top level managers.

OPM's goal is to make telework an integral part of agencies' functioning, rather than a "new" or "special" program that needs a great deal of external support. During the past year, we have taken several steps to help agencies strengthen their telework programs and link them to agency strategic goals. We have emphasized the responsibility of the agencies themselves to comply with telework legislation, and are laying the groundwork for moving toward inclusion of telework in our evaluation of agencies. We have drawn the distinction between core and situational teleworkers and encouraged agencies to use situational telework as a trial period and then move employees toward the more efficient core telework. We have pointed to the necessity for established telework programs as one aspect of agency continuity of operations plans for disasters and other business disruptions. A special appropriation of \$500,000 allowed us, working in partnership with GSA, to provide agencies with a variety of tools which will make them more self-sufficient in their efforts to promote telework. We will evaluate the effectiveness of all these measures through further telework reports.

## Appendix A

### *2003 OPM Telework Survey*

#### **INTRODUCTION**

##### **A. Agency Name**

*Please identify the name of your agency in this section.*

---

Agency Name

##### **B. Agency Telework Representative Information**

*Please identify in this section the agency telework representative responsible for policy implementation.*

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

Phone: \_\_\_\_\_ Email address: \_\_\_\_\_

*Please identify the individual completing this survey (If different from agency telework representative above).*

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

Phone: \_\_\_\_\_ Email address: \_\_\_\_\_

PLEASE NOTE, ON-LINE AGENCY RESPONSES ARE DUE TO OPM NOT LATER THAN  
NOVEMBER 1<sup>ST</sup>, 2003

## Appendix A

### DEFINITIONS:

**Core Telework:** Telework that occurs on a routine, regular, and recurring basis away from an employee's principal place of duty (e.g., at home, at a telework center, at an alternate location) one or more days per week.

**Situational Telework:** Telework that occurs on an occasional, non-routine basis.

**Job-related Eligibility Criteria:** An occupation or position is eligible for telework if, regularly or occasionally, some or all of its duties could be performed away from the principal place of duty.

**Employee-related Qualifying Criteria :** Requirements an employee must meet to participate in a telework arrangement (e.g., performance rating of at least fully successful, no history of disciplinary actions, etc.)

**Note:** Please enter numbers without commas. If you have no employees in a particular category, please enter a zero.

### TELEWORK DATA: For Fiscal Year 2003

1. Total number of employees in your agency (Full time, Part time, and Temporaries): \_\_\_\_\_
2. Based on the definitions given above, how many employees in your agency are in jobs that are eligible for telework?
  - a. Core Telework \_\_\_\_\_
  - b. Situational Telework \_\_\_\_\_
  - c. Not Eligible \_\_\_\_\_
3. How many eligible employees actually teleworked during 2003?
  - a. Core Telework \_\_\_\_\_
  - b. Situational Telework \_\_\_\_\_
4. Of the total number of Core teleworkers in 3a, what is the average number of days they teleworked per month? \_\_\_\_\_
5. Of the total number of Situational teleworkers in 3b, what is the average number of days they teleworked per month? \_\_\_\_\_
6. Grade Levels
  - a. Can you provide a breakout of Core and Situational teleworkers by grade level? Yes\_\_\_\_\_ No\_\_\_\_\_
  - b. If yes, identify the number of Core teleworkers at each grade level (Drop down list of grade levels will be provided on the website):

**Appendix A**

c. If yes, identify the number of Situational teleworkers at each grade level (Drop down list of grade levels will be provided on the website):

7. Please answer the following regarding distribution of teleworkers by geographic area:

a. Total number of teleworkers whose primary place of duty is *within* the greater Washington, DC Metro area (Including the suburbs of Maryland, Virginia, etc.)

Core teleworkers \_\_\_\_\_  
Situational teleworkers \_\_\_\_\_

b. Total number of Core teleworkers whose primary place of duty is *outside* the greater Washington, DC Metro area:

Core teleworkers \_\_\_\_\_  
Situational teleworkers \_\_\_\_\_

8. Please answer the following question concerning disability and medical conditions:

a. Number of employees using telework as a reasonable accommodation for a qualified disability

\_\_\_\_\_

b. Number of employees using telework as an accommodation for a temporary disability or temporary medical reasons.

