

# Status of Telework in the Federal Government Report to Congress

Fiscal Year 2023



5 USC 6506, The Telework Enhancement Act of 2010 requires the U.S. Office of Personnel Management (OPM) to report annually on the extent of telework participation and utilization across the Federal Government. OPM's Office of Workforce Policy and Innovation fulfills this requirement by distributing an annual data call among Executive Agencies that collects data regarding telework participation, telework eligibility, telework frequency, goal outcomes, and detailed explanations of significant variances from historical trends. This data is analyzed and consolidated into this annual report which is provided to Congress and the American Public.

## **Message from the Acting Director**

I am pleased to present the Fiscal Year 2023 Status of Telework in the Federal Government. This twelfth report by the U.S. Office of Personnel Management (OPM) since the enactment of the Telework Enhancement Act of 2010 reflects our ongoing commitment to evaluating the effective use of telework across Federal agencies.

The Telework Enhancement Act continues to enable strategic workforce management that supports Federal agencies in achieving their critical human capital goals. Thoughtfully implemented alongside meaningful in-person work, telework has the potential to significantly enhance the agility, productivity, and engagement of our workforce. It has enabled the government to attract and retain diverse, top-quality talent from across the nation.

This year's report provides an initial assessment of the impacts of agency efforts to balance the benefits of telework with the advantages of increased on-site presence following the expiration of the Public Health Emergency for COVID-19 in May 2023 through the end of Fiscal Year 2023 in September 2023. The results are clear: in this transition period agencies report notable improvements in recruitment and retention, enhanced employee performance and organizational productivity, and considerable cost savings when utilizing telework as an element of their hybrid work environments.

As agencies continue to refine their telework policies, OPM is committed to supporting agencies as they build the workforce of the future. By collaborating with critical policy makers, such as agency leaders and Chief Human Capital Officers (CHCOs) and the Office of Management and Budget (OMB), OPM utilizes a data-informed approach<sup>1</sup> to providing agency partners with the guidance and tools they need to enable their workforce to continue to leverage telework to create a more effective and efficient Federal Government.

We look forward to continued progress in achieving the Biden-Harris Administration's priorities and collaborating with Congress to further enhance the effectiveness of our Federal workforce through innovative telework strategies. Together, we aim to ensure that the Federal government remains a leader in the 21st-century workplace.

### **[DIRECTOR'S SIGNATURE]**

Robert H. Shriver, III

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<sup>1</sup> OPM published their [Guide to Telework and Remote Work in the Federal Government](#) in 2021. Since then, OPM has provided direct support to agencies in their efforts to adapt their telework programs to the changing work environment and improve the accuracy of their telework data collection.

## **Executive Summary**

Since the implementation of the Telework Enhancement Act of 2010 (P.L. 111-292), Federal agencies have continued to leverage workplace flexibilities to support an adaptable workforce capable of achieving critical mission objectives while simultaneously navigating emerging challenges and workforce needs. The Telework Enhancement Act mandates that the U.S. Office of Personnel Management (OPM) provide an annual report to Congress addressing the telework programs of Executive agencies (5 U.S.C. § 6506). This current report fulfills OPM’s reporting requirements for fiscal year 2023 and provides critical insights on telework trends and agency effectiveness as agencies navigated workforce impacts from the COVID-19 pandemic and adjusted operations and policies going forward <sup>2</sup>.

On April 13, 2023, the Office of Management and Budget (OMB) released [M-23-15, Measuring, Monitoring, and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments](#), a memorandum that provided guidance for agencies to “continue to substantially increase meaningful in-person work at Federal offices, particularly at headquarters and equivalents, while still using flexible operational policies as an important tool in talent recruitment and retention.” While the results in this report reflect changes made by Agencies in fiscal year 2023 and only describe progress as of September 2023, they do provide insights into the initial efforts made by agencies to increase meaningful in-person work, and recalibrate workforce posture, while simultaneously maximizing the benefits of utilizing hybrid work environments—including the pursuit of the highest levels of productivity and performance in relation to critical human capital and operational goals. This report includes many key findings in these areas, as well as the current trends and improvements related to Executive agency telework programs:

### **Agencies have Improved Their Ability to Track and Measure Telework’s Impact**

In fiscal year 2023, agencies have worked diligently to enhance their ability to assess the impact of telework on organizational health and productivity. Subsequently, the release of Memorandum, [Remote/Telework Enhancements to Enterprise Human Resources Integration \(EHRI\) Data Files](#), encouraged agencies to partner with OPM to meet prescribed data standards intended to improve the reliable collection of human capital data, including telework and remote work data, within a shared data warehouse. While

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<sup>2</sup> The Department of Health and Human Services issued [a letter](#) to Governors in February, 2023 citing the end of the COVID-19 Public Health Emergency effective May 11, 2023. This report covers the fiscal year from October 2022 thru September 2023.

these tracking efforts remain in progress, agency data is beginning to show that telework can be pivotal in enhancing the achievement of human capital goals and improved operational capabilities.

### **Telework Eligibility Among Federal Workers Continues to Grow; Total Telework Participation Has Decreased from FY 2022**

Like fiscal year 2022, telework eligibility continues its year-over-year increase with a significant rise from 52 percent in fiscal year 2022 to 57 percent in fiscal year 2023. At the same time, it also aligned with the previous year, the number of telework eligible employees teleworking decreased 12 percentage points from the previous year, dropping from 87 percent to 75 percent. The net impact is that, in fiscal year 2023, 43 percent of all Federal employees participated in routine or situational telework, compared to 46 percent the year prior. Overall, this participation level (43%) marks the lowest percentage since fiscal year 2019 and aids in understanding how agencies are approaching telework utilization going forward.

### **Ability to Assess Cost-Savings Has Improved as Agencies Measure Increases in Cost Savings Across Multiple Categories**

Agencies have meaningfully improved their ability to track cost savings, with a 10 percent improvement in the agencies who indicate having systems in place to appropriately track and assess cost savings outcomes associated with telework. As in previous years, transit and commuting costs are top categories associated with telework-driven cost savings. However, agencies are also reporting significant increases in cost savings in human capital (recruitment, retention, reduced turnover etc.) and rent and office space as a benefit of increased telework.

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## **Introduction**

The Telework Enhancement Act (the Act) directs the U.S. Office of Personnel Management (OPM) to annually report to Congress on the status of Federal telework programs of each Executive agency (see 5 U.S.C. § 6506). The purpose of this *Fiscal Year 2023 Status of Telework in the Federal Government* report is to satisfy OPM's reporting requirements under the law. Specifically, this report addresses:

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

## **Research Design and Method**

Consistent with previous reports, the research for this report was informed by the telework logic model developed by OPM in 2011 to guide evaluation of the telework changes pursued under the Act. The data in this report reflect both agency- and employee-level perspectives. The report methodology is summarized below.

## **Data Sources**

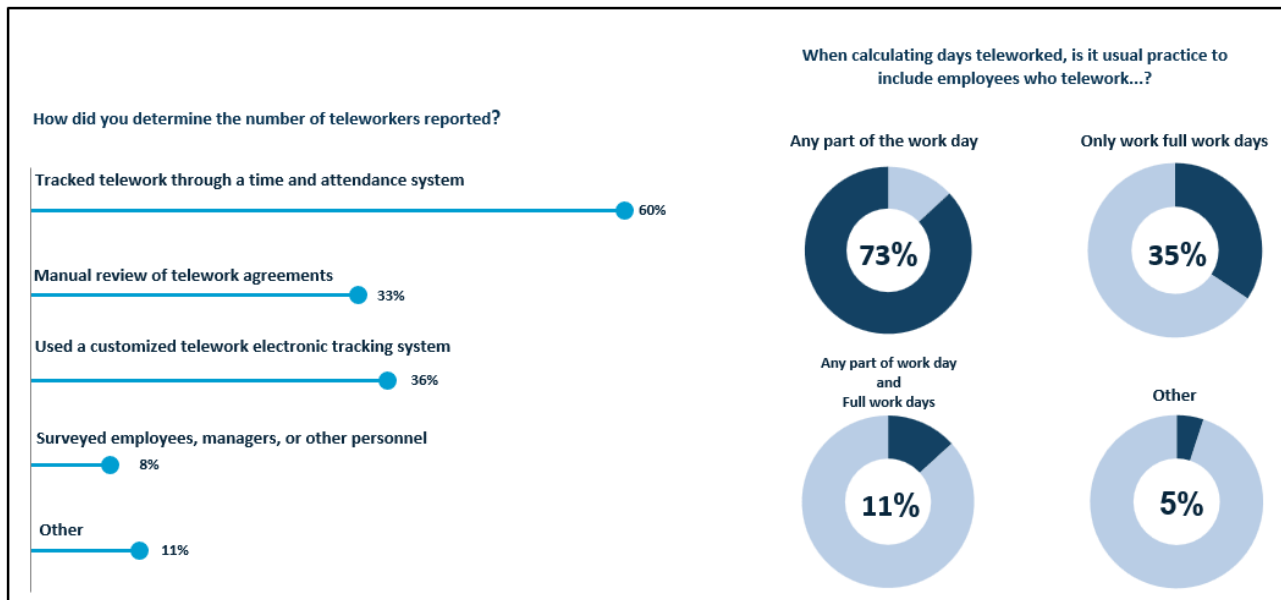
Under the Act, each Executive agency is responsible for its own telework policy and programs. Accordingly, the primary data source for this report is OPM's 2023 Telework Data Call (Data Call), which was an online survey administered by OPM from February 10 to March 31, 2024, to an individual point of contact in each Executive branch agency regarding fiscal year 2023 data. The survey collected quantitative and qualitative data on telework eligibility, participation, frequency, goal setting and achievement, cost savings, agency management efforts to promote telework, and best practices for fiscal year 2023. OPM distributed the survey to 91 agencies, and 84 agencies responded (see Appendix 2 for lists of responding agencies). In addition, this iteration of the data call included a supplemental questionnaire allowing agencies to provide insights into their efforts to measure and assess the impact of telework on agency productivity and employee performance.

As consistent with previous reports, agencies were able to report any applicable data collection methods they use, and the majority (60 percent) primarily rely on data from their time and attendance system. A smaller number manually review telework

agreements (33 percent), use a customized tracking system (36 percent), survey agency personnel (8 percent), or use other methods (11 percent).

