

**STATUS OF TELEWORK  
IN THE  
FEDERAL GOVERNMENT**

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**REPORT TO THE CONGRESS**

*Working for America*



**UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
DECEMBER 2008**



## UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

### MESSAGE FROM THE ACTING DIRECTOR

I am pleased to present the results of the Office of Personnel Management's (OPM) annual Call for Telework Data (the Call) for calendar year 2007. The Report on the Status of Telework in the Federal Government provides an overview of the data submitted by Executive Departments and agencies, as well as an analysis of trends for the last few years and highlights of some exceptionally successful telework programs.

The report documents the continued integration of telework in mainstream agency operations. More than half of the reporting agencies showed increases in telework participation.

Significantly, the number of agencies who have integrated telework into Continuity of Operations (COOP)/emergency planning increased to 60 percent, up from 42 percent in 2006. This improved level of readiness will be critical to the country to help avoid significant disruptions in essential government services during emergency situations.

Increased participation is not uniform throughout the Executive Branch, however. The overall number of teleworkers declined in 2007 to 94,643 from a 2006 high of 110,592. Most of this reduction is attributable to special situations at a few large agencies, including the need to develop policies to ensure agency data security.

The Report provides insight into some of the more innovative telework programs, highlighting accomplishments at Federal agencies and at sub-agencies as well. These examples show the power of integrating telework into the regular business of an organization, and provide insight into best practices that have brought tangible results.

As always, OPM looks forward to continuing our support and assistance to agencies as they move forward with their telework programs.

A handwritten signature in black ink, appearing to read "Michael W. Hager".

Michael W. Hager  
Acting Director

# THE STATUS OF TELEWORK IN THE FEDERAL GOVERNMENT

## 2008 REPORT

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# Executive Summary

This report interprets data submitted to the U.S. Office of Personnel Management (OPM) by eighty Executive Branch agencies; providing an overview of the status of telework in the Federal Government from January 1 through December 31, 2007.

OPM and the General Services Administration (GSA) have been reporting on the progress of telework in the Federal Government since 2001. In that time, the visibility of the telework program has increased tremendously, with expanding implications for human capital management and other core agency initiatives. Telework has evolved from a program initiated to enhance employee quality of worklife, to being viewed – depending on agency mission and needs – as a:

- Tool for recruitment and retention
- Way of preparing for and coping with emergency situations
- “Green” energy-saving program that helps keep people off overtaxed roads and reduces emissions
- Mechanism for controlling office space costs

## Highlights

The findings illustrate that in calendar year 2007:

- Most Federal agencies’ telework programs have either expanded or held steady since 2006
- 94,643 Federal employees teleworked, representing 7.62 percent of all employees eligible to telework
- The number of reported teleworkers declined from 110,592 in 2006, primarily because two large agencies, the Department of Defense and the National Aeronautics and Space Administration reported significant decreases. DOD telework numbers dropped in 2007 because of the dual pressures of security concerns and resource issues in the current environment. NASA, on the other hand, found that when improvements were made to their tracking, the more accurate system showed that telework was actually less widespread than had been indicated in the past. The number of teleworkers at all other agencies increased in the aggregate by more than 10,000 employees.
- More than 60 percent of these employees teleworked frequently (1-2 days per week, or 3 or more days per week); eight percent more than in 2006.
- The number of agencies that have fully integrated telework into emergency planning has increased to 60 percent, from 42 percent in 2006 and 35 percent in 2005
- Agencies reporting lower telework numbers cited concerns about information security, issues related to agency mission, and changes/improvements in counting teleworkers as major reasons for those declines
- Some sub-agencies showed considerable increases in telework, even though the parent Department’s overall numbers remained stable or showed a decline

## Conclusions

Telework is designed to help organizations accomplish work effectively. As such, telework implementation is – and should be – strongly influenced by the business environment. Emergent issues, including emergency planning, technology, privacy, and heightened security concerns have all had an effect, some positive and some negative, on the growth of the Federal telework initiative.

For the second year, emergency planning efforts have increased. This report validates the improvement of OPM's efforts to educate agencies about the importance of incorporating telework into Continuity of Operations (COOP) plans. In 2007, 60 percent reported telework was fully integrated into COOP/emergency planning, up from 42 percent in 2006.

Moving forward, one of the most important trends will continue to be alignment of telework programs with agency missions and strategic human capital goals. This will not only help ensure more successful programs with recognized benefits to managers, employees, and agency leadership, it will also enable agency telework coordinators to more effectively measure results.

OPM continues to work with Federal agencies, providing training and support to enhance their telework programs and participation. Ongoing OPM activities include:

- Creation of telework training for managers, in cooperation with the Graduate School USDA
- One-on-one and group consultation with agency and sub-agency telework coordinators
- Governmentwide topical telework coordinator meetings
- Consultation with payroll providers/Shared Service Centers to improve telework data collection
- Collaboration with the Chief Human Capital Officers (CHCO) Council, including the CHCO Training Academy and the CHCO Council Emergency Preparedness Subcommittee
- Revamp of [www.telework.gov](http://www.telework.gov), the interagency telework website, managed by OPM and GSA. The new site was launched in early 2008 and features an interactive FAQ tool, a database of agency telework coordinators, key practices for implementing telework programs, as well as tip sheets and training for managers and employees. As a result of the revamp, traffic on the site has increased tremendously – between May 1 and August 31, 2008, there were 153,400 visits to telework.gov; during the same period the preceding year (pre-launch), there were 26,283 visits.

# Results

## Background

All data discussed in this report were provided to OPM by Federal agencies through the 2007 Call for Telework Data (Appendix A). For each agency, the telework coordinator or other agency–designated contact provided the information using a web-based reporting form. Tracking systems within agencies vary widely on their effectiveness in capturing real-time information about actual telework participation.

Eighty-two agencies were asked to provide data; 80 completed their submissions and are included in this analysis ([Appendix B](#)).

For the first time, Cabinet-level agencies were given the opportunity to break data down to the sub-agency level, and most did opt to provide the more detailed data. Sub-agency data was requested for the following questions, not for the entire Call:

- What is the total number of employees in your agency (Full and Part Time)?
- How many employees teleworked on a regular, recurring basis at least 3 days a week?
- What was the average number of days teleworked per month by these employees?
- How many employees teleworked 1 or 2 days a week?
- How many employees teleworked less than once a week but at least once a month?

The sub-agency information provides new insight, since in many cases telework programs are implemented at the sub-agency level rather than agency-wide, and growth and innovation are more local than global.

Two Executive Branch agencies, the Federal Labor Relations Authority and the U.S. Holocaust Memorial Museum, did not supply data. Of the 80 agencies that did supply data, some were missing information from one or more of their sub-agencies. For example, the Department of Commerce’s numbers did not include five of its sub-agencies, and the Department of Health and Human Services and the Department of Housing and Urban Development were each missing data from three sub-agencies.

Most agencies continue to use manual tracking systems in counting eligible employees and teleworkers. While an increasing number of agencies are using electronic systems to capture this information, weaknesses in manual counting will continue to make accurate reporting a challenge for some agencies.

## Participation

Based on the results of the Call, 94,643 Federal employees teleworked on a regular basis in 2007. Overall, this represents a decline from 110,592 as reported by agencies in 2006.

Despite the overall drop in reported participation, most agencies reported increases or status quo in their programs. Some agencies made tremendous progress with their programs – for example, these agencies' teleworker populations increased by the following percentages from 2006 to 2007:

- Board of Governors of the Federal Reserve System – 58 percent
- Corporation for National and Community Service – 37 percent
- Court Services and Offender Supervision Agency - 59 percent
- Department of Health and Human Services – 46 percent
- Department of Housing and Urban Development – 26 percent
- Department of Interior – 248 percent
- Department of Transportation – 72 percent
- Farm Credit Administration – 37 percent
- Federal Deposit Insurance Corporation – 597 percent
- Federal Housing Finance Board – 150 percent
- Federal Trade Commission – 250 percent
- Inter-American Foundation – 47 percent
- Overseas Private Investment Corporation – 32 percent
- Peace Corps – 270 percent

Further information about the growth of the telework programs in some of these agencies, as well as the progress made by some sub-agencies, is provided in the [Agency Standouts and Sub-Agency Notables](#) section of this report.

The overall decrease in reported telework participation is primarily attributable to significant drops in the numbers reported by two large agencies. The Department of Defense (DOD) reported 17,921 teleworkers in 2007, down by almost half from 34,880 in 2006. DOD attributes most of this decrease to two factors. First, DOD is on the frontlines of United States war efforts, and all resources are tightly controlled. Second, and very closely related, in this wartime environment, with even civilian employees on the front lines, DOD is extremely concerned about information and data security. Technologies exist to help with the second issue, but they are not necessarily failsafe and can be expensive. For the time being, at least, in this environment, DOD has determined that its mission is not best served by a growing telework program. Opportunities were offered for less frequent telework (i.e., once per month), but this option was not popular with most employees, who felt the less frequent telework was inefficient or not worth the effort.

The National Aeronautics and Space Administration (NASA) numbers also had a strong influence on the overall drop in reported teleworkers, but for a very different reason. As with many agencies, NASA is working to improve its ability to track telework participation accurately and efficiently. The agency has made great strides in improving its tracking systems in the last year, and as a result, for 2007 was able to present better

data that conformed with the definitions provided by the Call. By these definitions, a total of 825 eligible full- and part-time employees were actually teleworking. In 2006 NASA reported 10,118 teleworkers, but indicate these numbers were not accurate due to insufficient tracking in place at that time.

OPM continues to work intensively with agency telework coordinators and other staff members to enhance agency programs and policies. OPM staff make site visits to agencies on request, with six such visits taking place in 2007. OPM also conducts Governmentwide telework coordinator meetings; in 2007, these focused on making telework centers secure and on best practices in telework tracking systems.