**POLICY**

9. What is the current status of your agency’s telework policy?

- a. Policy was implemented on: \_\_\_\_\_/\_\_\_\_\_(MM/YYYY)
- b. Policy was completed and will be implemented by: \_\_\_\_\_/\_\_\_\_\_(MM/YYYY)
- c. Not started because: \_\_\_\_\_

10. Does your telework policy address the following? (Check all appropriate response that apply:)

| <b>Agency Telework Policy</b>   | <b>Check if applicable</b> |
|---|----------------------------|
| <b>a. Eligibility Criteria - Positions eligible for telework</b>  |                            |
| <b>b. Qualifying (Employee related) Criteria</b>  |                            |
| 1. Minimum time in position (Employee must have worked in the organization/federal government for _____weeks) (fill in number of weeks) |                            |
| 2. Minimum performance rating   |                            |
| 3. No history/occurrence of disciplinary actions  |                            |
| 4. Accommodations for health problems   |                            |
| 5. Core hours requirements  |                            |
| 6. Use with alternative work schedules  |                            |
| 7. Equipment usage/availability   |                            |
| 8. Other: _____   |                            |

**Appendix A**

11. According to your policy, are employees allowed to telework and also be on alternative work schedules? Yes \_\_\_\_\_ No \_\_\_\_\_

*(Note: OPM telework policy does not prohibit both at the same time.)*

12. Telework Agreements:

a. Does your agency require employees to sign a telework agreement?

1. For Core teleworkers Yes \_\_\_\_\_ No \_\_\_\_\_

2. For Situational teleworkers Yes \_\_\_\_\_ No \_\_\_\_\_

b. If yes, does your telework agreement contain information for the following? (Check all that apply)

1. Identification of Core telework hours Yes \_\_\_\_\_ No \_\_\_\_\_

2. Use of alternative work schedules Yes \_\_\_\_\_ No \_\_\_\_\_

3. Equipment usage/availability Yes \_\_\_\_\_ No \_\_\_\_\_

4. Communication plans (How often employee will keep in touch and by what methods) Yes \_\_\_\_\_ No \_\_\_\_\_

5. Access and availability of teleworkers to supervisor and customers Yes \_\_\_\_\_ No \_\_\_\_\_

6. Identification of what performance standards apply Yes \_\_\_\_\_ No \_\_\_\_\_

7. Other: \_\_\_\_\_

13. Are there categories of employees that your agency precludes from telework? (Check all that apply)

a. Executives \_\_\_\_\_

b. Managers \_\_\_\_\_

c. Supervisors \_\_\_\_\_

d. Support staff \_\_\_\_\_

e. Temporary employees \_\_\_\_\_

f. Employees on AWS \_\_\_\_\_

g. Part Time employees \_\_\_\_\_

h. Other \_\_\_\_\_

14. Notice of Eligibility

a. Are employees whose jobs are eligible for telework (Core and/or Situational) given the opportunity through formal notice of their eligibility to telework? Yes \_\_\_\_\_ No \_\_\_\_\_

b. If yes, how frequently are they given formal notice of the opportunity to telework? \_\_\_\_\_

c. How many eligible and qualified employees were denied the opportunity to telework? \_\_\_\_\_

15. Declination

a. Does your agency provide the opportunity for Core telework-eligible employees to formally decline to telework? Yes \_\_\_\_\_ No \_\_\_\_\_

**Appendix A**

b. If yes, how many employees formally declined the last time you provided notification?  
\_\_\_\_\_

16. Termination

a. Does your agency track the number of employees whose telework agreements are terminated?

|                         |           |          |
|-------------------------|-----------|----------|
| Core teleworkers        | Yes _____ | No _____ |
| Situational teleworkers | Yes _____ | No _____ |

b. If yes, how many:

- 1. Employees chose to terminate telework: \_\_\_\_\_
- 2. Employees whose supervisors terminated their telework agreements due to a mission or position change: \_\_\_\_\_
- 3. Employees whose supervisors terminated their telework agreements early due to a performance or disciplinary reason: \_\_\_\_\_

**AGENCY ACTIONS**

17. What steps have you taken to make certain all persons who telework are accounted for?

- a. Track through time and attendance \_\_\_\_\_
- b. Track through a management reporting system \_\_\_\_\_
- c. Require a telework agreement \_\_\_\_\_
- d. Other (explain) \_\_\_\_\_
- e. We do not track teleworkers \_\_\_\_\_

18. What does your agency do to provide equipment (e.g., computer, office furniture, phone lines, etc.) for employees who telework? (Check all that apply)

- a. Agency purchases all equipment/services for the employee's home \_\_\_\_\_
- b. Employee purchases all equipment/services for the employee's home \_\_\_\_\_
- c. Agency uses surplus/excess equipment for teleworkers \_\_\_\_\_
- d. Costs are shared between the agency and employee \_\_\_\_\_
- e. Employee purchases equipment and agency reimburses for cost \_\_\_\_\_
- f. Other \_\_\_\_\_

19. How does your agency provide IT support for teleworkers? (Check all that apply)

- a. Help Desk assistance over the phone \_\_\_\_\_
- b. Home IT services (i.e., IT support staff go to the employee's home) \_\_\_\_\_

**Appendix A**

- c. Employee must bring equipment to the office to be repaired \_\_\_\_\_
- d. Agency does not provide IT support to teleworkers \_\_\_\_\_

20. Has your agency realized any savings or benefits as a result of implementing a telework program?

Yes \_\_\_\_\_ No \_\_\_\_\_ Not Tracked \_\_\_\_\_

If yes, please check all that apply:

- a. Real estate/rent savings \_\_\_\_\_
- b. Recruitment and retention cost savings \_\_\_\_\_
- c. Reduced mass transit subsidy costs \_\_\_\_\_
- d. Improved employee productivity/performance \_\_\_\_\_
- e. Other (please explain) \_\_\_\_\_

21. What are the major barriers to telework in your agency? (Check all that apply)

- a. Data security (protection of sensitive information) \_\_\_\_\_
- b. Employee resistance \_\_\_\_\_
- c. Funding for equipment/IT support \_\_\_\_\_
- d. Information technology issues (e.g., access to server) \_\_\_\_\_
- e. Management resistance \_\_\_\_\_
- f. Nature of agency work \_\_\_\_\_
- g. Office coverage challenges \_\_\_\_\_
- h. Training \_\_\_\_\_
- i. None \_\_\_\_\_
- j. Other \_\_\_\_\_

22. What is your agency doing to overcome the barrier(s) you've selected above? (Check all that apply)

- a. Training for employees and managers on telework \_\_\_\_\_
- b. Establishing regular reporting mechanisms \_\_\_\_\_
- c. Increased budget for IT support \_\_\_\_\_
- d. Initiatives to gain top management support \_\_\_\_\_
- e. Marketing of telework program (posters, flyers, etc.) \_\_\_\_\_
- f. Other \_\_\_\_\_
- g. N/A \_\_\_\_\_