Agencies vary in how they calculate telework days to determine frequency of participation. As reported, 35 percent of agencies count only employees who work full days from an alternative location, but 73 percent count employees who work any part of the day from an alternative location. Some agencies (11 percent) use a combination of both methods.<sup>34</sup>

**Figure 1. Methods Used for Telework Calculations.**



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

OPM recognizes the challenges associated with accurately tracking telework behavior, specifically with regard to reporting and technological limitations. Agencies continue to report improvements in their tracking methodologies, including reducing technological barriers and adhering to OPM-provided data standards. OPM has continued to support agency efforts to increase the accuracy of data collection by providing guidance and resources on data collection and automation standards as they become available. Since the release of the Memorandum, [Remote/Telework Enhancements to Enterprise Human Resources Integration \(EHRI\) Data Files](#), OPM has worked with agency partners to help

<sup>3</sup>Agencies may report tracking telework through both “any part of the work day” or “full work days” for a myriad of reasons, including the aggregation of data collection from subagencies who enact different telework programs, different tracking practices for individual positions (e.g., mobile workers, field workers), and/or changes in policy throughout the fiscal year.

<sup>4</sup> Other methods utilized to track telework participation include utilizing other agency employee data systems or tracking information system access outside of the physical agency.



them meet the required data standards, with the goal of achieving accurate and reliable collection of telework and remote work data through a shared data warehouse.

## **Analysis**

OPM analyzed agency data using best practices to achieve the highest level of validity and reliability, including the use of a comprehensive data verification process and restricted sampling to confirm data accuracy. When we were unable to draw clear comparisons, we used restricted data to confirm our analysis.

Most of the data collected through the Data Call is quantitative. We used common statistical methods such as frequencies, percentages, and cross-tabulations to analyze these items. In some cases, we used results from previous reports to assess changes over time. The Data Call also included several open-ended questions. OPM systematically coded responses to these questions to identify themes. In addition, some quantitative questions allowed respondents to select “Other” and fill in a response in their own words. We analyzed these responses for trends as well as to determine whether they overlapped with existing response categories.

## **Results**

### **Memorandum on Enhancing Organizational Health and Performance**

On April 13, 2023, the Office of Management and Budget (OMB) issued [Memorandum M-23-15, titled “Measuring, Monitoring, and Improving Organizational Health and Performance in the Context of Evolving Agency Work Environments.”](#) This memorandum directed Federal agencies to increase meaningful in-person work at their offices. In response, some agencies began to revise their work environment plans to reevaluate their existing telework postures. For most agencies, this included a reduction in the current frequency of telework among their respective workforces.

The data collected for the Data Call does not reflect the full impact of that memorandum, as agency responses encompass data for the entire fiscal year (October 1, 2022 through September 30, 2023) and not any changes in posture that occurred at the end of calendar year 2023 or at any point in 2024.

## **The Impact of Telework on Organizational Productivity and Employee Performance**

Understanding how telework and remote work<sup>5</sup> affect organizational productivity and employee performance has been a key focus for OPM. The Data Call provides a critical opportunity to analyze the influence of telework and remote work on agency productivity and performance outcomes.

Understanding these outcomes is critical for managing hybrid work cultures that can maximize the potential of agencies as they work toward fulfilling their mission. This data call indicates a majority of agencies (over 85 percent) have made significant strides in amending telework policies so that appropriate systems are in place to optimize and measure telework and remote work capabilities. These efforts include enhancing technological capabilities and providing comprehensive training for managers on the effective supervision of hybrid teams.

### **Assessing the Impact of Telework on Organizational Productivity**

The Data Call provided agencies the opportunity to present the effects of agency telework programs on achieving operational goals. Data from responding agencies (84 total) reveal their belief that telework and remote work offer numerous benefits, with workplace flexibilities being pivotal in achieving human capital goals, including recruitment (n=43), retention (n=51), and engagement (n=29)<sup>6</sup>. Additionally, these practices have been instrumental in enhancing agency resilience during emergency events (n=59), improving team productivity (n=30), and reducing operating costs (n=28).

Agency responses consistently highlighted how telework and remote work policies have broadened their ability to attract high-quality candidates nationwide. These policies have also facilitated employment opportunities for underserved populations, such as veterans and military spouses (41,912 teleworking and 2,250 remote working in fiscal year 2023), and individuals with disabilities (131,402 teleworking and 14,324 remote working in fiscal year 2023).

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<sup>5</sup> Remote work differs from telework in that remote work is an arrangement in which an employee, under a written remote work agreement, is scheduled to perform their work at an alternative worksite and is not expected to perform work at an agency worksite on a regular and recurring basis.

<sup>6</sup> The use of “n” in this report is consistent with previous reports and indicates the number of respondents who identified with the response being provided.

**Table 1. Positive Impact of Telework on Agency Productivity Response Summary.**

Positive Impact of Telework on Agency Productivity	Percentage of Responding Agencies
Telework and remote work allow my agency to be more resilient during emergency events (For example weather related events, natural disasters, or COOP events).	69%
Increased access to telework and remote work has been cited as a key component of employee retention efforts within my agency.	60%
New employees and candidates have indicated my agency's telework and remote work policy played a significant role in applying for and/or accepting a position.	51%
Managers report that telework and remote work contribute to increased team productivity.	35%
Managers report telework and remote work have improved employee engagement across all levels of the workforce.	34%
Telework and remote work have allowed my agency to reduce our operating costs significantly.	33%
Other (please type).	9%
Insufficient basis to judge	8%

Despite the overall positive feedback, some agencies reported that telework and remote work negatively impacted their recruitment (n=6) and retention goals (n=6) and/or diminished employee engagement (n=4). A significant number of agencies (n=47) indicated that the question regarding the negative impacts of telework was "not applicable" to them. Continued data collection will allow for agencies to assess trends and identify specific causes for these outcomes in upcoming data collection efforts.

**Table 2. Negative Impact of Telework on Agency Productivity Response Summary.**

Negative Impact of Telework on Agency Productivity	Percentage of Responding Agencies
Insufficient basis to judge.	55%
Other (please type).	16%
Data suggest that my agency’s telework and remote work policy has negatively impacted employee recruitment and retention goals.	7%
Managers report telework and remote work have diminished employee engagement across all levels of the workforce.	5%
Managers report that telework and remote work contribute to decreased team productivity.	4%
Performance appraisals, customer feedback, or other performance evaluation criteria suggest that increased telework and remote work hinder the agency’s ability to serve its customers effectively.	1%

**Evaluating Employee Performance**

As it pertains to Employee Performance outcomes, respondents indicated that reviewing individual performance assessment results (42 percent) is the primary method for measuring the performance of teleworking employees while FEVS and established key performance measures were other examples of performance measurement practices (32 percent collectively). A smaller number of respondents noted that they directly assess the performance of telework and remote work staff separately, on a routine basis, to ensure they are meeting the conditions of their telework and remote work agreements.

Our data suggest that some agencies have observed higher productivity levels associated with a more engaged and available workforce, with increased employee engagement leading to stronger individual performance due to telework availability.

Conversely, while telework can enhance workforce efficiency and individual performance, our respondents have reported some negative impacts, such as reduced opportunities for in-person collaboration and potentially lower employee accountability. Agencies have continued to uphold workforce accountability by linking telework eligibility to performance.

## Eligibility, Participation, and Frequency

The Act requires OPM to report information on telework eligibility, participation, and frequency of participation. For fiscal year 2023, **82 agencies** reported a total of **1,055,593** teleworkers in 2023—a decrease from fiscal year 2022’s where 84 agencies reported a total of **1,066,286 teleworking employees**.

**Table 3. Telework Eligibility, Participation, and Frequency, FY 2023.**

Category	Number of Employees	Number of Responding Agencies
Total number of employees	2,439,735	82
Employees deemed eligible to telework	1,379,245	81
Employees teleworking	1,055,593	82

*(Note: Each agency reported total number of employees and employees deemed eligible to telework as of September 30th of each fiscal year)*

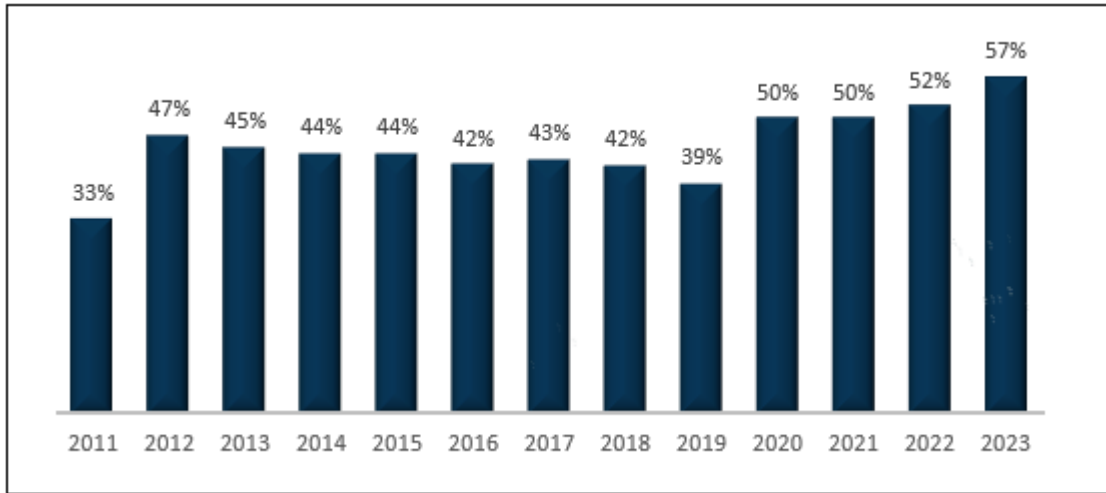
Some agencies were unable to provide data for every question asked by OPM, as reflected in the “Number of Responding Agencies” column in Table 1. To provide valid comparisons, we have calculated percentages in this report using only data from agencies able to provide complete data. Data for individual agencies and subagencies are reported in the corresponding appendices.

### Eligibility

As in previous reports, OPM has collected agency data on broad telework eligibility for employees across the Federal Government. Agencies reported that **57 percent** of all Federal employees were eligible to telework in fiscal year 2023. This percentage is notably higher than the number reported in fiscal year 2022 (52 percent).

The increase in eligibility in fiscal year 2023 can be attributed to a range of factors including agencies’ recalibration of flexible work arrangements and leveraging these tools to enhance human capital outcomes while balancing meaningful in-person posture. As agencies enact or adjust telework policies that represent a more balanced approach to a hybrid working environment, subsequent data calls may capture additional levels of eligibility and participation changes.