## Frequency

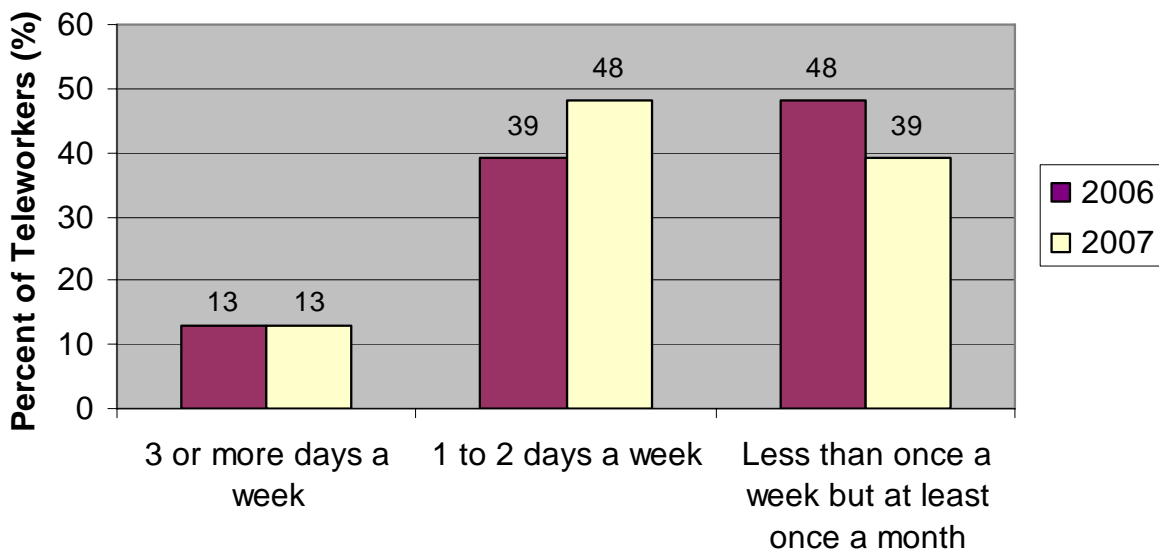
The Call divides frequency into three categories: 3 or more days per week, 1-2 days per week, and less than once per week but at least once per month. Employees who teleworked less than once per month are not counted.

The frequency of telework is an important measure of whether agencies can accrue the full benefits of the program. For example, employees need to telework regularly and frequently if an agency is going to consolidate office space by implementing a "hoteling" office structure. Regular, frequent telework is also critical to effectively using telework in emergency planning, in order to create a core of employees who are ready and able to work remotely in case of a short- or long-term crisis.

In 2007, over 60 percent of teleworkers worked at least once per week from their telework site, up from 52 percent in 2006 (Figure 1). This increase was largely due to a shift from employees teleworking less than once a week but at least once a month (decreasing from 48 percent in 2006 to 39 percent in 2007) to employees teleworking 1-2 days per week (increasing from 39 percent in 2006 to 48 percent in 2007).

Figure 1

### How Often Employees Telework





## Eligibility

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

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

Federal agencies identified two thirds (1,242,104) of their employees as eligible to telework under these guidelines.

Not surprisingly, the largest category of ineligible positions (85 percent) require daily onsite activity. The missions of many Federal agencies require employees to be on the front lines supporting critical safety and security functions. For example, at the Transportation Security Administration only 64 out of 60,083 employees telework. Only 3 out of 6,570 Secret Service employees telework.

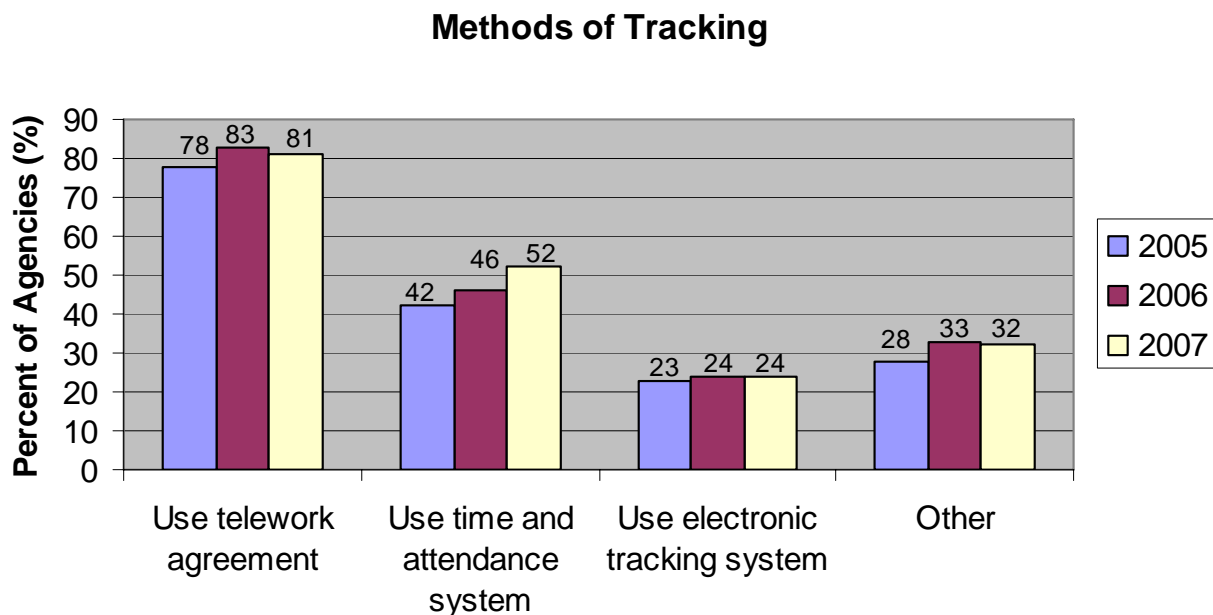
By contrast, some organizations whose mission and work are well-served by telework have a high percent of eligible employees, and of those, a high percent telework. These agencies use telework as a tool to aggressively compete for and retain talent. The work at the U.S. Patent and Trademark Office (USPTO), for example, is well-suited to a virtual environment. USPTO has leveraged telework as both a recruitment tool and a strategy to reduce real property costs. Fifty percent of their employees are eligible to telework, and of those, 80 percent are teleworking. The Offices of Inspector General (OIG) in several large agencies also have high percentages of teleworkers, because of the similar hard-to-recruit, hard-to-retain population. For example, at the Department of Treasury's OIG for Tax Administration, 86 percent of all employees telework.

## Tracking

Federal agencies continue to struggle with counting the number of employees teleworking. As Figure 2 shows, the trends in tracking mechanisms have not changed substantially over time. Most organizations continue to use the lowest-tech, least accurate method: counting telework agreements. Sixty-five agencies (81 percent) report some or all of their components are using this method.

Time and attendance is the second most common method, and provides considerably more accuracy. Fifty-two percent of the agencies are using time and attendance systems in at least some of their components, a slight increase from 46 percent in 2006.

**Figure 2**



Lack of consistency, along with inaccuracies triggered by essentially hand-counting agreements, are very likely having an effect on agencies' abilities to provide good data in response to the Call. As already mentioned ([Participation](#)), NASA is an example of the effects of inaccuracy on the Governmentwide data. OPM has been working with Federal payroll providers to explore the feasibility of creating a payroll system mechanism for more accurately and directly counting telework participation among the Federal workforce.

In addition to tracking telework participation, some agencies also track the number of telework agreements that are denied and the reasons for denial. Twenty-six agencies (32 percent) currently collect this information. In these agencies, most denials are due to the nature of the work, rather than conduct issues.

Twenty-six agencies also keep track of how many telework agreements are terminated, and why. For the most part, telework agreements are terminated by the employee, rather than by the supervisor.

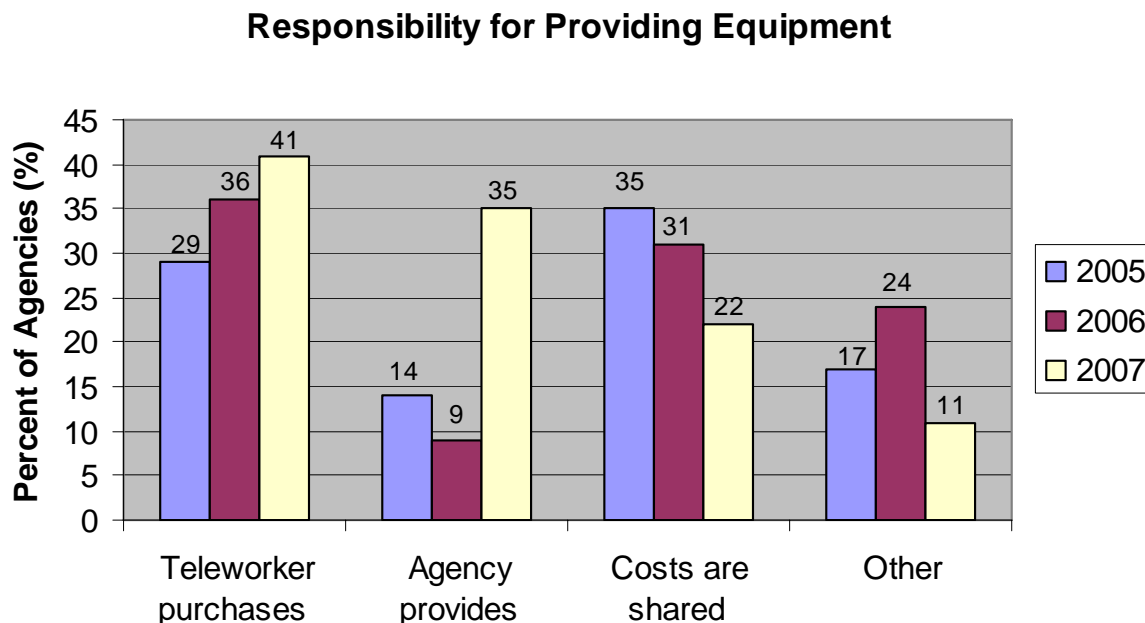
## Equipment

There are no Governmentwide requirements for what, if any, equipment an agency must provide to a teleworker. GSA provides guidelines for IT technology for teleworkers ([FMR Bulletin 2007-B1](#)), but there remains great variability between (and within) agencies. Agency decisions about equipping teleworkers can affect the number of

employees who can actually telework and can greatly influence the amount of control agencies have in ensuring security.

There were some interesting shifts between 2006 and 2007 in the choices agencies are making about purchasing equipment. On the one hand, more agencies are providing all necessary equipment (from 9 percent in 2006 to 35 percent in 2007). On the other hand, however, more agencies are asking the teleworker to purchase all of their own equipment (36 percent in 2006 to 41 percent in 2007) and fewer are sharing costs (31 percent in 2006 to 22 percent in 2007).