23. What can the Office of Personnel Management (OPM) do to help your agency better implement telework?

***Thank you***

**Appendix B - Table 1**  
**Percentage of Eligible Employees Teleworking**

|    | <b>Agency</b>                                    | <b>Total # of Eligible Employees</b> | <b>Total # of Empl Teleworking</b> | <b>% of Eligible Empl Teleworking</b> |
|----|--|--------------------------------------|------------------------------------|---------------------------------------|
| 1  | Agency for International Development             | 1,138                                | 167                                | 15%                                   |
| 2  | Appraisal Subcommittee                           | 6                                    | 3                                  | 50%                                   |
| 3  | Architectural and Transportation Barriers Compl  | 25                                   | 18                                 | 72%                                   |
| 5  | Chemical Safety and Hazard Investigation Board   | 31                                   | -                                  | 0%                                    |
| 6  | Committee for Purchase from People Who Are Blind | 14                                   | 4                                  | 29%                                   |
| 7  | Commodity Futures Trading Commission             | 534                                  | 50                                 | 9%                                    |
| 8  | Consumer Product Safety Commission               | 400                                  | 198                                | 50%                                   |
| 9  | Corporation for National & Community Service     | 585                                  | 34                                 | 6%                                    |
| 10 | Court Services and Offender Supervision Agency   | 939                                  | 59                                 | 6%                                    |
| 11 | Defense Nuclear Facilities Safety Board          | 4                                    | 4                                  | 100%                                  |
| 12 | Department of Agriculture                        | 74,780                               | 3,434                              | 5%                                    |
| 13 | Department of Commerce                           | 17,871                               | 6,921                              | 39%                                   |
| 14 | Department of Defense                            | 150,037                              | 13,879                             | 9%                                    |
| 15 | Department of Education                          | 2,707                                | 1,374                              | 51%                                   |
| 16 | Department of Energy                             | 1,437                                | 1,437                              | 100%                                  |
| 17 | Department of Health and Human Services          | 51,977                               | 9,497                              | 18%                                   |
| 18 | Department of Homeland Security                  | 25,803                               | 392                                | 2%                                    |
| 19 | Department of Housing and Urban Development      | 487                                  | 433                                | 89%                                   |
| 20 | Department of Interior                           | 62,598                               | 2,038                              | 3%                                    |
| 21 | Department of Justice                            | 45,895                               | 2,029                              | 4%                                    |
| 22 | Department of Labor                              | 15,052                               | 5,749                              | 38%                                   |
| 23 | Department of State                              | 11,558                               | 170                                | 2%                                    |
| 24 | Department of Transportation                     | 27,078                               | 2,695                              | 10%                                   |
| 25 | Department of Treasury                           | 43,433                               | 30,498                             | 70%                                   |
| 26 | Department of Veterans Affairs                   | 124,318                              | 1,415                              | 1%                                    |
| 27 | Environmental Protection Agency                  | 17,345                               | 4,986                              | 29%                                   |
| 28 | Equal Employment Opportunity Commission          | 1,933                                | 769                                | 40%                                   |
| 29 | Export-Import Bank of the U.S.                   | 420                                  | 1                                  | 0%                                    |
| 30 | Farm Credit Administration                       | 293                                  | 112                                | 38%                                   |
| 31 | Federal Communications Commission                | 2,049                                | 611                                | 30%                                   |
| 32 | Federal Deposit Insurance Corporation            | 5,341                                | 526                                | 10%                                   |
| 33 | Federal Energy Regulatory Commission             | 1,142                                | 306                                | 27%                                   |
| 34 | Federal Housing Finance Board                    | 98                                   | 37                                 | 38%                                   |
| 35 | Federal Labor Relations Authority                | 130                                  | 16                                 | 12%                                   |
| 36 | Federal Maritime Commission                      | 125                                  | 10                                 | 8%                                    |
| 37 | Federal Mediation and Conciliation Service       | 254                                  | 118                                | 47%                                   |
| 38 | Federal Retirement Thrift Investment Board       | 3                                    | -                                  | 0%                                    |
| 39 | Federal Trade Commission                         | 800                                  | 25                                 | 3%                                    |
| 40 | General Services Administration                  | 11,873                               | 2,904                              | 25%                                   |
| 41 | Holocaust Memorial Museum                        | 300                                  | 55                                 | 18%                                   |
| 42 | Inter-American Foundation                        | 49                                   | 7                                  | 14%                                   |
| 43 | International Boundary and Water Commission      | 69                                   | 1                                  | 1%                                    |
| 44 | International Trade Commission                   | 365                                  | 38                                 | 10%                                   |
| 45 | James Madison Foundation                         | 6                                    | -                                  | 0%                                    |
| 46 | Japan-US Friendship Commission                   | 3                                    | 3                                  | 100%                                  |
| 47 | Merit Systems Protection Board                   | 174                                  | 47                                 | 27%                                   |
| 48 | National Aeronautics and Space Administration    | 15,938                               | 929                                | 6%                                    |