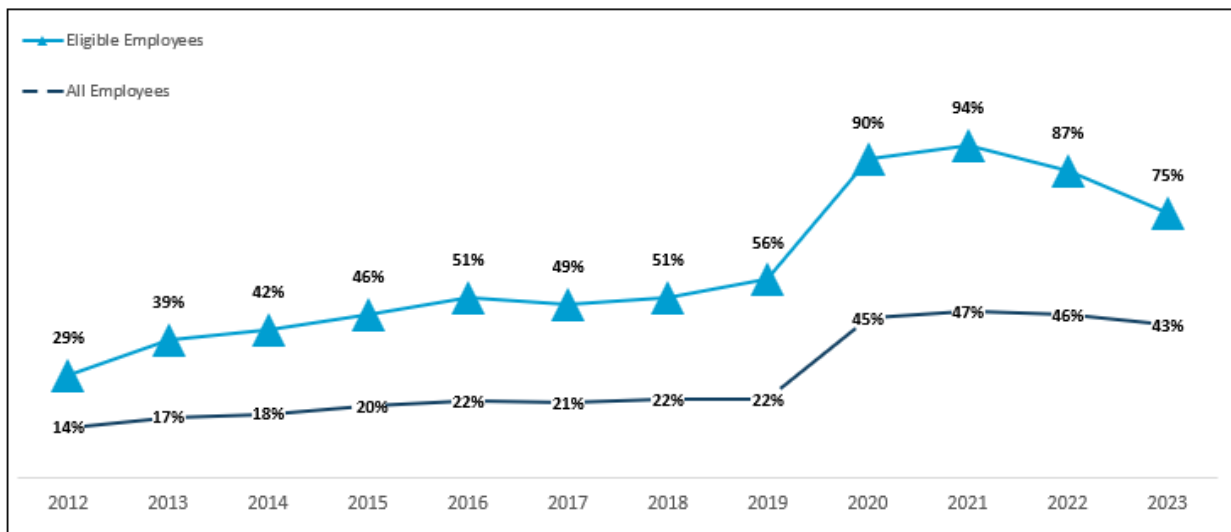
**Figure 2. Telework Eligibility, FY 2012-2024.**



**Participation**

Agencies reported 43 percent of all Federal employees participated in some form of telework in fiscal year 2023 (e.g., situational, routine, or infrequent)—a decrease from the 46 percent reported in fiscal year 2022. Agencies also reported 75 percent of telework-eligible employees participated in telework in fiscal year 2023—12 percentage points lower than in fiscal year 2022. The reduction in telework participation for fiscal year 2023 is significant and signals the efforts made by agencies to provide meaningful in-person work experiences while also leveraging the strategic benefits telework offers toward operational outcomes.

**Figure 3. Telework Participation, FY 2012-2024.**



## **Reasons for Changes in Participation**

Agencies that reported changes in participation (increase or decrease) of more than 10 percentage points between fiscal years 2022 and 2023 were asked to provide reasons for the change, as required by the Act. Detailed agency responses are included in Appendix 7. Of the 75 agencies that reported a change in participation levels between the two fiscal years, 14 agencies reported a significant telework participation increase (more than a 10 percent increase) and 13 reported a significant decrease (more than a 10 percent decrease).

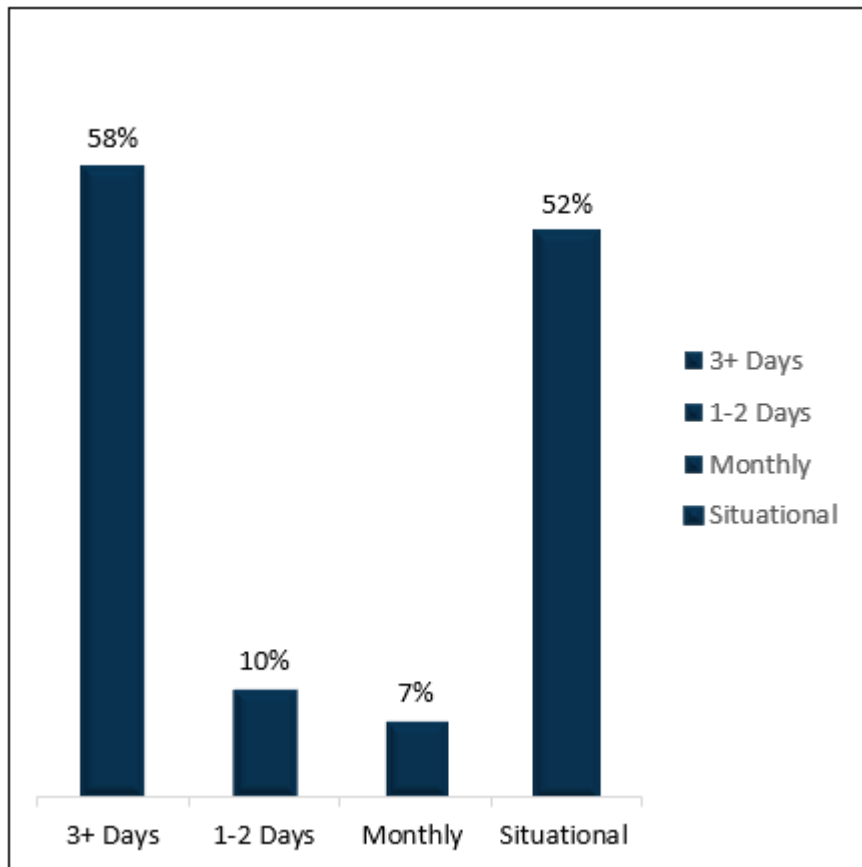
The most common explanations provided by those agencies that saw increased telework participation included workforce growth, expanded access to telework, and improved data tracking. Among the agencies reporting a decrease in telework, increases in remote work, turnover, post-pandemic re-entry plans, and refined data collection practices were among the most common explanations for the change.

## **Frequency of Participation**

Fiscal year 2023 represented a key change to the telework environment Governmentwide, and this data reflects the first opportunity to capture some of the telework behaviors and trends since agencies began to enact their return-to-work and work environment plans.

For this data call period, agencies reported that, of the employees who participated in telework, 52 percent teleworked on a situational basis. In terms of routine telework, agencies reported that 58 percent of participating employees teleworked three or more days per two-week period, 10 percent teleworked one to two days per two-week period, and 7 percent teleworked no more than once per month.

**Figure 4. Telework Frequency Percentages (Per Two-Week Pay Period, For All Employees Participating in Telework) as Reported by Agencies for FY 2023**



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

Telework frequency results should be interpreted cautiously, because agencies' methods for computing frequency of participation vary widely. For instance, some agencies compute frequency through employee self-reporting on their time and attendance systems, while others utilize manual methods of tracking teleworks, such as counting telework agreement types and frequencies associated with them. To produce reliable results, each of these methods requires consistent and accurate data collection and reporting.

In addition, OPM asks agencies to provide participation data for employees classified as remote workers. Among the 69 agencies able to provide remote work data for fiscal year 2023, 186,397 workers, or approximately 7% of the Federal workforce, were remote in fiscal year 2023.



## **Assessing Agency Participation Goals**

The Act directs OPM to assess agency progress in setting and achieving telework participation and outcome goals. OPM collected data on agency achievement of participation goals for fiscal year 2023 and agency progress since the last Data Call in setting and achieving telework outcome goals specified in the Act.

### **Participation Goals: Fiscal Year 2023 Progress Assessments**

The 2022 Data Call asked agencies to set telework participation goals for fiscal year 2023. Agencies were provided with opportunities to set goals for total telework participation as well as participation in frequent routine (three or more days per two-week period), infrequent routine (one to two days per two-week period), and situational telework. Agencies had the option of setting goals in one or more of these areas.<sup>7</sup>

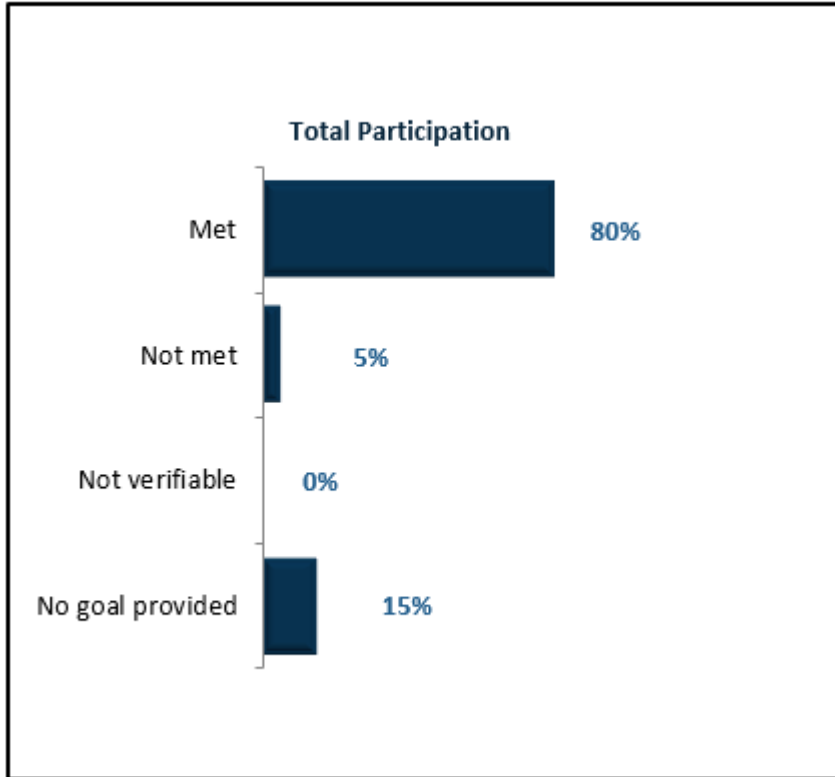
To gauge agency progress in meeting participation goals, we compared the 2023 participation goal agencies specified in the 2022 Data Call to the 2023 participation data they reported in the 2023 Data Call. While agencies had the option of setting goals in one or more of the frequency areas described above, we focused on total participation due to the higher frequency of goals set in this category, allowing for a more meaningful analysis of the data. In a small number of cases, we could not assess progress due to data limitations (e.g., an agency set a goal for 2023 but did not report the relevant data).

In our assessment, the majority of agencies (80 percent) met or exceeded their total participation goals for fiscal year 2023. A limited number (5 percent) did not meet their goals. We could not assess 15 percent of agencies, because they did not provide a total participation goal or did not submit data for fiscal year 2023.

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<sup>7</sup> Agencies were advised that the same employee could be counted in both routine (frequent or infrequent) and situational telework categories; however, frequent and infrequent routine telework are mutually exclusive participation categories.