**Figure 3**

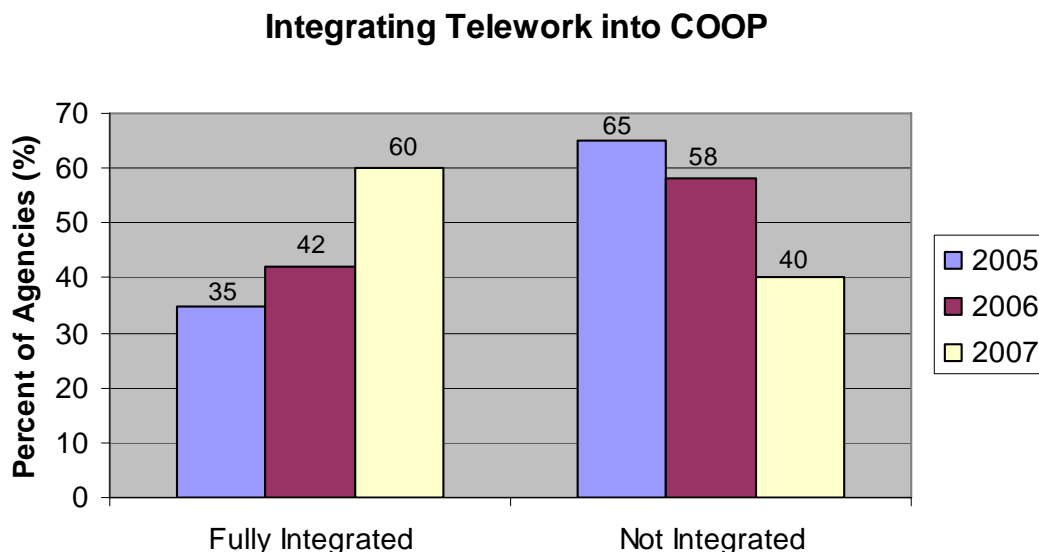


## Emergency Preparedness

Telework is frequently cited as one of the key organizational tools for planning and operating during both short-term (e.g., Continuity of Operations, or COOP) and long-term emergencies. Federal agencies have clearly recognized the importance of this connection. In 2007, 60 percent of reporting agencies indicated telework was fully integrated into COOP/emergency planning, up from 42 percent last year ([Appendix E](#)). Forty-five percent of agencies provide training addressing telework during emergencies/closures, up from 34 percent in 2006 (Figure 4).

As already discussed ([Frequency](#)), the increase in the overall frequency of telework improves agency preparedness. In order to ensure employees will have adequate access to systems during emergencies, they need to regularly use those systems in non-emergency circumstances. Agencies can then determine whether they are prepared for the necessary levels of remote access. Individual employees can become comfortable with the work environment, and they can ensure that all systems work.

Figure 4



The agencies who have fully integrated telework into COOP were further asked how many employees would be equipped and ready to telework in case of a long-term crisis. The total number reported as equipped and ready in these agencies increased 63 percent from 2006, to 55,239.

## Security

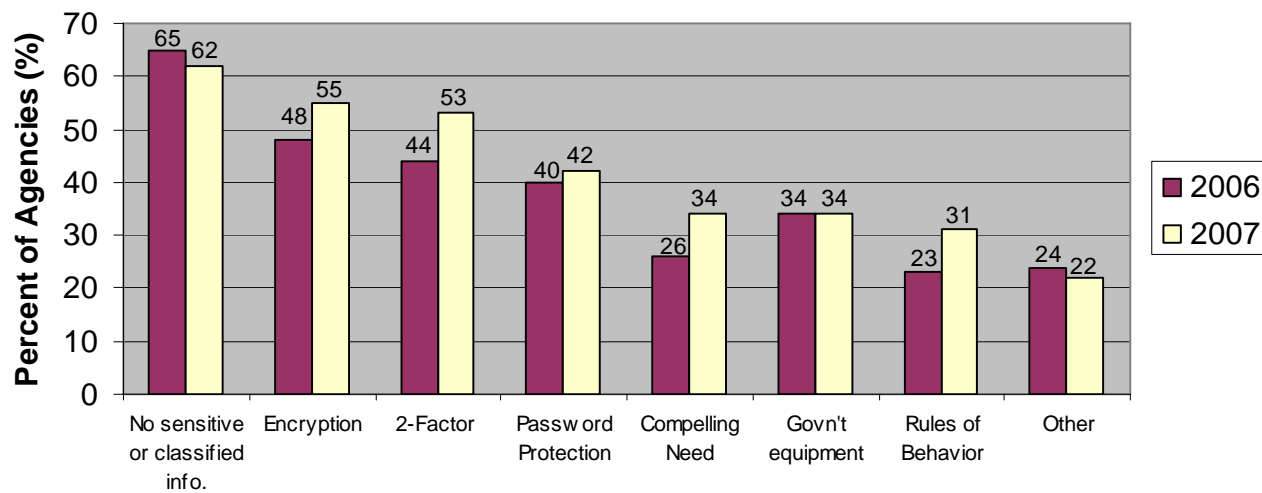
Information technology (IT) and other information security issues (e.g., paper files) continue to be a challenge for remote access at work. Although there has been some decline in agencies viewing IT security as a barrier (Figure 6) – from 44 percent in 2005 to 42 percent in 2006 to 37 percent in 2007 – DOD is a good indicator of how broad an impact the issue of security can have on the Governmentwide program. As detailed in [Participation](#), the substantial decline in DOD telework participation is due, in large part, to their concerns about security.

Agencies are working to address security in their policies and procedures. GSA published their [FMR Bulletin 2007-B1](#) in 2007, specifically addressing telework IT guidelines for Federal workplaces and providing assistance with these issues. In response to the Call, half of the agencies indicated that they had developed a separate IT security policy or guideline for their teleworkers, up from 37 percent in 2006.

In terms of strategies for securing Personally Identifiable Information (PII), most measures went up slightly, indicating most agencies are doing more (Figure 5).

Figure 5

### Securing Personally Identifiable Information (PII)



### Benefits

Although the benefits of telework have become widely accepted – and widely assumed – few agencies are actually measuring outcomes for their telework programs.

Most agencies do not collect information on the benefits realized from their telework programs. The greatest benefits reported by agencies that do collect this information were improved morale (32 percent), human capital (recruitment/retention, etc.) (29 percent), and, in a tie, productivity/performance and transportation (27 percent).

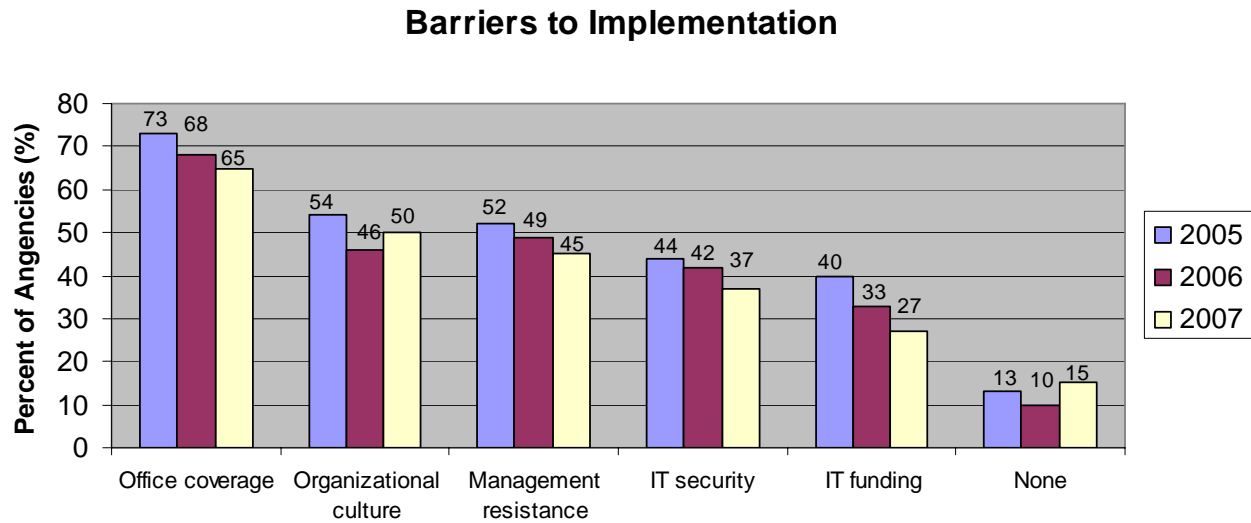
There are several reasons agencies might not be assessing the impact of their telework programs. With a few notable exceptions (the General Services Administration is a good example, with a goal of 50 percent of eligible employees teleworking by 2010), agencies have not set goals for their programs. Without goals, assessment is difficult.

Ideally, each agency’s reasons for implementing telework – and the way they actually roll out the program - should align with the agency mission and goals, and measurement should be geared accordingly. For example, if an agency has determined telework is a tool for helping recruit and/or retain mission-critical employees, measurement tactics would be very different than for an agency that wants to use telework to address real estate challenges.

### Impediments

The Call asks agencies to identify barriers to telework implementation. These have remained relatively stable over time (Figure 6), with office coverage as the top barrier, followed by organizational culture, management resistance, and IT security.

Figure 6



In the larger picture, impediments to the expansion of telework in the Federal Government reflect the business nature of the program. Telework must be in alignment with the mission of an organization, and where it is not in alignment, broad implementation simply does not make sense. The Bureau of Prisons/Federal Prison System has over 36,000 employees, but only 113 telework. The Federal Bureau of Investigations has over 30,000 employees and only 35 of them telework. In looking at the work and mission of these organizations, these trends are unsurprising and are unlikely to change much over time; other solutions to human capital challenges would be more appropriate. OPM staff address these other possible solutions as part of the one-on-one meetings with agency telework coordinators.

Investment in telework is also tied to the environment in which agencies operate. For 2007, influencers included tight budgets and concerns about security. Although it was not the first on the list of barriers Governmentwide, IT security emerged as having the biggest impact on the results the Call this year, notably the drop-off in telework participation at DOD.

## **Agency Standouts and Sub-Agency Notables**

Many organizations showed growth and development in their telework programs in 2007. OPM followed up with some of these to discuss the issues behind the data. In addition to providing interesting glimpses into the ways organizations are creating success, best practices emerged that others can use as models for their own telework programs.

### **Agency Standouts**

#### **Small agencies**

##### ***Executive Office of the President (Office of Science and Technology)***

In the past, this agency was restrictive about allowing employees to telework due to the nature of their work. In 2006, they only reported 2 teleworkers. Since then, they evaluated all positions and determined that many were actually compatible with telework. They purchased updated laptops and software, making effective access to telework more realistic. In addition, managers are supportive and encourage employees to use telework when it makes business sense. The payoff -- eighteen employees teleworked in 2007.