**Appendix B - Table 1**  
**Percentage of Eligible Employees Teleworking**

|    | <b>Agency</b>                                    | <b>Total # of Eligible Employees</b> | <b>Total #of Empl Teleworking</b> | <b>% of Eligible Empl Teleworking</b> |
|----|--|--------------------------------------|-----------------------------------|---------------------------------------|
| 49 | National Archives and Records Administration     | 3,117                                | 165                               | 5%                                    |
| 50 | National Council on Disability                   | 11                                   | 8                                 | 73%                                   |
| 51 | National Credit Union Administration             | 160                                  | 41                                | 26%                                   |
| 52 | National Endowment for the Arts                  | 153                                  | 51                                | 33%                                   |
| 53 | National Endowment for the Humanities            | 170                                  | 55                                | 32%                                   |
| 54 | National Labor Relations Board                   | 1,334                                | 452                               | 34%                                   |
| 55 | National Mediation Board                         | 52                                   | 15                                | 29%                                   |
| 56 | National Science Foundation                      | 1,160                                | 208                               | 18%                                   |
| 57 | Nuclear Regulatory Commission                    | 3,005                                | 876                               | 29%                                   |
| 58 | Nuclear Waste Technical Review Board             | 15                                   | 15                                | 100%                                  |
| 59 | Occupational Safety and Health Review Commission | 55                                   | 9                                 | 16%                                   |
| 60 | Office of Government Ethics                      | 77                                   | 6                                 | 8%                                    |
| 61 | Office of National Drug Control Policy           | 109                                  | 4                                 | 4%                                    |
| 62 | Office of Personnel Management                   | 2,898                                | 1,542                             | 53%                                   |
| 63 | Office of Special Counsel                        | 83                                   | 14                                | 17%                                   |
| 64 | Overseas Private Investment Corporation          | 152                                  | 39                                | 26%                                   |
| 65 | Peace Corps                                      | -                                    | -                                 | 0%                                    |
| 66 | Pension Benefit Guaranty Corporation             | 339                                  | 339                               | 100%                                  |
| 67 | Postal Rate Commission                           | 6                                    | 6                                 | 100%                                  |
| 68 | Railroad Retirement Board                        | 317                                  | 119                               | 38%                                   |
| 69 | Securities and Exchange Commission               | 3,279                                | 313                               | 10%                                   |
| 70 | Selective Service System                         | 166                                  | 2                                 | 1%                                    |
| 71 | Small Business Administration                    | 3,120                                | 268                               | 9%                                    |
| 72 | Social Security Administration                   | 14,649                               | 4,375                             | 30%                                   |
| 73 | Tennessee Valley Authority                       | -                                    | -                                 | 0%                                    |
| 74 | Trade and Development Agency                     | -                                    | -                                 | 0%                                    |
|    |  |                                      |                                   |                                       |
|    | <b>Totals</b>                                    | <b>751,844</b>                       | <b>102,921</b>                    | <b>13.7%</b>                          |