**Figure 5. FY 2023 Telework Participation Goal Progress.**



**Understanding Missed Goals and Efforts to Achieve Future Goals**

As directed by the Act, agencies had to provide an explanation if they did not meet their participation goal and describe any actions being taken to identify and eliminate barriers to meet participation goals for the next reporting period. Detailed responses from the agencies that provided this information are shown in Appendix 11.

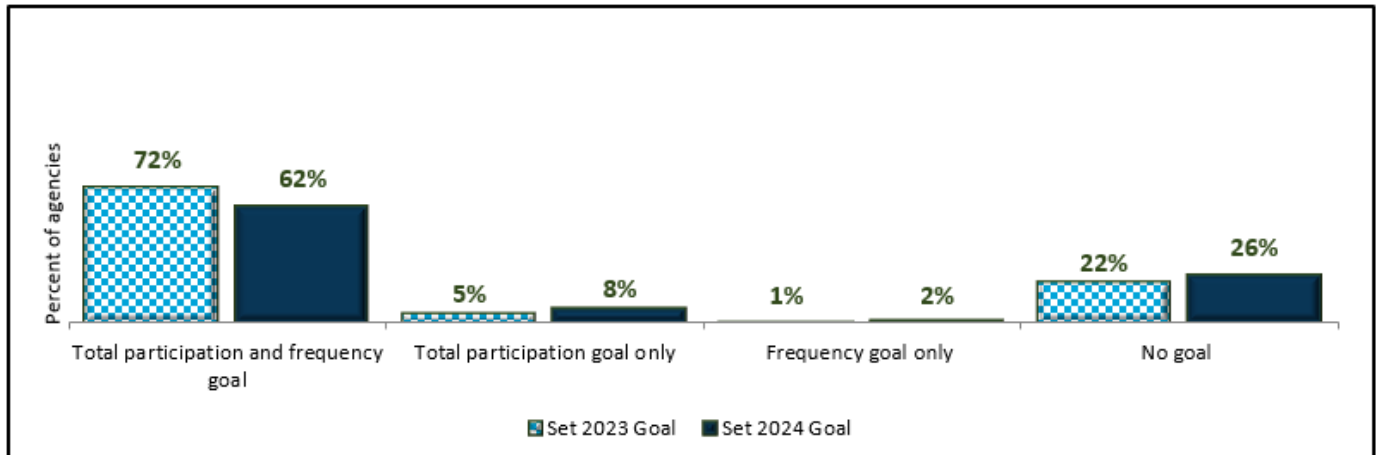
We focused our analysis on total participation goals and barriers that may have prevented agencies from meeting those goals. Generally, data collection limitations and employee retention are common barriers to goal achievement, a new addition in fiscal year 2023 is that agencies cited the return-to-work and work environment plans as significant factors in impacting goal achievement.

**Participation Goals for Fiscal Year 2024**

Agencies responding to the 2023 Data Call were asked to provide telework participation goals for fiscal year 2024. As in previous years, agencies were asked to identify goals for total participation and frequency of participation.

Most agencies continue to set both total participation and frequency of participation goals (72 percent).

**Figure 6. Percentage of Agencies Setting Participation Goals.**



### Agencies that Did Not Set Overall or Frequency of Participation Goals

Agencies that did not establish participation goals for fiscal year 2024 (22 percent) were asked to explain what prevented them from doing so and their timeline for establishing such a goal.

Among agencies that responded, the most common reasons included increasing levels of in-person work within individual agencies, the need to assess positions for telework suitability, and increased autonomy for employees over whether they will participate in telework. The data suggest that some agencies who have not set goals may be evaluating the impact of in-person work and the implication it may have on telework policy and eligibility.

### Assessing Agency Outcome Goals

Telework is a management tool that can be used to maximize human capital and other resources to effectively achieve strategic outcomes. External research has shown that telework may have several benefits, including increased employee job satisfaction and engagement,<sup>8</sup> improved work-life balance,<sup>9</sup> and reductions to commuting costs and other environmental impacts.<sup>10</sup> To measure the impact of telework within the Federal government, the Act encourages agencies to establish outcome goals for telework and to report on their progress toward achieving these goals. While these results are not

<sup>8</sup> Gallup (2017). “State of the American Workplace”. Gallup World Poll

<sup>9</sup> King’s College London (2022). The WFH revolution: how new ways of working are changing London. King’s Business School and the Policy Institute. Published June 2022.

<sup>10</sup> Lister, K. (2023, January 18). *Latest work-at-home/telecommuting/remote work statistics*. Global Workplace Analytics. Retrieved from <https://globalworkplaceanalytics.com/telecommuting-statistics>

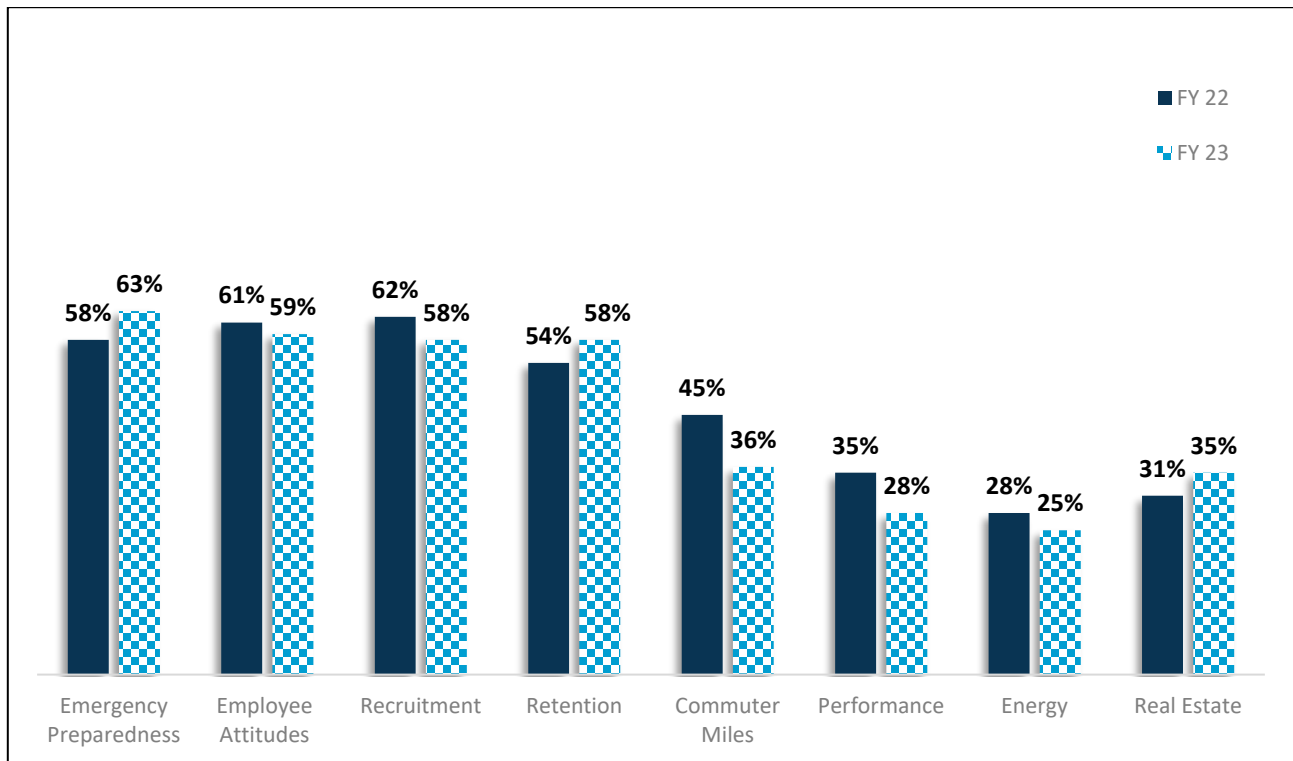
definitive measures of each agency’s telework outcomes, they demonstrate the benefits of using telework to support critical agency operations.

Collecting and analyzing this data is important for the ongoing assessment of organizational health and performance standards. To encourage agency efforts, OPM offers support and resources for goal setting, measurement, and evaluation. Additionally, OPM provides agencies with a guide on clear standards for goal setting and assessments. We included this guide in the Data Call appendix and reviewed it with agencies on a consultative basis during the survey administration

The 2023 Data Call required agencies to report on any goal setting and achievement efforts related to telework outcomes since the previous Data Call. For each outcome listed in the Act, agencies were instructed to describe their progress and were encouraged to include the specific goal(s), strategies, data, and methodology used to evaluate success. The Data Call also allowed agencies to describe any other outcome goals not listed in the Act.

Aligning with historical data trends, the most common goals were in the areas of emergency preparedness (63 percent) and employee attitudes (59 percent).

**Figure Use 7. Percentage of Agencies Setting Telework Outcome Goals.**



[Appendices](#)

Agency efforts to track and achieve each type of outcome goal are described in the sections below, including a summary of the strategies and metrics. In some cases, agencies identified strategies without providing corresponding evaluation metrics. Additionally, some agencies that reported outcome goal setting did not provide any follow-up narrative on strategies and metrics. Examples of agency best practices are highlighted in “Agency Spotlight” boxes in the sections below.

### Emergency Preparedness

Telework is a tool that has been shown to enhance emergency preparedness by allowing organizations to remain agile during exigent circumstances, such as natural disasters or global pandemics.<sup>11</sup>

The Act requires Executive agencies to incorporate telework into their COOP planning. Telework is central to OPM’s [Governmentwide Area Dismissal and Closure Procedures](#).<sup>12</sup> Goal setting for emergency planning remains a top priority for many agencies. Agency efforts relating to emergency preparedness telework goals (n=56) are summarized in Table 4.

**Table 4. Emergency Preparedness Goal Setting.**

#### 4A. Strategies

Strategy	Agencies
Emphasize telework in COOP plan or guidance	23
Encourage or require telework during closures (e.g., weather, special events)	14
Improve information technology (e.g., laptops, VPN)	6
Communication initiative	4
Ensure telework agreements for essential employees	4
Expand telework program or eligibility	4
Updated telework policy/guidance	3
Telework training for employees and/or managers	3
Include emergency expectations in telework agreements	2
Ensure employees have the tools they need to telework	2

<sup>11</sup> See, e.g., Gershon, R.R.M., Stone, P.W., Bakken, S., Larson, E., & Kikafka, R. (2018). Emergency preparedness of home health agencies in New York City before and after Hurricane Sandy. *Health Security*, 16(4), 217-226.

<sup>12</sup> Agencies outside of the Washington metropolitan area have similar policies and procedures in place, but dismissal and closure decisions are delegated to the Federal Executive Boards and local agency heads.