##### ***Federal Housing Finance Board***

This small agency's population is increasing, and their telework participation is increasing along with it --150 percent from 2006 to 2007. Managers are comfortable offering telework arrangements to employees and are realizing the benefits to the agency.

##### ***Inter-American Foundation***

Twenty-five of this agency's 47 employees telework, up from 17 in 2006. Leadership fully supports telework, acknowledging the benefits not only to individual employees but for accomplishing the business of the agency. About two-thirds of the staff have access to the agency's Virtual Private Network (VPN) for secure access, and this has enabled more of them to regularly telework.

##### ***U.S. Access Board***

With a new online system in place, the Access Board has made it easier for employees to request a telework arrangement. In addition, they have been marketing their program more aggressively, with increased communication efforts. All of this led to 25 percent growth from 2006 to 2007.

#### **Medium agencies**

##### ***Farm Credit Administration***

New managers have been offering telework to their employees, creating a broader level of acceptance agency-wide. As a result, almost 40 percent more employees were teleworking in 2007 than in 2006.

### ***Overseas Private Investment Corporation***

This agency is a good example of the power of better tracking systems. By enhancing their reporting capability, they found that they had almost a third more employees teleworking than they had previously counted. Information about telework is also integrated into their new employee orientation, the Human Resources Management website, and discussed in staff meetings, all of which may explain why almost 60 percent of their staff telework.

### ***Peace Corps***

Telework has been incorporated into supervisory training and is being discussed at department briefings. As a result, supervisors have become increasingly supportive. In addition, the agency supplies all equipment. In 2006, only 20 employees were teleworking and less than half the agency's employees were considered eligible. In 2007, almost three quarters of the employees were considered eligible, and telework participation had almost tripled.

### **Large agencies**

#### ***Department of Health and Human Services***

From 2006 to 2007, telework participation at HHS increased 46 percent. Of the 11,272 teleworkers, 63 percent were teleworking at least once per week. HHS sub-agencies attribute their successes to various factors, including active encouragement and support from leadership and management, increased promotion of telework, and the creation of readily-accessible training that gives a solid understanding of telework basics for both managers/supervisors and potential teleworkers.

#### ***Federal Deposit Insurance Corporation***

FDIC implemented enhanced reporting procedures to more accurately code and track teleworkers. They determined that their telework participation was much higher than previously reported, with a total of 1,644 teleworkers accounted for in 2007, as opposed to only 236 in 2006.

#### ***National Science Foundation***

The NSF administered an agency telework survey to all employees and is using those results to enhance their program. The union is very supportive of telework and the union president works collaboratively with the telework coordinator. Buy-in from management has also been an important success factor. From 2006 to 2007, the NSF telework program grew by almost 30 percent.



## **Sub-Agency Notables**

### ***Department of Interior, U.S. Geological Survey***

Most USGS employees are scientists, and the nature of their work and the mission of the organization lend themselves to telework. Of almost 9,000 employees, 4,570 telework; over seventy percent of them at least once per week.

### ***Department of Transportation, Pipeline and Hazardous Materials Safety Administration***

PHMSA is a model organization for telework, with support from top leadership, strong marketing, effective efforts to address barriers, and promotion of alternative management strategies. Admiral Thomas Barrett, the Deputy Secretary of the Department of Transportation and a strong advocate for telework, was formerly PHMSA's Administrator. In 2007, an impressive 64 percent of employees teleworked, more than half of them at least once per week.

### ***Department of Transportation, Surface Transportation Board***

This small organization has over fifty percent telework participation. Employees generally telework no more than once per week; this compromise has provided an effective balance between management priorities and employees' work/life needs.

### ***Department of Treasury, Treasury Inspector General for Tax Administration***

TIGTA's telework program has support from top leadership, and it shows! Eighty-five percent of TIGTA's employees telework, with 37 percent of them teleworking three or more days per week. Managers work closely with their employees to create the most effective arrangements, and they also receive training on managing remote teams. As a result, the organization has realized savings of approximately \$1 million annually on rent and related real estate costs.

### ***Department of Treasury, Alcohol and Tobacco Tax and Trade Bureau***

This Bureau uses telework primarily as a recruitment and retention tool, and their union is supportive. In 2007 almost 60 percent of their employees teleworked, and as a result, the agency has realized savings on real estate costs.

## Supporting the Agencies

In 2007, OPM worked to support agency telework programs through the following mechanisms:

- Telework Coordinator meetings – two meetings were conducted, focusing on 1) Creating secure IT environments in GSA Telework Centers, and 2) Teleworking tracking best practices, with a demo by the U.S. Department of Agriculture of their system
- Agency telework consultations – OPM staff met with telework coordinators in six agencies to provide policy and program advice and assistance
- CHCO Training Academy Session focusing on best practices in telework, with a subsequent best practices handbook published and distributed to all CHCO Council members
- Presentations focusing on telework at regional and national conferences, including FOSE and WorldatWork/Alliance for Work/Life Progress
- Testimony before the Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia, Committee on Homeland Security and Governmental Affairs, U.S. Senate: “Assessing Telework Policies and Initiatives in the Federal Government”
- Testimony before the Subcommittee on Federal Workforce, Postal Service, and the District of Columbia, Committee on Oversight and Government Reform, U.S. House of Representatives: “Telework: Breaking New Ground”
- Revamp of the interagency telework website – OPM managed a complete redesign of the [www.telework.gov](http://www.telework.gov) website, enhancing the site’s usability and improving content. The site was launched in early 2008.
- Exploration, with GSA and stakeholder agencies, of use of existing telework centers or other space for secure/classified telework sites

OPM plans to continue such activities, and future initiatives include:

- Telework manager training
- Ongoing work with the CHCO Council to improve telework measures and refine definitions (as directed by Congress)
- Continued development of telework.gov, including plans for a section highlighting agency best practices
- Agency visits and telework coordinator meetings
- Governmentwide tracking using time and attendance systems

## Appendix A: 2007 Call for Telework Data

*Note: Agencies with subagencies were asked to submit frequency data.*

**Welcome to the Office of Personnel Management's (OPM) 2007 Call for Telework Data!** This annual call for data was developed to respond to Congress' request for OPM to provide periodic reports on agency progress in complying with the Federal telework laws. The 2007 call for data questions have not changed from last year's call for data.

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

### **INSTRUCTIONS**

Please answer every question as completely as possible based on your agency's calendar year 2007 data. Please do not skip items. It is important for us to have the best, most complete information possible. The answers you provide to this call for data will help OPM, and our partners in the telework initiative, the General Services Administration, develop telework guidance and resources for the Federal government. All responses must be received by **February 28, 2008**. Failure to submit your electronic data by February 28, 2008 will result in your agency's data being omitted from the 2007 Telework Report to Congress.

When the response calls for numbers, be sure to enter numbers (using integers) without commas. If you have no data in a particular category, please enter a zero. There are also several opportunities throughout the call for data to fill in the blanks.

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

OMB Approved: 3206-0236

### **Public Burden Statement**

We think this survey takes an average of 60 minutes to complete, including the time for reviewing instructions, getting the needed data, and reviewing the completed survey. Send comments regarding our estimate or any other aspect of this survey, including suggestions for reducing completion time, to the United States Office of Personnel Management (OPM), OPM Forms Officer (3206-0236), Washington, D.C. 20415-7900. Completed application forms should not be sent to this address. The OMB Number 3206-0236, is currently valid. OPM may not collect this information, and you are not required to respond, unless this number is displayed.

### **CALL FOR DATA TERMS AND DEFINITIONS**

The definitions below are to be used when responding to the call for data. These definitions should be used for reporting purposes only.

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

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

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

## AGENCY INFORMATION

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

## CALL FOR DATA QUESTIONS

3. What is the total number of employees in your agency (Full and Part Time)? \_\_\_\_\_
  
4. How many employees teleworked on a regular, recurring basis at least 3 days a week? \_\_\_\_\_
  - a. What was the average number of days teleworked per month by these employees? \_\_\_\_\_
  
5. How many employees teleworked 1 or 2 days a week? \_\_\_\_\_
  
6. How many employees teleworked less than once a week but at least once a month? \_\_\_\_\_
  
7. Please provide the total number of teleworkers at each grade level, leave blank if not available.  
Grade 1: \_\_\_\_\_  
Grade 2: \_\_\_\_\_  
Grade 3: \_\_\_\_\_

Grade 4: \_\_\_\_\_  
Grade 5: \_\_\_\_\_  
Grade 6: \_\_\_\_\_  
Grade 7: \_\_\_\_\_  
Grade 8: \_\_\_\_\_  
Grade 9: \_\_\_\_\_  
Grade 10: \_\_\_\_\_  
Grade 11: \_\_\_\_\_  
Grade 12: \_\_\_\_\_  
Grade 13: \_\_\_\_\_  
Grade 14: \_\_\_\_\_  
Grade 15: \_\_\_\_\_  
Other: \_\_\_\_\_

8. Are eligible employees provided with formal notice of their eligibility to telework? YES \_\_\_\_\_ NO \_\_\_\_\_

If YES, how frequently?

\_\_\_\_\_ At least quarterly

\_\_\_\_\_ Annually

\_\_\_\_\_ There is no set schedule for notifying employees

If YES, how are eligible employees notified? (Mark all that apply).