**Appendix B – Table 2**

| <b>Agency</b>                                      | <b># of Eligible Employees</b> | <b>Total # of Teleworkers</b> | <b>Total # of Core Teleworkers</b> | <b>Total # of Situational Teleworkers</b> | <b>Av # of Days Core Telework</b> | <b>Av # of Days Situational Telework</b> | <b>Total Number Of Teleworkers Within DC Metro Area</b> | <b>Total Number Of Teleworkers Outside DC Metro Area</b> |
|--|--------------------------------|-------------------------------|------------------------------------|---|-----------------------------------|--|---|--|
| 1 Agency for International Development             | 1,138                          | 167                           | 24                                 | 143                                       | 4                                 | 1  | 167   | 0  |
| 2 Appraisal Subcommittee                           | 6                              | 3                             | 3                                  | -   | 4                                 | 0  | 3   | 0  |
| 3 Architectural and Transportation Barriers Compl  | 25                             | 18                            | 1                                  | 17  | 12                                | 4  | 18  | 0  |
| 4 Armed Forces Retirement Home Washington          | -                              | -                             | -                                  | -   | 0                                 | 0  | 0   | 0  |
| 5 Chemical Safety and Hazard Investigation Board   | 31                             | -                             | -                                  | -   | 0                                 | 0  | 0   | 0  |
| 6 Committee for Purchase from People Who Are Blind | 14                             | 4                             | 3                                  | 1   | 8                                 | 4  | 4   | 0  |
| 7 Commodity Futures Trading Commission             | 534                            | 50                            | -                                  | 50  | 0                                 | 4  | 47  | 3  |
| 8 Consumer Product Safety Commission               | 400                            | 198                           | 193                                | 5   | 4                                 | 5  | 77  | 121  |
| 9 Corporation for National & Community Service     | 585                            | 34                            | 11                                 | 23  | 4                                 | 5  | 31  | 3  |
| 10 Court Services and Offender Supervision Agency  | 939                            | 59                            | 55                                 | 4   | 4                                 | 0  | 54  | 1  |
| 11 Defense Nuclear Facilities Safety Board         | 4                              | 4                             | -                                  | 4   | 0                                 | 5  | 87  | 7  |
| 12 Department of Agriculture                       | 74,780                         | 3,434                         | 1,543                              | 1,891                                     | 4                                 | 2  | 1607  | 1827   |
| 13 Department of Commerce                          | 17,871                         | 6,921                         | 5,798                              | 1,123                                     | 5                                 | 4  | 6303  | 329  |
| 14 Department of Defense                           | 150,037                        | 13,879                        | 4,360                              | 9,519                                     | 5                                 | 3  | 3803  | 10076  |
| 15 Department of Education                         | 2,707                          | 1,374                         | 174                                | 1,200                                     | 12                                | 5  | 755   | 619  |
| 16 Department of Energy                            | 1,437                          | 1,437                         | 805                                | 632                                       | 3                                 | 2  | 715   | 722  |
| 17 Department of Health and Human Services         | 51,977                         | 9,497                         | 4,860                              | 4,637                                     | 6                                 | 4  | 4512  | 7164   |
| 18 Department of Homeland Security                 | 25,803                         | 392                           | 168                                | 224                                       | 23                                | 1  | 172   | 806  |
| 19 Department of Housing and Urban Development     | 487                            | 433                           | 401                                | 32  | 9                                 | 8  | 68  | 365  |
| 20 Department of Interior                          | 62,598                         | 2,038                         | 635                                | 1,403                                     | 8                                 | 4  | 407   | 1835   |
| 21 Department of Justice                           | 45,895                         | 2,029                         | 830                                | 1,199                                     | 8                                 | 3  | 1966  | 9327   |
| 22 Department of Labor                             | 15,052                         | 5,749                         | 4,631                              | 1,118                                     | 16                                | 2  | 2249  | 3471   |
| 23 Department of State                             | 11,558                         | 170                           | 117                                | 53  | 4                                 | 1  | 167   | 3  |
| 24 Department of Transportation                    | 27,078                         | 2,695                         | 1,730                              | 965                                       | 4                                 | 2  | 1136  | 1559   |
| 25 Department of Treasury                          | 43,433                         | 30,498                        | 20,353                             | 10,145                                    | 7                                 | 3  | 2589  | 27909  |
| 26 Department of Veterans Affairs                  | 124,318                        | 1,415                         | 1,017                              | 398                                       | 4                                 | 2  | 0   | 0  |
| 27 Environmental Protection Agency                 | 17,345                         | 4,986                         | 4,844                              | 142                                       |                                   |  | 1913  | 3073   |
| 28 Equal Employment Opportunity Commission         | 1,933                          | 769                           | 566                                | 203                                       | 0                                 | 0  | 441   | 1492   |
| 29 Export-Import Bank of the U.S.                  | 420                            | 1                             | 1                                  | -   | 8                                 | 0  | 1   | 0  |
| 30 Farm Credit Administration                      | 293                            | 112                           | 7                                  | 105                                       | 4                                 | 1  | 46  | 66   |
| 31 Federal Communications Commission               | 2,049                          | 611                           | 361                                | 250                                       | 5                                 | 2  | 521   | 93   |
| 32 Federal Deposit Insurance Corporation           | 5,341                          | 526                           | 453                                | 73  | 6                                 | 1  | 189   | 337  |