## 4B. Metrics

Metric	Agencies
Number of telework-ready or telework-eligible employees	13
Telework participation records (often during building closures or special events)	11
Employee survey	8
Results of emergency test drills (e.g., system capacity, employee survey)	6
No metric	4
Continued essential operations during recent closures or special events	2
Telework agreements among all or subsets (e.g., essential) employees	2
Number of employees who have taken emergency telework training	2

Many respondents reported emphasizing telework in COOP plans or guidance and encouraging or requiring telework for program participants during agency closures. Other common strategies included expanding telework programs and eligibility, improving information technology (e.g., laptops, VPN), updating telework policies and guidance, ensuring employees have the tools they need to telework, conducting telework exercises and drills, implementing a communication initiative, optimizing telework training for employees and/or managers, and ensuring telework agreements for emergency employees.

### Improved Employee Attitudes

Some studies have shown a positive relationship between telework and employee attitudes. For example, researchers have found that when managed correctly, employees who work for an organization that offers telework are more engaged than employees at organizations that do not.<sup>13</sup> Research also suggests teleworkers may experience a greater sense of organizational commitment.<sup>14</sup> Agencies continue to recognize the benefits of positive employee attitudes to operational success; improving employee attitudes is one of the most common goal-setting areas. Agency efforts to use telework to improve employee attitudes (n=49) are summarized in Table 5.

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<sup>10</sup> Hickman, A. & Robison, J. (2022). Is working remotely effective? Gallup research says yes. Retrieved from <https://www.gallup.com/workplace/283985/working-remotely-effective-gallup-research-says-yes.aspx>

<sup>14</sup> Martin, B., & MacDonnell, R. (2012). Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes. *Management Research Review*, 35(7), 602-616.

**Table 5. Employee Attitudes Goal Setting.**

**5A. Strategies**

Strategy	Agencies
Promote telework as a driver of engagement/satisfaction	33
Increase access to more frequent telework	9
Expand access to telework (e.g., encourage use, review eligibility)	6
Training/guidance for employees or managers	2
Pilot study	2
Employee engagement discussion session	2

**5B. Metrics**

Metric	Agencies
FEVS	23
Employee survey	10
Employee/Managers comments	6
No Metric	1

Consistent with historical data, agencies focused mainly on promoting telework as a driver of engagement and expanding access to frequent telework. Agencies cited FEVS data as the most common key metric to track employee engagement outcomes, but also used agency-specific employee surveys to measure employee attitudes.

**Recruitment**

Telework and other workplace flexibilities may be key tools for recruiting high-quality and geographically dispersed candidates who may not otherwise have access to specific industries or career opportunities.<sup>15</sup> Agencies continue to recognize that telework is an alluring, non-monetary incentive for attracting talent to Federal service. Agency efforts to use telework for recruitment (n=48) are summarized in Table 6.

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<sup>15</sup> Overmyer, S. P. (2011). Implementing telework: Lessons learned from four Federal agencies. IBM Center for the Business of Government, 8-15.

## Table 6. Recruitment Goal Setting.

### 6A. Strategies

Strategy	Agencies
Include telework in job postings and/or interviews	24
Emphasize telework in recruitment materials and events	13
Promote among employees	12
Improve telework eligibility and participation for new hires	4
Offer remote work (Full-time telework)	3

### 6B. Metrics

Metric	Agencies
Number of applications	8
Vacancy announcements	7
No metrics	4
Number of employees equipped to telework	4
Number of telework agreements	2
FEVS	2

Agencies that reported recruitment goals commonly included telework in job postings and interviews and emphasized telework in recruitment materials and events. The metrics used to measure goal achievement in this area include tracking vacancy announcements, the total number of applications received for teleworking positions, and the number of telework agreements for new employees.

### Retention

Telework can also be a useful tool for retaining high-performing employees. Cumulative research on telework outcomes has suggested a negative relationship between teleworking and turnover intentions, with those who telework more reporting being less likely to leave their jobs.<sup>16</sup> Agency efforts relating to employee retention as a telework goal (n=48) are summarized in Table 7.

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<sup>16</sup> Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology, 92*(6), 1524-1541.



**Table 7. Retention Goal Setting.**

**7A. Strategies**

Strategy	Agencies
Expanded telework frequency	24
Incentive for employees requiring geographic flexibility/expanded remote/fulltime telework	11
Incentive for employees seeking retirement or other employment	5
Unclear	4
Telework promotion campaign/efforts	2
Telework training/resources for managers and employees	1
Updated telework policy	1

**7B. Metrics**

Metric	Agencies
Retention of specific employees	15
FEVS	13
No metric	5
Internal employee survey	4
Employee population/separation data	2
Exit interviews/surveys	1

Respondents reported using telework most effectively as an incentive to remain in the workforce for valued employees who require geographic flexibility, face challenges with family care or specific medical situations, or may be inclined to retire or find work in other sectors. The associated metric was retention of specific employees. Other measures included FEVS data, employee population and separation data, and internal employee survey data.

**Commuter Miles**

Telework has long been recognized as a strategy for mitigating the negative impact of commuting on employees and the environment. As part of their sustainability goals, agencies may use telework to help employees reduce their commuter miles. Agency efforts to reduce commuter miles (n=30) are summarized in Table 8.

**Table 8. Commuter Mile Goal Setting.**

**8A. Strategies**

Strategy	Agencies
Increase telework participation	18
Increase access to more frequent telework	13
Carbon footprint reduction strategy	7
More remote workers/100% telework	3
Unclear	2
Encourage situational telework during major commute disruptions	1

**8B. Metrics**

Metric	Agencies
Commute distance/miles	18
Transit subsidy expenditures	8
Employee Feedback	1
Number of commute days/hours avoided	1
Telework agreements	1

Agencies cited a range of other benefits from reduced commuter miles, including reduced costs associated with commuting and carbon footprint reduction. Implementation strategies in this area included increasing remote work, increasing access to more frequent telework, and increasing overall telework participation. The most common metrics reported were commute distance/miles and transit subsidy expenditures.

**Employee Performance**

Workplace flexibilities allow employees to work in the environment best suited to their needs and correlate with higher levels of productivity. Some research has identified a significant and positive relationship between telework and job performance, in both supervisory performance ratings and objective performance criteria.<sup>17</sup> Although evaluating the causal relationship between telework and performance may be challenging, several agencies identified this as a goal area. Agency efforts to use telework to improve employee performance (n=22) are summarized in Table 9.

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<sup>17</sup> Vega, R.P., Anderson, A.J., & Kaplan, S.A. (2015). A within-person examination of the effects of telework. *Journal of Business and Psychology*, 30(2), 313-323.

**Table 9. Performance Goal Setting.**

**9A. Strategies**

Strategy	Agencies
Allow more employees to telework	7
Training on telework and performance management	3
Tying ability to telework to performance	3
Encouraging telework to reduce distractions	2
Encouraging situational telework	2
No strategy	2
Telework evaluation program	2

**9B. Metrics**

Metric	Agencies
Performance ratings	16
No metric	5
FEVS	1

Most agencies identified telework expansion as the key strategy for implementing this goal—allowing more employees to telework, providing training on telework and performance management, and tying the ability to telework to performance to meet the emerging needs of the modern-day workforce. The metrics reported included performance ratings and FEVS data.

**Real Estate Costs**

Routine telework may also reduce costs associated with managing Federal buildings by reducing the amount of required physical real estate when employees work from alternative locations. Agency efforts to reduce real estate costs as a telework goal (n=29) are summarized in Table 10.

**Table 10. Real Estate Goal Setting.**

**10A. Strategies**

Strategy	Agencies
Building closure/consolidation	10
Hoteling	6
Increase access to more frequent telework	3
Shared offices	3
Encourage use of telework	2
Open concept/collaborative workspace	2
100 % remote workforce/more remote workers	2
No office space for full-time teleworkers	1

**10B. Metrics**

Metric	Agencies
Amount of office space (e.g., floors, buildings, square footage)	8
Cost of office space (e.g., rent for leased space)	6
No metric	4
Frequent telework participation	2

The strategies reported by agencies for reducing real estate costs included increasing access to more frequent telework and hoteling. The most common metrics reported by agencies involved the amount of office space (e.g., floors, buildings, square footage) and cost of office space (e.g., rent for leased space).

**Energy Use**

Reduced energy use through routine telework can produce environmental benefits while reducing the costs associated with managing Federal buildings. Agency efforts to reduce energy use as a telework goal (n=22) are summarized in Table 11.

**Table 11. Energy Use Goal Setting.**

**11A. Strategies**

Strategy	Agencies
Increase access to more frequent telework	6
Increase telework participation	5
Encourage routine telework	2
Moved to 100% telework	1

**11B. Metrics**

Metric	Agencies
--------	----------

Sustainability measures (e.g., emissions, estimates, energy use intensity)	9
Use of office resources	9
Unclear	2

The two strategies reported for this goal area were increasing access to telework and improving overall participation. Tracking use of office supplies and sustainability measures (e.g., emissions estimates, energy use intensity) were the primary metrics reported. The broader impact of these outcomes is articulated in greater detail in Appendix 18.