\_\_\_\_\_ During orientation

\_\_\_\_\_ By supervisors

\_\_\_\_\_ By email

\_\_\_\_\_ Other. Please explain \_\_\_\_\_

9. Does your agency track the number of employees whose telework agreements are denied?

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

If YES, how many denials were based on:

Type of Work \_\_\_\_\_

Performance or conduct issues \_\_\_\_\_

10. Does your agency track the number of employees whose telework agreements are terminated? YES \_\_\_\_\_ NO \_\_\_\_\_

If YES, how many terminations were based on:

a) Employee Decision \_\_\_\_\_

b) Supervisor Decision:

Due to change in work assignments \_\_\_\_\_

Due to performance or conduct issues \_\_\_\_\_

11. Telework is tracked by: (Mark all that apply)

\_\_\_\_\_ Time and attendance system

\_\_\_\_\_ Electronic tracking system

\_\_\_\_\_ Telework agreement

\_\_\_\_\_ Other. Please explain \_\_\_\_\_

12. Please indicate the number of employees deemed ineligible and if any, plans to improve participation in the following three categories:

12a – Handle Secure Materials  
12b – Perform On-Site Activities  
12c – Performance is Less Than Fully Successful or conduct has resulted in disciplinary action within the last year

12a. Handle Secure Materials  
12a – 1. Number of Ineligible Employees \_\_\_\_\_  
12a – 2. Occupational Series of Ineligible Employees  
(A list of Occupational Series provided to agencies with the Call for Data.)  
12a – 2a. Occupational Series of Ineligible Employees (Other)

\_\_\_\_\_  
12a – 3. Plans for Improvement \_\_\_\_\_

12b. Perform On-Site Activities  
12b – 1. Number of Ineligible Employees \_\_\_\_\_  
12b – 2. Occupational Series of Ineligible Employees  
(A list of Occupational Series provided to agencies with the Call for Data.)  
12b – 2a. Occupational Series of Ineligible Employees (Other)

\_\_\_\_\_  
12b – 3. Plans for Improvement \_\_\_\_\_

12c. Performance is Less Than Fully Successful or conduct has resulted in disciplinary action within the last year  
12c – 1. Number of Ineligible Employees \_\_\_\_\_

13. Are there categories of employees that your agency does not allow to telework?  
(Mark all that apply)

Executives \_\_\_\_\_  
Supervisors/Managers \_\_\_\_\_  
Support staff \_\_\_\_\_  
Employees on AWS \_\_\_\_\_  
Part Time employees \_\_\_\_\_  
Other. Please explain \_\_\_\_\_

14. Please respond to the following questions regarding emergency preparedness/Continuity of Operations (COOP) planning.

a. Telework has been *fully integrated* into your agency emergency preparedness/COOP plans. YES \_\_\_\_\_ NO \_\_\_\_\_

1) If YES, please estimate the minimum number of employees needed to maintain basic functions of your agency's mission in a COOP emergency \_\_\_\_\_

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

If NO, please mark one:

\_\_\_\_\_ Telework is *under consideration* for inclusion in your agency

emergency preparedness/COOP plans.

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

b. Conditions for telework during times of emergencies or agency closures are addressed in telework agreements. YES \_\_\_\_\_ NO \_\_\_\_\_

c. Training for telework during times of emergencies or agency closures is provided. YES \_\_\_\_\_ NO \_\_\_\_\_

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

\_\_\_\_\_ YES

\_\_\_\_\_ NO

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

15. How is your agency securing Personally Identifiable Information (PII) while employees are teleworking? (Mark all that apply)

\_\_\_\_\_ All information is encrypted

\_\_\_\_\_ All files are password protected

\_\_\_\_\_ Privileged Rules of Behavior are signed for those handling PII

\_\_\_\_\_ Only those with a compelling need are allowed to download PII

\_\_\_\_\_ Two Factor Authentication is used for remote access

\_\_\_\_\_ Only Government Furnished Equipment is allowed for teleworking

\_\_\_\_\_ No sensitive or classified information is allowed to leave the agency

\_\_\_\_\_ Other

16. Has your agency developed a separate IT security policy or guideline for teleworkers?

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

If YES, does it include:

\_\_\_\_\_ Rules of Behavior (Checklist of Do's and Don'ts)

\_\_\_\_\_ Authorized Telework Facilities

\_\_\_\_\_ Telework equipment configuration requirements

\_\_\_\_\_ Tracking of telework equipment

\_\_\_\_\_ Other

17. For the majority of teleworkers, in terms of telework equipment/services:

\_\_\_\_\_ Agency provides/purchases all equipment/services for the teleworker's home

\_\_\_\_\_ Teleworker purchases all telework-related residential equipment/services

\_\_\_\_\_ Costs are shared or negotiated between the agency and teleworker

\_\_\_\_\_ Other. Please explain \_\_\_\_\_

18. Have cost savings and/or other benefits been realized as a result of implementing your agency's telework program?

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

If YES, select from the following: (Mark all that apply).

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

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

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

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

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

21. How can OPM or our partners in the telework initiative, GSA, assist your agency?

**Thank you for completing the 2007 Telework Call for Data. The contribution of the telework data from your agency helps with the success and progress of telework in the Federal government.**



## Appendix B: Overview of 2007 and 2006 Agency Telework Participation

N/R= Agency did not respond to Call

Increase in teleworkers = (1)

	2007	2006		2007	2006		2007	2006		2007	2006
Agency Name	# of Teleworkers	# of Teleworkers		# of Eligible Employees	# of Eligible Employees		% Eligible Teleworking	% Eligible Teleworking		Total Population*	Total Population*
Agency for International Development	226	252		1,265	1,466		17.87	17.19		1,513	1,476
Board of Governors of the Federal Reserve System	194 (1)	123		1,600	1,624		12.13	7.57		1,900	1,880
Central Intelligence Agency	24	24		Not Available	Not Available		0.00	0.00		Not Available	Not Available
Chemical Safety and Hazard Investigation Board	10 (1)	6		35	38		28.57	15.79		36	38
Committee for Purchase from People Who Are Blind or Severely Disabled	10	10		26	24		38.46	41.67		29	29
Commodity Futures Trading Commission	9	24		443	443		2.03	5.42		455	450
Consumer Product Safety Commission	184	322		317	353		58.04	91.22		387	403
Corporation for National and Community Service	110 (1)	80		573	549		19.20	14.57		586	561
Court Services and Offender Supervision Agency	279 (1)	175		827	844		33.74	20.73		1,165	1,158

\* Population numbers are submitted by the agencies in the Call for Telework Data

	2007	2006		2007	2006		2007	2006		2007	2006
Agency Name	# of Tworkers	# of Tworkers		# of Eligible Employees	# of Eligible Employees		% Eligible Working	% Eligible Working		Total Population*	Total Population*
Defense Nuclear Facilities Safety Board	1 (1)	0		1	0		100	0		87	88
Department of Agriculture	5,779 (1)	5,673		75,596	74,413		7.64	7.62		100,685	92,250
Department of Commerce	3,966*	9,459		26,187	31,089		15.14	30.43		27,568	34,637
Department of Defense	17,921	34,880		557,141	603,265		3.22	5.78		673,319	679,924
Department of Education	589	1,600		3,896	4,152		15.12	38.54		3,902	4,152
Department of Energy	579	774		12,356	13,383		4.69	5.78		13,824	14,902
Department of Health and Human Services	11,272 (1)	7,716		64,114	56,171		17.58	13.74		73,998	62,104
Department of Homeland Security	1,310 (1)	1,215		28,865	38,861		4.54	3.13		159,319	141,698
Department of Housing and Urban Development	2,089 (1)	1,660		8,818	8,069		23.69	20.57		9,334	8,868
Department of Interior	6,624 (1)	1,905		45,620	69,188		14.52	2.75		71,657	74,665
Department of Justice	2,848 (1)	2,440		46,428	61,448		6.13	3.97		105,896	108,847
Department of Labor	1,419	1,976		15,269	15,032		9.29	19.51		15,432	15,350
Department of State	2,447 (1)	2,093		12,438	11,942		19.67	17.53		12,438	11,942
Department of Transportation	4,511 (1)	2,621		20,229	51,981		22.30	5.04		53,336	52,119
Department of Treasury	6,861	7,370		95,960	105,413		7.15	6.99		97,252	106,145
Department of Veterans Affairs	1,788 (1)	1,472		118,811	1,472		1.50	100		258,777	233,151
Environmental Protection Agency	4,669 (1)	4,286		15,942	16,912		29.29	25.34		16,320	17,186

\* 2007 total no longer includes the US Patent and Trademark Office (USPTO) numbers, which are being reported separately by USPTO request. If USPTO had been included, the total for 2007 would be 7,578.

	2007	2006		2007	2006		2007	2006		2007	2006
Agency Name	# of Tworkers	# of Tworkers		# of Eligible Employees	# of Eligible Employees		% Eligible Working	% Eligible Working		Total Population*	Total Population*
Equal Employment Opportunity Commission	702	765		1,848	1,840		37.99	41.58		2,200	2,200
Executive Office of the President (Science and Technology)	18 (1)	2		59	38		30.51	5.26		59	50
Export-Import Bank of the United States	27 (1)	1		257	376		10.51	0.27		359	376
Farm Credit Administration	97 (1)	71		252	257		38.49	27.63		252	257
Farm Credit System Insurance Corporation	0	0		6	7		0.00	0.00		9	10
Federal Communication s Commission	396	416		1,782	1,816		22.22	22.91		1,783	1,819
Federal Deposit Insurance Corporation	1,644 (1)	236		4,533	4,570		36.27	5.16		4,533	4,570
Federal Election Commission	32	44		350	259		9.14	16.99		350	359
Federal Energy Regulatory Commission	208	222		1,255	1,284		16.57	17.29		1275	1304
Federal Housing Finance Board	25 (1)	10		136	130		18.38	7.69		136	132
Federal Labor Relations Authority	N/R	7		N/R	113		N/R	6.19		N/R	134
Federal Maritime Commission	6	8		120	124		5.00	6.45		120	124
Federal Mediation and Conciliation Service	7	9		238	246		2.94	3.66		255	264
Federal Trade Commission	14 (1)	4		1,106	1,085		1.27	0.00		1,108	1,085
General Services Administration	1,727 (1)	1,556		10,355	11,190		16.68	13.91		12,071	12,205

	2007	2006		2007	2006		2007	2006		2007	2006
Agency Name	# of Tworkers	# of Tworkers		# of Eligible Employees	# of Eligible Employees		% Eligible Tworking	% Eligible Tworking		Total Population*	Total Population*
Institute of Museum and Library Services	3	6		0	54		0.00	11.11		68	57
Inter-American Foundation	25 (1)	17		47	45		53.19	37.78		47	47
International Boundary and Water Commission	0	1		225	100		0.00	1.00		250	240
International Broadcasting Bureau	150 (1)	130		1,774	1,043		8.46	12.46		1,774	1,743
Japan-U.S. Friendship Commission	3	6		4	4		75.00	150.00		4	4
Marine Mammal Commission	2	2		11	10		18.18	20.00		11	10
Merit Systems Protection Board	61 (1)	59		226	222		26.99	26.58		226	230
National Aeronautics and Space Administration	825*	10,118*		18,017	18,520		4.58	54.63		18,329	18,520
National Archives and Records Administration	128 (1)	123		1,086	1,300		11.79	9.46		2,976	3,064
National Capital Planning Commission	4	4		38	45		10.53	8.89		42	45
National Council on Disability	5	7		8	12		62.50	58.33		11	12
National Credit Union Administration	38	46		428	361		8.88	12.74		947	949
National Endowment for the Arts	63 (1)	58		162	159		38.89	36.48		162	159
National Endowment for the Humanities	34 (1)	29		168	160		20.24	18.13		168	160