**Appendix B – Table 2**

| <b>Agency</b>                                       | <b># of Eligible Employees</b> | <b>Total # of Teleworkers</b> | <b>Total # of Core Teleworkers</b> | <b>Total # of Situational Teleworkers</b> | <b>Av # of Days Core Telework</b> | <b>Av # of Days Situational Telework</b> | <b>Total Number Of Teleworkers Within DC Metro Area</b> | <b>Total Number Of Teleworkers Outside DC Metro Area</b> |
|---|--------------------------------|-------------------------------|------------------------------------|---|-----------------------------------|--|---|--|
| 33 Federal Energy Regulatory Commission             | 1,142                          | 306                           | 267                                | 39  | 3                                 | 1  | 264   | 42   |
| 34 Federal Housing Finance Board                    | 98                             | 37                            | 9                                  | 28  | 20                                | 3  | 29  | 8  |
| 35 Federal Labor Relations Authority                | 130                            | 16                            | 13                                 | 3   | 4                                 | 1  | 5   | 10   |
| 36 Federal Maritime Commission                      | 125                            | 10                            | 1                                  | 9   | 2                                 | 4  | 10  | 0  |
| 37 Federal Mediation and Conciliation Service       | 254                            | 118                           | 7                                  | 111                                       | 13                                | 2  | 17  | 101  |
| 38 Federal Retirement Thrift Investment Board       | 3                              | -                             | -                                  | -   | 0                                 | 0  | 3   | 0  |
| 39 Federal Trade Commission                         | 800                            | 25                            | 18                                 | 7   | 6                                 | 2  | 25  | 0  |
| 40 General Services Administration                  | 11,873                         | 2,904                         | 1,318                              | 1,586                                     | 6                                 | 2  | 1325  | 1579   |
| 41 Holocaust Memorial Museum                        | 300                            | 55                            | 14                                 | 41  | 4                                 | 2  | 55  | 0  |
| 42 Inter-American Foundation                        | 49                             | 7                             | 5                                  | 2   | 9                                 | 2  | 7   | 0  |
| 43 International Boundary and Water Commission      | 69                             | 1                             | -                                  | 1   | 0                                 | 16                                       | 0   | 69   |
| 44 International Trade Commission                   | 365                            | 38                            | -                                  | 38  | 0                                 | 3  | 38  | 0  |
| 45 James Madison Foundation                         | 6                              | -                             | -                                  | -   | 0                                 | 0  | 6   | 0  |
| 46 Japan-US Friendship Commission                   | 3                              | 3                             | 3                                  | -   | 12                                | 12                                       | 3   | 0  |
| 47 Merit Systems Protection Board                   | 174                            | 47                            | 46                                 | 1   | 2                                 | 4  | 18  | 29   |
| 48 National Aeronautics and Space Administration    | 15,938                         | 929                           | 471                                | 458                                       | 6                                 | 10                                       | 400   | 4189   |
| 49 National Archives and Records Administration     | 3,117                          | 165                           | 58                                 | 107                                       | 9                                 | 4  | 1684  | 1433   |
| 50 National Council on Disability                   | 11                             | 8                             | 1                                  | 7   | 2                                 | 7  | 11  | 0  |
| 51 National Credit Union Administration             | 160                            | 41                            | 15                                 | 26  | 2                                 | 6  | 56  | 104  |
| 52 National Endowment for the Arts                  | 153                            | 51                            | -                                  | 51  | 0                                 | 2  | 51  | 0  |
| 53 National Endowment for the Humanities            | 170                            | 55                            | 15                                 | 40  | 4                                 | 2  | 55  | 0  |
| 54 National Labor Relations Board                   | 1,334                          | 452                           | 200                                | 252                                       | 5                                 | 3  | 87  | 365  |
| 55 National Mediation Board                         | 52                             | 15                            | 14                                 | 1   | 4                                 | 1  | 50  | 2  |
| 56 National Science Foundation                      | 1,160                          | 208                           | 72                                 | 136                                       | 6                                 | 2  | 190   | 18   |
| 57 Nuclear Regulatory Commission                    | 3,005                          | 876                           | 174                                | 702                                       | 4                                 | 1  | 657   | 219  |
| 58 Nuclear Waste Technical Review Board             | 15                             | 15                            | 13                                 | 2   | 4                                 | 2  | 15  | 0  |
| 59 Occupational Safety and Health Review Commission | 55                             | 9                             | 6                                  | 3   | 2                                 | 3  | 5   | 4  |
| 60 Office of Government Ethics                      | 77                             | 6                             | 6                                  | -   | 4                                 | 0  | 6   | 0  |
| 61 Office of National Drug Control Policy           | 109                            | 4                             | 2                                  | 2   | 15                                | 16                                       | 4   | 0  |
| 62 Office of Personnel Management                   | 2,898                          | 1,542                         | 1,226                              | 316                                       | 5                                 | 2  | 537   | 1005   |
| 63 Office of Special Counsel                        | 83                             | 14                            | 8                                  | 6   | 8                                 | 3  | 14  | 0  |
| 64 Overseas Private Investment Corporation          | 152                            | 39                            | 24                                 | 15  | 4                                 | 2  | 38  | 1  |