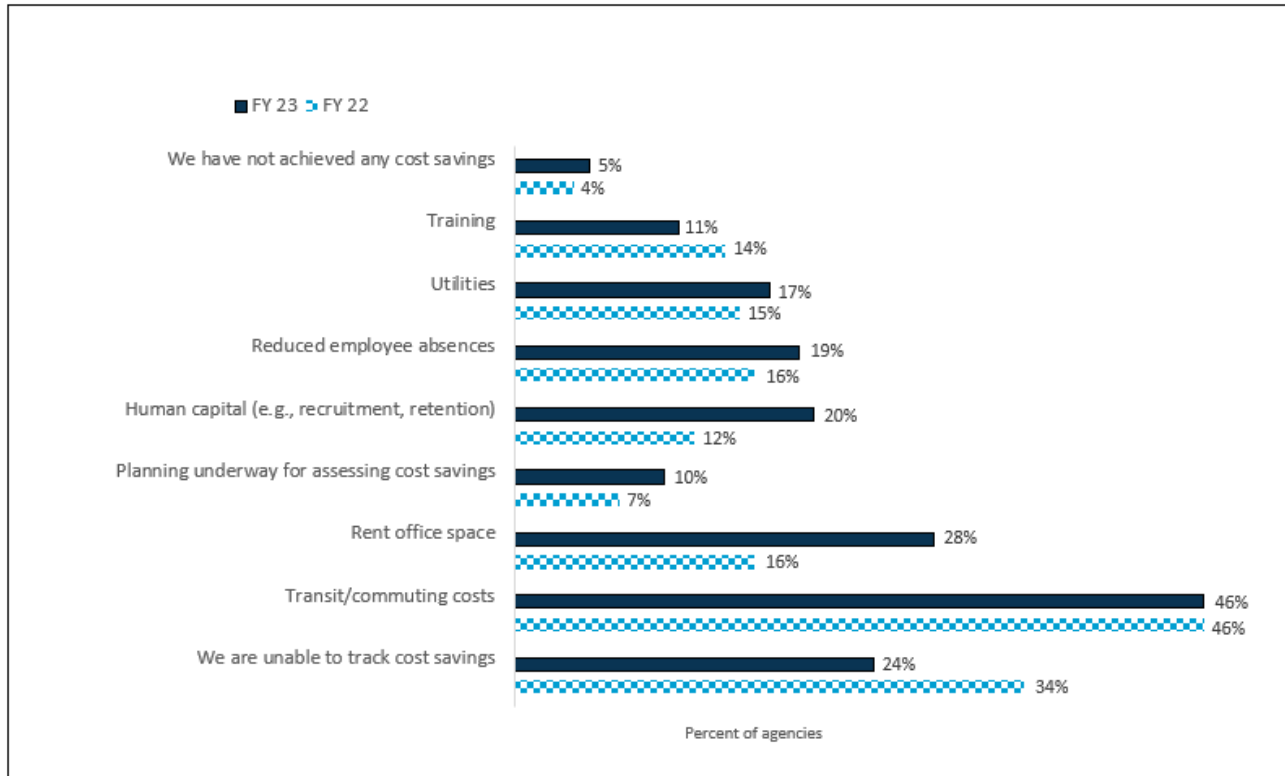
### **Other Cost Savings**

As agencies continue to move toward policies that promote increased meaningful in-person work, they still recognize the strategic benefit of leveraging telework to reduce costs. Based upon savings reported by agency (see Appendix 18), telework-related reductions in real estate, commuter costs, and energy savings contributed to a total cost savings of more than \$230 million across Executive agencies in fiscal year 2023.

The most commonly reported savings related to transit/commuting costs (46 percent), rent/office space (28 percent), human capital (20 percent), reduced employee absences (19 percent), utilities (17 percent), and training (14 percent).

In fiscal year 2023, 24 percent of respondents reported being unable to track cost savings, a decrease from the 34 percent reported in fiscal year 2022. Respondents' most common explanations for this inability included not having a system in place to track telework cost savings, difficulty isolating costs associated specifically with telework, and lack of access to data.

**Figure 8. Cost Savings Achieved Through Telework.**



Among agencies that indicated planning is under way for achieving cost savings (n=6), roughly half set a goal of reporting on cost savings for calendar or fiscal year 2024. Additionally, a few agencies noted an intention to review and expand their telework policies and a desire to improve cost-savings tracking in the near term; others were unable to specify a completion time frame for their planning efforts.

Agencies that have not achieved cost savings (n=4) were asked to describe any action being taken to identify future cost-savings opportunities through telework. One agency noted a lack of data from the previous year to compare cost savings with.

### **Best Practices and Success Stories**

The Data Call also offers agencies an opportunity to share any compelling telework achievements during the fiscal year. A total of 54 agencies shared a best practice. Common themes included:

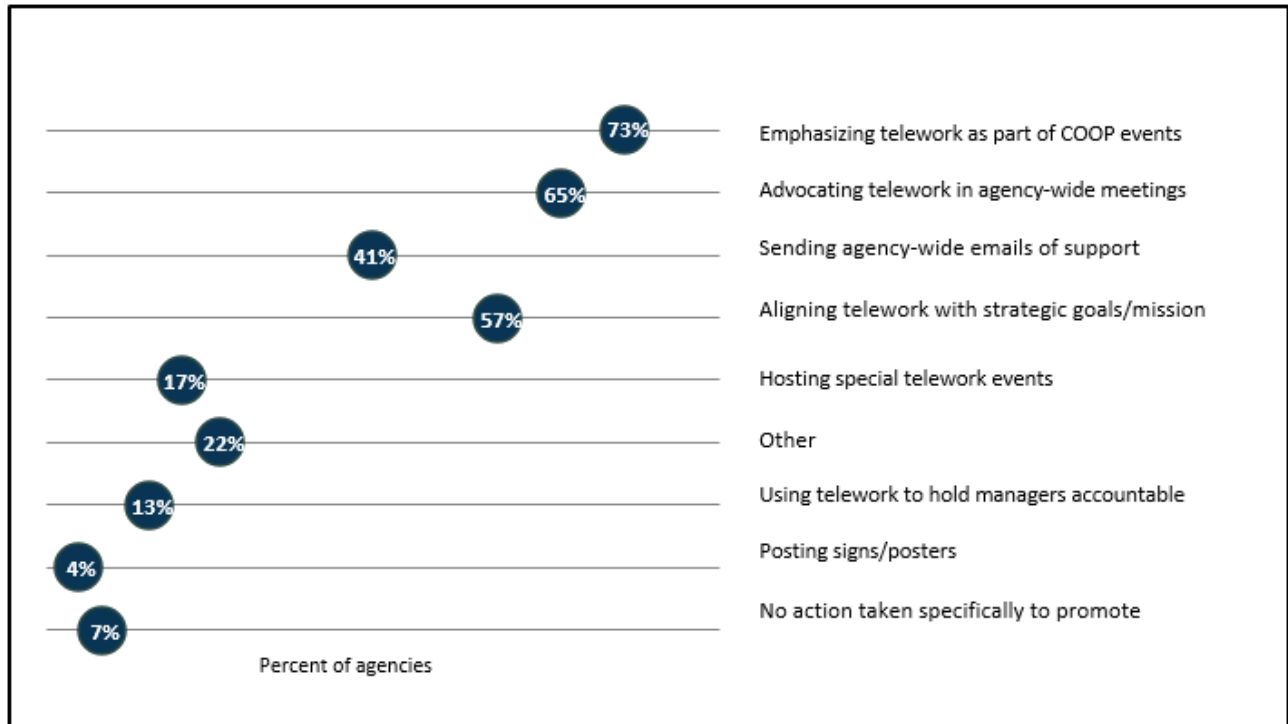
- Using telework to support continuity of operations during emergencies, local commuting disruptions, and closures.
- Leveraging workplace flexibilities to support work/life balance and improve overall employee wellness and engagement levels.

- Improvements to agency efforts in evaluating telework impacts, including in areas of organizational performance, training, and eligibility parameters as aligned with changes to operational priorities.
- Using telework to attract high-quality talent and retain high-performing employees and reduce employee turnover.
- Adopting or embracing technological systems that improve performance.
- Reviewing performance management mechanisms to ensure employees are both accountable to performance goals while teleworking and recognized for high levels of performance.
- Leveraging telework to reduce operating costs.

### **Agency Management Efforts to Promote Telework**

Agency leaders most commonly promote telework as a strategic workforce management tool, as well as the benefits of flexible work arrangements, through their COOP events and planning (73 percent of agencies). Other common strategies agencies reported in fiscal year 2023 include promoting telework in agency-wide meetings (65 percent), aligning telework with agency strategic goals and mission (79 percent), and sending agency-wide emails in support of telework (41 percent). In open-ended responses, agencies described a wide variety of management efforts to meet the needs of their workforce and support their missions, including increasing awareness of telework programs on agency communication channels and connecting telework to the achievement of critical goals such as human capital goals (employee acquisition, recruitment, and retention).

**Figure 9. Agency Management Efforts to Promote Telework**



## Conclusion

The fiscal year 2023 data call presented an opportunity to evaluate agency telework policies and programs in an operational context that had begun to stabilize following the COVID-19 emergency. Our findings demonstrate that agencies continue to view telework as a crucial strategic management tool to achieve key objectives such as emergency preparedness, strategic workforce planning, and enhancing organizational productivity. Despite some indicators of progress, it is essential for Federal agencies to continuously improve methods for assessing organizational health and performance. This approach will enable data-informed approaches to the effective use of workplace flexibilities within their operational environments, keeping the Federal Government well-prepared to adapt to the evolution of the workforce and unforeseen emergencies.

Future iterations of this annual report will aim not only to capture telework trends within a standard operating environment but also to enable OPM to evaluate the role of telework more effectively within long-term management strategies—including a specific emphasis on employee performance, productivity, and employee well-being. As new data becomes available, OPM will continue to provide agencies with the necessary guidance and support to integrate the most effective practices into their telework policies and program.



## **Appendices**

## Appendix 1. Figure Descriptions and Data

Figure 1: Methods for Telework Calculations

“How did you determine the number of teleworkers reported?”

Method for calculating number of teleworkers	Percent of agencies
Tracked through a time & attendance (T&A) system	64%
Manual review of telework agreements	25%
Customized tracking system	24%
Surveyed employees, managers, other personnel	11%
Other	13%

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

Calculating days teleworked	Percent of agencies
Any part of the workday	73%
Only work full workdays	35%
Any part of workday and full workdays	28%
Other	6%

**Figure 2: Telework Eligibility, FY 2012-2023**

Note: Because OPM encourages agencies to report fiscal year data and non-fiscal year counts are typically low, September counts were not historically included in eligibility percentages. September percentages shown here to account for a few large agencies where fiscal year data were not available.