\* Upgrades to NASA telework tracking systems in 2007 revealed inaccuracies in prior years' data

	2007	2006		2007	2006		2007	2006		2007	2006
Agency Name	# of Tworkers	# of Tworkers		# of Eligible Employees	# of Eligible Employees		% Eligible Working	% Eligible Working		Total Population*	Total Population*
National Labor Relations Board	224	311		1,703	1,646		13.15	18.89		1,703	1,814
National Mediation Board	17	17		49	49		34.69	34.69		49	49
National Science Foundation	663 (1)	514		1,396	1,377		47.49	37.33		1,406	1,387
National Transportation Safety Board	101	101		398	383		25.38	26.37		398	385
Nuclear Regulatory Commission	268 (1)	258		3,149	3,135		8.51	7.26		3,569	3,555
Nuclear Waste Technical Review Board	10	15		13	15		76.92	100		13	15
Occupational Safety and Health Review Commission	6 (1)	5		62	60		9.68	8.33		62	60
Office of Federal Housing Enterprise Oversight	35	35		245	223		14.29	15.70		247	226
Office of Government Ethics	17	24		36	58		47.22	41.38		78	80
Office of National Drug Control Policy	1 (1)	0		107	110		0.93	0.00		107	110
Office of Personnel Management	774	928		3,256	2,750		23.77	33.7		4,855	4,725
Office of Special Counsel	30 (1)	22		100	102		30.00	21.57		106	105
Overseas Private Investment Corporation	104 (1)	79		175	174		59.43	45.40		196	198
Patent and Trademark Office	3,612			4,540			79.56	0.00		9,010	
Peace Corps	74 (1)	20		644	380		11.49	5.26		869	850

	2007	2006		2007	2006		2007	2006		2007	2006
Agency Name	# of Tworkers	# of Tworkers		# of Eligible Employees	# of Eligible Employees		% Eligible Working	% Eligible Working		Total Population*	Total Population*
Pension Benefit Guaranty Corporation	514	N/R		888	N/R		57.88	N/R		888	N/R
Railroad Retirement Board	130 (1)	123		505	310		25.74	39.68		996	936
Securities and Exchange Commission	1,509 (1)	1,293		3,518	3,563		42.89	36.29		3,518	3,563
Selective Service System	39	45		127	137		30.71	32.85		127	137
Small Business Administration	334	343		5,571	4,971		6.00	6.90		5,571	4,971
Smithsonian Institute	34	51		2,993	2,404		1.14	2.12		3,993	4,004
Social Security Administration	4,011	4,049		14,884	14,870		26.95	27.23		61,965	63,537
Trade and Development Agency	1	1		38	46		2.63	2.17		40	48
U.S. Access Board	20 (1)	16		26	25		76.92	64.00		28	28
U.S. Commission on Civil Rights	3 (1)	2		45	49		6.67	4.08		45	49
U.S. International Trade Commission	149	180		391	241		38.11	50.42		391	357
United States Holocaust Memorial Museum	N/R	47		N/R	400		N/R	16.55		N/R	400
<b>TOTAL</b>	<b>94,643</b>	<b>110,592</b>		<b>1,242,104</b>	<b>1,250,980</b>		<b>7.62%</b>	<b>8.84%</b>		<b>1,848,970</b>	<b>1,805,741</b>

## Appendix C: 2007 Telework Frequency

**Telework frequency categories shown below are mutually exclusive.**

Agency Name	Teleworking at least 3 days	Teleworking 1-2 days	Teleworking at least once a month
Agency for International Development	0	93	133
Board of Governors of the Federal Reserve System	33	60	101
Central Intelligence Agency	8	8	8
Chemical Safety and Hazard Investigation Board	0	0	10
Committee for Purchase from the Blind and Severely Disabled	0	7	3
Commodity Futures Trading Commission	9	0	0
Consumer Product Safety Commission	97	87	0
Corporation for National and Community Service	3	39	68
Court Services and Offender Supervision Agency	23	210	46
Defense Nuclear Facilities Safety Board	0	1	0
Department of Agriculture	395	2,163	3,221
Department of Commerce	50	2,163	1,753
Department of Defense	2,071	7,687	8,163
Department of Education	90	267	232
Department of Energy	25	256	298
Department of Health and Human Services	701	6,412	4,159
Department of Homeland Security	443	445	422
Department of Housing and Urban Development	368	1,360	361
Department of Interior	1,168	3,294	2,162
Department of Justice	492	1,492	864
Department of Labor	117	416	886
Department of State	0	762	1,685
Department of Transportation	562	1,749	2,200
Department of Treasury	1,665	2,443	2,753
Department of Veterans Affairs	824	463	501
Environmental Protection Agency	60	2,721	1,888
Equal Employment Opportunity Commission	20	530	152
Executive Office of the President (Office of Science and Technology)	0	0	18
Export-Import Bank	0	2	25
Farm Credit Administration	8	33	56
Farm Credit System Insurance	0	0	0

<b>Agency Name</b>	<b>Teleworking at least 3 days</b>	<b>Teleworking 1-2 days</b>	<b>Teleworking at least once a month</b>
Corporation			
Federal Communications Commission	11	385	0
Federal Deposit Insurance Corporation	99	410	1,135
Federal Election Commission	0	20	12
Federal Energy Regulatory Commission	0	178	30
Federal Housing Finance Board	25	0	0
Federal Labor Relations Authority	Not reported	Not reported	Not reported
Federal Maritime Commission	0	1	5
Federal Mediation and Conciliation Service	2	5	0
Federal Trade Commission	6	8	0
General Services Administration	255	889	583
Institute of Museum and Library Services	1	1	1
Inter-American Foundation	0	0	25
International Boundary and Water Commission	0	0	0
International Broadcasting Bureau	75	75	0
Japan US Friendship Commission	0	3	0
Marine Mammal Commission	0	1	1
Merit Systems Protection Board	9	52	0
National Aeronautics and Space Administration	121	402	302
National Archives and Records Administration	2	102	24
National Capital Planning Commission	0	2	2
National Council on Disability	0	0	5
National Credit Union Administration	20	17	1
National Endowment for the Arts	0	7	56
National Endowment for the Humanities	1	20	13
National Labor Relations Board	31	77	116
National Mediation Board	0	17	0
National Science Foundation	13	220	430
National Transportation Safety Board	36	64	1
Nuclear Regulatory Commission	26	234	8
Nuclear Waste Technical Review Board	0	9	1
Occupational Safety and Health Review Commission	0	4	2
Office of Federal Housing Enterprise Oversight	0	3	32
Office of Government Ethics	15	1	1
Office of National Drug Control Policy	1	0	0
Office of Personnel Management	328	239	207
Office of Special Counsel	10	20	0
Overseas Private Investment Corporation	0	39	65



<b>Agency Name</b>	<b>Teleworking at least 3 days</b>	<b>Teleworking 1-2 days</b>	<b>Teleworking at least once a month</b>
Patent and Trademark Office	1,395	2,194	23
Peace Corps	0	9	65
Pension Benefit Guaranty Corporation	257	257	0
Railroad Retirement Board	0	111	19
Securities and Exchange Commission	14	523	972
Selective Service System	1	37	1
Small Business Administration	50	97	187
Smithsonian Institute	0	34	0
Social Security Administration	243	3,228	540
Trade and Development Agency	0	1	0
U.S. Access Board	1	15	4
United States Commission on Civil Rights	0	0	3
United States Holocaust Memorial Museum	Not reported	Not reported	Not reported
United States International Trade Commission	6	57	86
<b>TOTAL</b>	<b>12,286</b>	<b>45,231</b>	<b>37,126</b>

## Appendix D: Agencies Provide/Purchase Telework Equipment

Agency Name	2005 Agency provides/purchases all equipment	2006 Agency provides/purchases all equipment	2007 Agency provides/purchases all equipment
Agency for International Development			
Board of Governors of the Federal Reserve System			X
Central Intelligence Agency	X		
Chemical Safety and Hazard Investigation Board			
Committee for Purchase from the Blind and Severely Disabled	X		
Commodity Futures Trading Commission			
Consumer Product Safety Commission	X	X	X
Corporation for National Service			
Court Services and Offender Supervision Agency			
Defense Nuclear Facilities Safety Board			
Department of Agriculture			X
Department of Commerce			
Department of Defense		X	
Department of Education			
Department of Energy	X		
Department of Health and Human Services			
Department of Homeland Security			
Department of Housing and Urban Development			
Department of Interior			
Department of Justice			
Department of Labor			
Department of State			
Department of Transportation			
Department of Treasury	X	X	X
Department of Veterans Affairs			
Environmental Protection Agency			
Equal Employment Opportunity Commission	X	X	X
Executive Office of the President (Office of Science and Technology)			
Export-Import Bank		X	
Farm Credit Administration		X	X
Farm Credit System Insurance Corporation			
Federal Communications Commission			
Federal Deposit Insurance Corporation			
Federal Election Commission			
Federal Energy Regulatory Commission			
Federal Housing Finance Board		X	

<b>Agency Name</b>	<b>2005 Agency provides/purchases all equipment</b>	<b>2006 Agency provides/purchases all equipment</b>	<b>2007 Agency provides/purchases all equipment</b>
Federal Labor Relations Authority			
Federal Maritime Commission		X	
Federal Mediation and Conciliation Service	X	X	X
Federal Trade Commission			
General Services Administration			
Institute of Museum and Library Services			
Inter-American Foundation		X	X
International Boundary and Water Commission			
International Broadcasting Bureau			X
Japan US Friendship Commission	X	X	X
Marine Mammal Commission			
Merit Systems Protection Board			
National Aeronautics and Space Administration			
National Archives and Records Administration			
National Capital Planning Commission			
National Council on Disability			
National Credit Union Administration			
National Endowment for the Arts			
National Endowment for the Humanities			
National Labor Relations Board			
National Mediation Board		X	
National Science Foundation			
National Transportation Safety Board		X	X
Nuclear Regulatory Commission			
Nuclear Waste Technical Review Board			
Occupational Safety and Health Review Commission	X		X
Office of Federal Housing Enterprise Oversight		X	
Office of Government Ethics			
Office of National Drug Control Policy		X	
Office of Personnel Management			
Office of Special Counsel		X	X
Overseas Private Investment Corporation			
Patent and Trademark Office			X
Peace Corps	X	X	
Pension Benefit Guaranty Corporation			
Railroad Retirement Board			
Securities and Exchange Commission			
Selective Service System			X
Small Business Administration			
Smithsonian Institute			
Social Security Administration			
Trade and Development Agency			
U.S. Access Board			
United States Commission on Civil Rights			