**Appendix B – Table 2**

| <b>Agency</b>                           | <b># of Eligible Employees</b> | <b>Total # of Teleworkers</b> | <b>Total # of Core Teleworkers</b> | <b>Total # of Situational Teleworkers</b> | <b>Av # of Days Core Telework</b> | <b>Av # of Days Situational Telework</b> | <b>Total Number Of Teleworkers Within DC Metro Area</b> | <b>Total Number Of Teleworkers Outside DC Metro Area</b> |
|---|--------------------------------|-------------------------------|------------------------------------|---|-----------------------------------|--|---|--|
| 65 Peace Corps                          | -                              | -                             | -                                  | -   | 0                                 | 0  | 0   | 0  |
| 66 Pension Benefit Guaranty Corporation | 339                            | 339                           | 99                                 | 240                                       | 4                                 | 2  | 339   | 0  |
| 67 Postal Rate Commission               | 6                              | 6                             | -                                  | 6   | 0                                 | 1  | 6   | 0  |
| 68 Railroad Retirement Board            | 317                            | 119                           | 74                                 | 45  | 5                                 | 2  | 0   | 119  |
| 69 Securities and Exchange Commission   | 3,279                          | 313                           | 90                                 | 223                                       | 4                                 | 0  | 182   | 131  |
| 70 Selective Service System             | 166                            | 2                             | 2                                  | -   | 2                                 |  | 2   | 0  |
| 71 Small Business Administration        | 3,120                          | 268                           | 122                                | 146                                       | 7                                 |  | 97  | 171  |
| 72 Social Security Administration       | 14,649                         | 4,375                         | 4,101                              | 274                                       | 6                                 | 5  | 741   | 3634   |
| 73 Tennessee Valley Authority           | -                              | -                             | -                                  | -   | 0                                 | 0  | 0   | 0  |
| 74 Trade and Development Agency         | -                              | -                             | -                                  | -   | 0                                 | 0  | 0   | 0  |
| <b>Totals</b>                           | <b>21,876</b>                  | <b>5,422</b>                  | <b>4,488</b>                       | <b>934</b>                                | <b>3</b>                          | <b>1</b>                                 | <b>37,080</b>   | <b>84,441</b>  |



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