Year	Percent of eligible employees
2012	47%
2013	45%
2014	44%
2015	44%
2016	42%
2017	43%
2018	42%
2019	39%
2020	50%
2021	50%
2022	52%
2023	57%

**Figure 3: Telework Participation, FY 2012-2023**

Year	Percent of all employees	Percent of eligible employees
2012	14%	29%
2013	17%	39%
2014	18%	42%
2015	20%	46%
2016	22%	51%
2017	21%	49%
2018	22%	51%
2019	22%	56%
2020	45%	90%
2021	47%	94%
2022	46%	87%
2023	43%	75%

**Figure 4: Telework Frequency, FY 2023 and September 2023**  
FY 2023

Frequency category	Percentage of teleworkers
3+ days (per two-week pay period)	56%
1-2 days (per two-week pay period)	11%
Monthly	3%
Situational	63%

**Figure 5: FY 2023 Telework Participation Goal Progress**

Type of goal	Met	Not met	Not verifiable	No goal provided
Total participation	64%	8%	0%	27%

**Figure 6: Percentage of Agencies Setting Participation Goals**

Type of Goal	Set 2023 Goal	Set 2024 Goal
Total participation and frequency goal	72%	72%
Total participation goal only	6%	5%
Frequency goal only	2%	1%
No goal	20%	22%

**Figure 7: Percentage of Agencies Setting Outcome Goals**

Outcome goal	2022 Data Call	2023 Data Call
Emergency Preparedness	73%	58%
Employee attitudes	58%	61%
Recruitment	59%	69%
Retention	51%	54%
Commuter miles	48%	45%
Performance	34%	35%
Energy	22%	28%
Real Estate	17%	31%

**Figure 8: Cost Savings Achieved through Telework**

Cost savings achieved	2022 Data Call	2023 Data Call
We are unable to track cost savings	28%	34%
Transit/commuting costs	47%	46%
Rent office space	10%	16%
Planning is underway for assessing savings	14%	7%
Human capital (e.g., recruitment, retention)	10%	12%
Reduced employee absences	16%	16%
Utilities	11%	15%
Training	12%	14%
We have not achieved any cost savings	2%	4%

**Figure 9: Agency Management Efforts to Promote Telework**

Efforts to promote telework	Percent of agencies
Emphasizes telework as part of COOP (continuity of operations plan) events	62%
Advocates telework in agency-wide meetings (e.g., all-hands meetings)	66%
Sending agency-wide emails of support	59%
Aligns telework with agency strategic goals and mission	49%
Hosting special telework events (e.g., telework awareness weeks, telework drills)	9%
Uses telework goal setting and measurement to hold managers accountable	16%
Posting signs/posters	7%
Our agency has taken no action to specifically promote telework since the last data call	8%

## **Appendix 2. List of Responding Agencies to the 2023 Data Call and Agencies Required under the Act to Participate**

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

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

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

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Access :Board	Yes	Yes	No	No
Agency for International Development	Yes	Yes	No	No
AmeriCorps (Formerly CNSC)	Yes	Yes	No	No
Appraisal Subcommittee, Federal Financial Institutions Examination Council	Yes	Yes	No	No
Central Intelligence Agency	Yes	Yes	No	No
Chemical Safety and Hazard Investigation Board	Yes	Yes	No	No
Commission on Fine Arts	Yes	Yes	No	No
Commodity Futures Trading Commission	Yes	Yes	No	No
Consumer Financial Protection Bureau	Yes	Yes	No	No
Consumer Product Safety Commission	Yes	Yes	No	No
Court Services and Offender Supervision Agency	Yes	Yes	No	No
Defense Nuclear Facilities Safety Board	Yes	No	No	No
Denali Commission	Yes	Yes	No	No



Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Department of Agriculture	Yes	Yes	Yes	Yes
Department of Commerce	Yes	Yes	Yes	Yes
Department of Defense	Yes	Yes	Yes	Yes
Department of Education	Yes	Yes	Yes	Yes
Department of Energy	Yes	Yes	Yes	Yes
Department of Health and Human Services	Yes	Yes	Yes	Yes
Department of Homeland Security	Yes	Yes	Yes	Yes
Department of Housing and Urban Development	Yes	Yes	Yes	Yes
Department of Justice	Yes	Yes	Yes	Yes
Department of Labor	Yes	Yes	Yes	Yes
Department of State	Yes	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes	Yes
Department of Transportation	Yes	Yes	Yes	Yes
Department of Treasury	Yes	Yes	Yes	Yes
Department of Veterans Affairs	Yes	Yes	Yes	No**
Environmental Protection Agency	Yes	Yes	No	No
Equal Employment Opportunity Commission	Yes	Yes	No	No
Export-Import Bank of the United States	Yes	Yes	No	No
Farm Credit Administration	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Farm Credit System Insurance Corporation	Yes	No	No	No
Federal Communications Commission	Yes	No	No	No
Federal Deposit Insurance Corporation	Yes	No	No	No
Federal Election Commission	Yes	Yes	No	No
Federal Energy Regulatory Commission	Yes**	Yes	No	No
Federal Housing Finance Agency	Yes	Yes	No	No
Federal Labor Relations Authority	Yes	No	No	No
Federal Maritime Commission	Yes	Yes	No	No
Federal Mediation and Conciliation Service	Yes	Yes	No	No
Federal Mine Safety and Health Review Commission	Yes	No	No	No
Federal Retirement Thrift Investment Board	Yes	Yes	No	No
Federal Trade Commission	Yes	Yes	No	No
General Services Administration	Yes	Yes	No	No
Institute of Museum and Library Services	Yes	Yes	No	No
Inter-American Foundation	Yes	No	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Japan-United States Friendship Commission	Yes	Yes	No	No
Marine Mammal Commission	Yes	Yes	No	No
Merit Systems Protection Board	Yes	Yes	No	No
Millennium Challenge Corporation	Yes	Yes	No	No
National Aeronautics and Space Administration	Yes	Yes	No	No
National Archives and Records Administration	Yes	Yes	No	No
National Capital Planning Commission	Yes	No	No	No
National Council on Disability	Yes	No	No	No
National Credit Union Administration	Yes	Yes	No	No
National Endowment for the Arts	Yes	Yes	No	No
National Endowment for the Humanities	Yes	Yes	No	No
National Indian Gaming Commission	Yes	No	No	No
National Science Foundation	Yes	Yes	No	No
National Transportation Safety Board	Yes	Yes	No	No
Nuclear Regulatory Commission	Yes	Yes	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Nuclear Waste Technical Review Board	Yes	Yes	No	No
Occupational Safety and Health Review Commission	Yes	Yes	No	No
Office of Government Ethics	Yes	Yes	No	No
Office of Management and Budget (EOP)	No	Yes	No	No
Office of National Drug Control Policy (EOP)	No	Yes	No	No
Office of Navajo and Hopi Indian Relocation	Yes	Yes	No	No
Office of Personnel Management	Yes	Yes	No	No
Office of Special Counsel	Yes	Yes	No	No
Office of the Director of National Intelligence	No	Yes	Yes	No
Office of the United States Trade Representative (EOP)	No	Yes	No	No
Patent and Trademark Office	No*	Yes	No	No
Peace Corps	Yes	Yes	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	No	No
Postal Regulatory Commission	No	Yes	No	No
Privacy and Civil Liberties Oversight Board	Yes	No	No	No

Agency	Required to Participate	Participated	Required to Participate at Subagency Level	Participated at Subagency Level
Railroad Retirement Board	Yes	Yes	No	No
Securities and Exchange Commission	Yes	Yes	No	No
Small Business Administration	Yes	Yes	No	No
Social Security Administration	Yes	Yes	Yes	No***
Surface Transportation Board	No	Yes	No	No
Tennessee Valley Authority	Yes	Yes	No	No
Trade and Development Agency	Yes	No	No	No
U.S. Ability One Commission	No	Yes	No	No
U.S. Agency for Global Media	Yes	Yes	No	No
U.S. Commission on Civil Rights	Yes	Yes	No	No
U.S. International Development Finance Corporation	Yes	Yes	No	No
U.S. International Trade Commission	Yes	Yes	No	No
Udall Foundation	No	Yes	No	No

### Appendix 3. Agency Telework Participation Data for 2023

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

Agency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Access Board	27	27	27	100%	100%
Agency for International Development	4,625	4,625	1,803	39%	39%
AmeriCorps (formerly CNCS)	802	334	334	100%	42%
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	14	14	14	100%	-
Central Intelligence Agency	-	-	36	-	-
Chemical Safety and Hazard Investigation Board	40	12	12	100%	30%

<b>Agency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Commission For Fine Arts	108	108	79	73%	73%
Commodity Futures Trading Commission	711	710	724	102%	-
Consumer Financial Protection Bureau	1,774	1,774	1,256	71%	71%
Consumer Product Safety Commission	574	391	461	118%	80%
Court Services and Offender Supervision Agency	702	702	702	100%	100%
Defense Nuclear Facilities Safety Board	117	117	106	91%	91%
Denali Commission	14	14	13	93%	93%
Department of Agriculture	112,659	88,939	26,449	30%	23%
Department of Commerce	35,766	-	24,747	-	69%
Department of Defense	863,725	501,949	385,147	77%	45%
Department of Education	4,249	4,241	-	-	-
Department of Energy	14,983	14,304	8,806	62%	59%
Department of Health and Human Services	99,657	57,578	41,050	71%	41%

<b>Agency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Department of Homeland Security	249,312	105,885	82,268	78%	33%
Department of Housing and Urban Development	8,061	7,727	8,196	106%	-
Department of Justice	116,305	61,519	32,876	53%	28%
Department of Labor	15,180	15,133	15,116	100%	100%
Department of State	32,906	15,889	7,335	46%	22%
Department of the Interior	77,070	63,470	42,289	67%	55%
Department of the Treasury	105,506	95,061	89,930	95%	85%
Department of Transportation	55,693	34,009	33,660	99%	60%
Department of Veterans Affairs	458,171	137,871	93,018	67%	20%
Environmental Protection Agency	16,615	16,031	16,031	100%	96%
Equal Employment Opportunity Commission	2,331	2,331	2,611	112%	112%
Export-Import Bank of the United States	400	380	350	92%	88%
Farm Credit Administration	347	345	347	101%	100%



<b>Agency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Federal Deposit Insurance Corporation	6,717	6,715	6,617	99%	-
Federal Election Commission	304	304	280	92%	92%
Federal Energy Regulatory Commission	1,583	1,583	1,714	108%	108%
Federal Housing Finance Agency	720	720	626	87%	87%
Federal Labor Relations Authority	109	109	84	77%	77%
Federal Maritime Commission	129	119	117	98%	91%
Federal Mediation and Conciliation Service	197	197	17	9%	9%
Federal Permitting Improvement Steering Council	16	16	16	100%	100%
Federal Retirement Thrift Investment Board	236	236	-	-	-
Federal Trade Commission	1,258	1,258	1,410	112%	-
General Services Administration	12,514	12,301	12,205	99%	98%

<b>Agency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Institute of Museum and Library Services	72	72	72	100%	-
Inter-American Foundation	52	52	52	100%	100%
Japan-United States Friendship Commission	4	4	4	100%	100%
Marine Mammal Commission	13	13	13	100%	100%
Merit Systems Protection Board	189	187	207	111%	110%
Millennium Challenge Corporation	320	320	285	89%	89%
National Aeronautics and Space Administration	19,619	18,174	15,940	88%	81%
National Archives and Records Administration	2,682	2,682	2,368	88%	88%
National Credit Union Administration	1,228	444	587	132%	48%
National Endowment for the Arts	144	144	56	39%	39%
National Endowment for the Humanities	191	191	191	100%	100%