<b>Agency Name</b>	<b>2005 Agency provides/purchases all equipment</b>	<b>2006 Agency provides/purchases all equipment</b>	<b>2007 Agency provides/purchases all equipment</b>
United States Holocaust Memorial Museum			
United States International Trade Commission			

## Appendix E: 2007 Integration of Telework into COOP Plans

Integrated telework into COOP in 2007 (not in a prior year)	<b>X (IC)</b>
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Agency Name	Integrated COOP	Under Consideration	Not Integrated and Not Under Consideration
Agency for International Development	X		
Board of Governors of the Federal Reserve System		X	
Central Intelligence Agency	X		
Chemical Safety and Hazard Investigation Board	X		
Committee for Purchase from the Blind and Severely Disabled	X		
Commodity Futures Trading Commission	X		
Consumer Product Safety Commission		X	
Corporation for National Service		X	
Court Services and Offender Supervision Agency		X	
Defense Nuclear Facilities Safety Board	X (IC)		
Department of Agriculture		X	
Department of Commerce	X (IC)		
Department of Defense		X	
Department of Education		X	
Department of Energy	X		
Department of Health and Human Services	X (IC)		
Department of Homeland Security		X	
Department of Housing and Urban Development	X		
Department of Interior		X	
Department of Justice	X		
Department of Labor	X		
Department of State	X		
Department of Transportation	X		
Department of Treasury	X		
Department of Veterans Affairs	X		
Environmental Protection Agency	X (IC)		
Equal Employment Opportunity Commission		X	
Executive Office of the President (Office of Science and Technology)	X		
Export-Import Bank	X		
Farm Credit Administration	X		

<b>Agency Name</b>	<b>Integrated COOP</b>	<b>Under Consideration</b>	<b>Not Integrated and Not Under Consideration</b>
Farm Credit System Insurance Corporation	X		
Federal Communications Commission		X	
Federal Deposit Insurance Corporation	X		
Federal Election Commission		X	
Federal Energy Regulatory Commission		X	
Federal Housing Finance Board	X		
Federal Labor Relations Authority	NR		
Federal Maritime Commission	X (IC)		
Federal Mediation and Conciliation Service		X	
Federal Trade Commission		X	
General Services Administration	X		
Institute of Museum and Library Services	X (IC)		
Inter-American Foundation	X		
International Boundary and Water Commission		X	
International Broadcasting Bureau		X	
Japan US Friendship Commission	X		
Marine Mammal Commission		X	
Merit Systems Protection Board		X	
National Aeronautics and Space Administration	X (IC)		
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
National Labor Relations Board		X	
National Mediation Board	X (IC)		
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 (IC)		
Office of Federal Housing Enterprise Oversight	X (IC)		
Office of Government Ethics	X		
Office of National Drug Control Policy		X	
Office of Personnel Management	X		
Office of Special Counsel	X (IC)		
Overseas Private Investment Corporation	X (IC)		
Patent and Trademark Office	X		
Peace Corps	X (IC)		

<b>Agency Name</b>	<b>Integrated COOP</b>	<b>Under Consideration</b>	<b>Not Integrated and Not Under Consideration</b>
Pension Benefit Guaranty Corporation	X		
Railroad Retirement Board		X	
Securities and Exchange Commission	X		
Selective Service System	X		
Small Business Administration		X	
Smithsonian Institute		X	
Social Security Administration		X	
Trade and Development Agency	X		
U.S. Access Board	X (IC)		
United States Commission on Civil Rights	X		
United States Holocaust Memorial Museum	NR		
United States International Trade Commission		X	

## Appendix F: Sub-Agency Telework Participation

Agency Name	Sub-Agency Name	Population	3 or more days per week	1-2 days per week	At least 1 day per month	Total
Department of Agriculture	Departmental Administration	421	15	69	17	101
	Farm and Foreign Agriculture Services	9,084	53	498	91	642
	Food Safety and Inspection Service	9,850	89	166	636	891
	Food, Nutrition and Consumer Services	1,312	14	252	0	266
	Marketing and Regulatory Programs	12,237	74	328	516	918
	Natural Resources and Environment	46,510	45	407	1439	1891
	Office of Budget and Program Analyses	57	0	0	0	0
	Office of Chief Economist	53	0	0	0	0
	Office of Chief Information Officer/Chief Financial Officer	2,045	11	40	35	86
	Office of Communications	82	1	1	0	2
	Office of Congressional Relations	14	0	0	0	0
	Office of Executive Secretariat	20	0	10	0	10
	Office of General Counsel	332	0	0	200	200
	Office of Homeland Security	14	0	0	0	0
	Office of Inspector General	591	0	0	241	241
	Office of the Assistant Secretary for Civil Rights	145	0	0	0	0
	Office of the Secretary	88	0	0	0	0
	Research, Education and Economics	11,785	0	361	31	392
	Rural Development	6,045	93	31	15	139
<b>Department of Agriculture Total</b>		<b>100,685</b>	<b>395</b>	<b>2163</b>	<b>3221</b>	<b>5779</b>
Department of Commerce	Bureau of Economic Analysis	470	0	16	22	38
	Bureau of Industry and Security	NR	NR	NR	NR	NR
	Bureau of the Census	8,600	1	11	0	12
	Economic Development	157	3	3	0	6
	Economics and Statistics Administration	NR	NR	NR	NR	NR
	International Trade Commission	1,616	15	154	146	315
	Minority Business Development Agency	90	1	4	4	9
	Nat Oceanic and Atmospheric Administration	12,612	27	1247	1542	2816
	Nat Telecommunications and Info Admin	279	1	30	4	35



Agency Name	Sub-Agency Name	Population	3 or more days per week	1-2 days per week	At least 1 day per month	Total
	National Institute of Standards and Tech	2,928	0	672	0	672
	National Technical Information Service	NR	NR	NR	NR	NR
	Office of the Inspector General	NR	NR	NR	NR	NR
	Office of the Secretary	816	2	26	35	63
	Technology Administration	NR	NR	NR	NR	NR
<b>Department of Commerce Total</b>		<b>27,568</b>	<b>50</b>	<b>2163</b>	<b>1753</b>	<b>3966</b>
<b>Department of Defense</b>						
Department of Defense	Department of Air Force	157,182	50	50	40	140
	Department of Army	245,599	122	229	529	880
	Department of Navy	175,722	312	1379	2224	3915
	Other Department of Defense	94,816	1587	6029	5370	12986
<b>Department of Defense Total</b>		<b>673,319</b>	<b>2071</b>	<b>7687</b>	<b>8163</b>	<b>17921</b>
<b>Department of Education</b>						
Department of Education	Advisory Councils and Committees	7	2	1	0	3
	EDET-Office of English Language Acquisition	33	2	4	2	8
	FC of the Deputy Secretary of Education	6	0	0	2	2
	Federal Student Aid	1,004	15	45	2	62
	IMM Office of Sec of Education	90	1	4	4	9
	Institute of Education Sciences	147	3	23	33	59
	National Assessment Governing Board	6	1	2	0	3
	National Institute for Literacy	4	0	0	1	1
	Office of Elem and Sec Ed	201	1	1	2	4
	Office of Legis and Congressional Affairs	12	1	1	2	4
	Office of Planning, Eval and Policy Develop	117	0	5	14	19
	Office of Spec Ed and Rehab Serv	270	4	80	28	112
	Office for Civil Rights	611	10	29	89	128
	Office of Communications and Outreach	91	2	3	5	10
	Office of Innovation and Improvement	91	1	10	2	13
	Office of Inspector General	261	27	11	30	68
	Office of Management	200	2	2	1	5
	Office of Postsecondary Education	200	8	9	6	23
	Office of Safe and Drug-Free Schools	45	6	2	1	9
	Office of the Chief Financial Officer	246	3	5	0	8

Agency Name	Sub-Agency Name	Population	3 or more days per week	1-2 days per week	At least 1 day per month	Total
	Office of the Chief Information Officer	68	0	2	0	2
	Office of the General Counsel	105	1	24	0	25
	Office of the Under Secretary	3	0	0	0	0
	Office of Vocational and Adult Education	84	0	4	8	12
<b>Department of Education Total</b>		<b>3,902</b>	<b>90</b>	<b>267</b>	<b>232</b>	<b>589</b>
<b>Department of Health and Human Services</b>						
Department of Health and Human Services	Administration for Children and Families	1,298	23	244	81	348
	Administration on Aging	112	NR	12	2	14
	Agency for Healthcare Research and Quality	305	0	93	31	124
	Agency for Toxic Substances and Disease Reg	NR	NR	NR	NR	NR
	Centers for Disease Control and Prevention	9,244	129	762	146	1037
	Centers for Medicare and Medicaid Services	4,586	55	512	957	1524
	Food and Drug Administration	9,959	145	2952	716	3813
	Health Resources and Services Admin	1,280	7	243	6	256
	Indian Health Service	14,500	21	8	0	29
	National Institutes of Health	17,498	200	1012	1962	3174
	Office Assistant Security For Health	NR	NR	NR	NR	NR
	Office of Secretary Health and Human Services	15,216	121	574	258	953
	Program Support Center	NR	NR	NR	NR	NR
<b>Department of Health and Human Services Total</b>		<b>73,998</b>	<b>701</b>	<b>6412</b>	<b>4159</b>	<b>11272</b>
<b>Department of Homeland Security</b>						
Department of Homeland Security	Federal Emergency Management Agency	7,603	3	53	25	81
	Federal Law Enforcement Training Center	1,146	0	0	0	0
	HQ Components	2,514	0	11	0	11
	Office of the Inspector General	620	0	41	70	111
	Transportation Security Administration	60,083	50	10	4	64
	US Citizenship and Immigration Services	8,592	356	110	16	482
	US Coast Guard	7,673	14	176	264	454
	US Customs and Border Protection	47,312	9	15	6	30
	US Immigration and Customs Enforcement	17,206	8	29	37	74
	US Secret Service	6,570	3	0	0	3

Agency Name	Sub-Agency Name	Population	3 or more days per week	1-2 days per week	At least 1 day per month	Total
<b>Department of Homeland Security Total</b>		<b>159,319</b>	<b>443</b>	<b>445</b>	<b>422</b>	<b>1310</b>
Department of Housing and Urban Development	Administration	592	3	8	5	16
	Chief Financial Officer	207	4	26	0	30
	Chief Information Officer	259	0	1	0	1
	Chief Procurement Officer	108	0	11	0	11
	Community Planning and Development	811	17	185	12	214
	Congressional and Intergovernmental Relations	17	NR	NR	NR	NR
	Departmental Equal Employment Opportunity	26	0	1	0	1
	Departmental Operations and Coordination	88	30	2	0	32
	Fair Housing and Equal Opportunity	586	29	163	0	192
	Field Policy and Management	411	9	30	0	39
	General Counsel	667	15	106	0	121
	Government National Mortgage Association	66	0	1	2	3
	Healthy Homes and Lead Hazard Control	46	6	11	1	18
	Housing	3,078	80	500	43	623
	Inspector General	651	19	38	234	291
	Labor Relations	NR	NR	NR	NR	NR
	Policy Development and Research	141	5	5	0	10
	Public Affairs	16	0	0	0	0
	Public and Indian Housing	1,529	151	272	64	487
	Secretary and Deputy Secretary	35	NR	NR	NR	NR
<b>Department of Housing and Urban Development Total</b>		<b>9,334</b>	<b>368</b>	<b>1360</b>	<b>361</b>	<b>2089</b>
Department of Interior	Bureau of Indian Affairs	9,307	1	1	NR	2
	Bureau of Land Management	10,201	65	67	80	212
	Bureau of Reclamation	5,494	15	65	293	373
	Minerals Management Service	1,626	32	248	21	301
	National Business Center	1,225	8	14	18	40
	National Park Service	16,824	81	143	149	373
	Office of Surface Mining	503	33	24	16	73
	Office of the Inspector General	250	1	18	18	37
	Office of the Secretary	1,054	5	21	NR	26
	Office of the Solicitor	411	31	79	46	156

Agency Name	Sub-Agency Name	Population	3 or more days per week	1-2 days per week	At least 1 day per month	Total
	US Fish and Wildlife Service	8,812	49	212	20	281
	US Geological Survey	8,638	847	2402	1501	4750
<b>Department of Interior Total</b>		<b>64,345</b>	<b>1168</b>	<b>3294</b>	<b>2162</b>	<b>6624</b>
Department of Justice	Alcohol, Tobacco, Firearms and Explosives	4,879	349	32	123	504
	Antitrust Division	582	1	3	48	52
	Bureau of Prisons/Federal Prison System	36,405	41	72	0	113
	Civil Division	1,203	0	142	5	147
	Civil Rights Division	647	7	31	4	42
	Community Oriented Policing Service	109	0	21	5	26
	Criminal Division	746	2	4	1	7
	Drug Enforcement Administration	9,283	0	40	19	59
	Environment and Natural Resources Division	666	0	54	8	62
	Exec Office of US Attorney and Office of US Attorney	11,129	29	823	510	1362
	Executive Office for Immigration Review	1,165	4	84	0	88
	Federal Bureau of Investigation	30,387	23	12	0	35
	Office of Justice Programs	618	0	72	54	126
	Office of the Inspector General	408	1	2	12	15
	Offices Boards and Divisions	1,450	8	59	66	133
	Tax Division	477	0	24	0	24
	US Marshals Service	4,570	11	16	6	33
	US Trustee Program	1,172	16	1	3	20
<b>Department of Justice Total</b>		<b>105,896</b>	<b>492</b>	<b>1492</b>	<b>864</b>	<b>2848</b>
Department of Labor	Adjudicatory Boards	113	0	0	0	0
	Bureau of International Labor Affairs	81	0	0	6	6
	Bureau of Labor Statistics	2,477	15	74	145	234
	Employee Benefits Security Administration	872	6	45	100	151
	Employment and Training Administration	938	0	29	78	107
	Employment Standards Administration	3,962	53	107	181	341
	Mine Safety and Health Administration	2,270	8	6	28	42
	Occupational Safety and Health Administration	2,110	24	55	152	231
	Office of Administrative Law Judges	144	0	0	0	0
	Office of Disability Employment Policy	48	0	0	2	2

Agency Name	Sub-Agency Name	Population	3 or more days per week	1-2 days per week	At least 1 day per month	Total
	Office of the Assistant Secretary for Administration and Management	689	6	13	47	66
	Office of the Assistant Secretary for Policy	32	0	2	6	8
	Office of the Chief Financial Officer	66	0	1	1	2
	Office of the Inspector General	430	0	11	26	37
	Office of the Secretary	329	1	28	31	60
	Office of the Solicitor	588	3	39	74	116
	Veterans Employment and Training Services	232	1	2	6	9
	Women's Bureau	51	0	4	3	7
<b>Department of Labor Total</b>		<b>15,432</b>	<b>117</b>	<b>416</b>	<b>886</b>	<b>1419</b>
<b>Department of Transportation</b>						
Department of Transportation	Federal Aviation Administration	44,443	131	779	721	1631
	Federal Highway Administration	2,850	4	210	559	773
	Federal Motor Carrier Safety Administration	1,016	64	68	5	137
	Federal Railroad Administration	811	286	98	142	526
	Federal Transit Administration	510	0	35	100	135
	Maritime Administration	741	4	50	87	141
	National Highway Traffic Safety Administration	616	0	44	84	128
	Office of Inspector General	410	0	10	179	189
	Office of Secretary of Transportation	621	30	52	118	200
	Pipeline/Hazardous Materials Safety Administration	361	20	103	109	232
	Research and Innovative Technology Administration	692	22	228	91	341
	St. Lawrence Seaway Dev Corp	138	0	6	5	11
	Surface Transportation Board	127	1	66	0	67
<b>Department of Transportation Total</b>		<b>53,336</b>	<b>562</b>	<b>1749</b>	<b>2200</b>	<b>4,511</b>
<b>Department of Treasury</b>						
Department of Treasury	Alcohol and Tobacco Tax and Trade Bureau	531	138	103	61	302
	Bureau of Engraving and Printing	2,114	NR	NR	NR	NR
	Bureau of Public Debt	1,990	2	17	1	20
	Departmental Offices	1,400	17	12	2	31
	Financial Crimes Enforcement Network	290	1	1	33	35

<b>Agency Name</b>	<b>Sub-Agency Name</b>	<b>Population</b>	<b>3 or more days per week</b>	<b>1-2 days per week</b>	<b>At least 1 day per month</b>	<b>Total</b>
	Financial Management Service	2,000	10	112	13	135
	Internal Revenue Service	81,982	1,102	1,352	643	3,097
	Office of Comptroller of Currency	3,054	0	94	1566	1,660
	Office of Inspector General	102	0	3	6	9
	Office of Inspector General for Tax Administration	796	295	77	311	683
	Office of Thrift Supervision	1,009	100	640	109	849
	US Mint	1,984	NR	32	8	40
<b>Department of Treasury Total</b>		<b>97,252</b>	<b>1,665</b>	<b>2,443</b>	<b>2,753</b>	<b>6,861</b>

## Appendix G: Telework Centers\*

The General Services Administration (GSA) has fourteen Telework Centers located in the Washington, DC Metropolitan area. The Telework Centers provide unique benefits that working from home or other locations typically do not provide (i.e., freedom from possible home-life distractions, on-site technical support, additional telephone lines, high speed Internet access, fax machines, printers, copiers, and conference rooms/services). The Telework Centers provide a great service to Federal employees who wish to telework but are unable or choose not to work from home. These centers can also be used by private sector clients.

In FY 07, GSA made the following improvements to the Telework Center website and web-based registration process.

- Streamlined the registration process to 4-steps.
- Developed an interactive map of the locations (with photos).
- Developed the GSA Telework Center flash video.
- Made improvements to the Telework On-Line Billing System (TOLBS) and added a help desk for registration questions at 1(800) 959-1890.

GSA offered several free promotions to market the Telework Centers to Federal employees.

- In an effort to get managers teleworking, GSA offered all Federal managers, supervisors and senior executives free use of GSA Telework Centers so they could sample the benefits of teleworking.
- All Department of Transportation Headquarters employees were offered free use of the GSA Telework Centers from April 19 – June 30, 2007, to encourage teleworking and facilitate the headquarters employees move to a new building.
- To accommodate IRS employees when their offices were flooded due to a storm, GSA offered these displaced IRS employees free use of the Telework Centers.

During FY 07, GSA prepared the following marketing material for use by GSA and other Federal agencies in support of their Telework program.

- Developed and distributed the gatefold brochure.
- Developed an information sheet and agency adaptable flyer to be used by agencies when marketing the Telework Centers to their employees.
- Developed and distributed Telework Center promotional posters.
- Developed a Telework Center Exhibit.

Each year, GSA continues to aggressively market the Telework Centers by press releases, media interviews, mass distribution to agencies and others via GSA's website. We also sponsored the Telework Exchange Town Hall meeting where the Telework Center Exhibit was prominently displayed and visited by nearly 250 people.

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\* The information in this appendix was not collected as a part of the Call for Telework Data but was compiled and analyzed separately by the General Services Administration (GSA)

<b>Agency</b>	<b>FY 07 Total # of Users</b>	<b>Total # of Centers Used</b>	<b>Total \$ Collected</b>
Agriculture*	38	12	54,799
Commerce*	40	10	59,481
Congress	1	1	396
DHS	10	5	48,560
DOD*	134	14	241,738
Education*	34	11	83,303
Energy*	6	5	9,090
EPA*	2	2	9,264
GSA*	22	11	46,548
HHS*	26	12	52,897
HUD*	0	0	0
Interior*	7	5	21,133
Justice*	1	1	1,872
Labor*	0	0	0
NASA	1	1	490
NRC	8	6	6,434
OPM*	16	5	41,739
Small Business Administration*	0	0	0
Social Security Administration*	0	0	0
State*	2	1	3,900
Transportation*	41	11	43,876
Treasury*	1	1	1,248
Veterans Affairs*	5	3	17,888
<b>Total (Federal)</b>	<b>395</b>		<b>\$744,657</b>
<b>Private Sector Users</b>	<b>FY 07 Total # of Users</b>	<b>Total # of Centers Used</b>	<b>Total \$ Collected</b>
Private Sector Users	9	5	6,180
<b>Grand Total</b>	<b>404</b>		<b>\$750,837</b>

\*These agencies are required to reserve a minimum of \$50,000 for employees' use of telework centers in accordance with section 630(a) of Public Law 105-277. 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 their employees' use of telework centers. As shown above, of the 20 agencies named in the report, 15 agencies did not spend up to the \$50,000 threshold.





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