<b>Agency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
National Labor Relations Board	1,233	1,183	1,231	104%	100%
National Science Foundation	1,669	1,669	1,616	97%	97%
National Transportation Safety Board	434	434	425	98%	98%
Nuclear Regulatory Commission	2,970	2,965	2,943	99%	99%
Nuclear Waste Technical Review Board	9	9	11	122%	122%
Occupational Safety and Health Review Commission	52	50	48	96%	92%
Office of Government Ethics	73	73	73	100%	100%
Office of Management and Budget (EOP)	788	788	635	81%	81%
Office of National Drug Control Policy	67	64	64	100%	96%
Office of Navajo and Hopi Indian Relocation	18	16	13	81%	72%
Office of Personnel Management	2,860	2,520	1,434	57%	50%

<b>Agency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Office of Science and Technology Policy (EOP)	33	33	33	100%	100%
Office of the Director of National Intelligence	1,706	-	545	-	32%
Office of the United States Trade Representative (EOP)	254	254	224	88%	88%
Patent and Trademark Office	13,412	13,386	12,894	96%	96%
Peace Corps	-	800	800	100%	-
Pension Benefit Guaranty Corporation	942	942	934	99%	99%
Postal Regulatory Commission	84	84	84	100%	100%
Railroad Retirement Board	813	740	740	100%	-
Securities and Exchange Commission	4,812	4,807	4,743	99%	99%
Small Business Administration	6,892	8,013	4,697	59%	68%
Social Security Administration	61,506	57,678	56,378	98%	92%

<b>Agency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Surface Transportation Board	125	116	116	100%	93%
Tennessee Valley Authority	10,901	4,154	5,182	125%	48%
U.S. AbilityOne Commission	43	43	0	0%	0%
U.S. Commission on Civil Rights	51	51	51	100%	100%
U.S. International Development Finance Corporation (name change 6/23/20)	624	425	425	100%	68%
U.S. International Trade Commission	459	453	432	95%	94%
U.S. Office of Special Counsel	129	129	133	103%	103%
Udall Foundation	35	35	35	100%	-

#### Appendix 4. Agency Telework Frequency Data for 2023

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

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

^ Indicates that remote workers include employees whose official duty station has changed to an alternative worksite (employees who did not participate in remote work for the entirety of the fiscal year).

Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
Access Board	27 (100%)	-	-	-	-		
Agency for International Development	1662 (36%)	149 (3%)	2562 (55%)	962 (21%)	596 (13%)		^
AmeriCorps (formerly CNCS)	-	334 (42%)	-	-	486 (61%)		^
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	14 (100%)	-	-	-	14 (100%)	*	^
Central Intelligence Agency	-	-	-	-			^
Chemical Safety and Hazard Investigation Board	12 (30%)	-	-	-	27 (68%)	*	
Commission For Fine Arts	-	-	-	-	-		
Commodity Futures Trading Commission	724 (102%)	-	-	724 (102%)	-		

Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
Consumer Financial Protection Bureau	1132 (64%)	85 (5%)	39 (2%)	1078 (61%)	597 (34%)		^
Consumer Product Safety Commission	463 (81%)	3 (1%)	2 (0%)	80 (14%)	34 (6%)		^
Court Services and Offender Supervision Agency	109 (16%)	593 (84%)	-	702 (100%)	2 (0%)	*	^
Defense Nuclear Facilities Safety Board	77 (66%)	29 (25%)	-	106 (91%)	11 (9%)		^
Denali Commission	13 (93%)	-	1 (7%)	-	-		
Department of Agriculture	15741 (14%)	2389 (2%)	392 (0%)	38198 (34%)	18677 (17%)		^
Department of Commerce	12655 (35%)	4040 (11%)	1181 (3%)	21099 (59%)	7485 (21%)		
Department of Defense	166787 (19%)	48046 (6%)	35682 (4%)	258528 (30%)	17504 (2%)		^
Department of Education	-	-	-	-	-	*	^
Department of Energy	6331 (42%)	584 (4%)	303 (2%)	1588 (11%)	3012 (20%)		^
Department of Health and Human Services	31406 (32%)	3362 (3%)	12729 (13%)	4358 (4%)	30206 (30%)	*	^

Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
Department of Homeland Security	49054 (20%)	17884 (7%)	2635 (1%)	12695 (5%)	16863 (7%)		^
Department of Housing and Urban Development	7348 (91%)	542 (7%)	-	7190 (89%)	755 (9%)		^
Department of Justice	21711 (19%)	704 (1%)	106 (0%)	23823 (20%)	1719 (1%)		^
Department of Labor	14941 (98%)	84 (1%)	91 (1%)	8645 (57%)	5098 (34%)	*	^
Department of State	3788 (12%)	771 (2%)	44 (0%)	2732 (8%)	804 (2%)	*	^
Department of the Interior	25581 (33%)	906 (1%)	-	15783 (20%)	8073 (10%)		
Department of the Treasury	77283 (73%)	2979 (3%)	2420 (2%)	24125 (23%)	13069 (12%)	*	^
Department of Transportation	29158 (52%)	2020 (4%)	662 (1%)	1705 (3%)	5249 (9%)	*	^
Department of Veterans Affairs	31777 (7%)	6646 (1%)	130 (0%)	55023 (12%)	26678 (6%)		^
Environmental Protection Agency	15033 (90%)	537 (3%)	28 (0%)	12547 (76%)	2853 (17%)	*	^
Equal Employment Opportunity Commission	2090 (90%)	179 (8%)	342 (15%)	630 (27%)	-		



Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
Export-Import Bank of the United States	340 (85%)	10 (3%)	-	20 (5%)	15 (4%)		^
Farm Credit Administration	2925 (44%)	1050 (16%)	-	2642 (39%)	554 (8%)	*	^
Federal Deposit Insurance Corporation	249 (82%)	6 (2%)	25 (8%)	106 (35%)	-		
Federal Election Commission	1571 (99%)	17 (1%)	-	1386 (88%)	80 (5%)		^
Federal Energy Regulatory Commission	560 (78%)	18 (3%)	-	520 (72%)	-		
Federal Housing Finance Agency	113 (88%)	4 (3%)	-	66 (51%)	5 (4%)		^
Federal Labor Relations Authority	6 (3%)	-	-	11 (6%)	180 (91%)		^
Federal Maritime Commission	-	-	-	-	16 (100%)		^
Federal Mediation and Conciliation Service	233 (99%)	3 (1%)	-	236 (100%)	-		
Federal Permitting Improvement Steering Council	1332 (106%)	76 (6%)	2 (0%)	1410 (112%)	136 (11%)	*	^
Federal Retirement Thrift Investment Board	4804 (38%)	532 (4%)	-	868 (7%)	6006 (48%)	*	^

Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
Federal Trade Commission	64 (89%)	6 (8%)	2 (3%)	5 (7%)	14 (19%)	*	
General Services Administration	52 (100%)	-	-	50 (96%)	2 (4%)	*	^
Institute of Museum and Library Services	4 (100%)	-	-	4 (100%)	-		
Inter-American Foundation	11 (85%)	1 (8%)	1 (8%)	-	5 (38%)	*	^
Japan-United States Friendship Commission	184 (97%)	20 (11%)	-	2 (1%)	4 (2%)	*	^
Marine Mammal Commission	275 (86%)	18 (6%)	1 (0%)	294 (92%)	37 (12%)		^
Merit Systems Protection Board	492 (18%)	340 (13%)	-	1016 (38%)	35 (1%)	*	^
Millennium Challenge Corporation	56 (39%)	-	-	-	87 (60%)		^
National Aeronautics and Space Administration	12 (6%)	179 (94%)	-	191 (100%)	73 (38%)	*	^
National Archives and Records Administration	635 (38%)	24 (1%)	439 (26%)	1294 (78%)	276 (17%)		^
National Credit Union Administration	-	-	-	361 (83%)	107 (25%)	*	^

Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
National Endowment for the Arts	2185 (74%)	189 (6%)	-	388 (13%)	181 (6%)	*	^
National Endowment for the Humanities	10 (111%)	-	-	11 (122%)	-		
National Labor Relations Board	41 (79%)	7 (13%)	-	40 (77%)	8 (15%)	*	^
National Science Foundation	16 (22%)	-	-	16 (22%)	57 (78%)		^
National Transportation Safety Board	573 (73%)	-	-	635 (81%)	153 (19%)		^
Nuclear Regulatory Commission	57 (85%)	7 (10%)	-	49 (73%)	1 (1%)	*	^
Nuclear Waste Technical Review Board	-	13 (72%)	-	-	1 (6%)		
Occupational Safety and Health Review Commission	1105 (39%)	223 (8%)	-	926 (32%)	1041 (36%)		
Office of Government Ethics	-	-	-	-	-		
Office of Management and Budget (EOP)	49 (3%)	114 (7%)	-	382 (22%)	-		
Office of National Drug Control Policy	170 (67%)	12 (5%)	-	42 (17%)	18 (7%)		^

Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
Office of Navajo and Hopi Indian Relocation	1354 (10%)	21 (0%)	-	114 (1%)	11405 (85%)	*	^
Office of Personnel Management	-	-	-	-	#####	*	^
Office of Science and Technology Policy (EOP)	641 (68%)	177 (19%)	60 (6%)	782 (83%)	267 (28%)		^
Office of the Director of National Intelligence	84 (100%)	-	-	-	26 (31%)	*	^
Office of the United States Trade Representative (EOP)	638 (78%)	65 (8%)	19 (2%)	390 (48%)	47 (6%)	*	^
Patent and Trademark Office	4539 (94%)	55 (1%)	-	4743 (99%)	307 (6%)	*	
Peace Corps	2409 (35%)	98 (1%)	-	2190 (32%)	3057 (44%)		
Pension Benefit Guaranty Corporation	52771 (86%)	3607 (6%)	-	-	780 (1%)	*	^
Postal Regulatory Commission	116 (93%)	-	-	-	4 (3%)		^
Railroad Retirement Board	5173 (47%)	9 (0%)	-	35 (0%)	-		
Securities and Exchange Commission	-	-	-	-	43 (100%)	*	

Agency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
					Number (%)	In totals	Changed duty station
Small Business Administration	51 (100%)	-	-	7 (14%)	8 (16%)	*	^
Social Security Administration	392 (63%)	4 (1%)	14 (2%)	15 (2%)	195 (31%)		^
Surface Transportation Board	413 (90%)	3 (1%)	2 (0%)	14 (3%)	5 (1%)		^
Tennessee Valley Authority	129 (100%)	-	-	91 (71%)	38 (29%)	*	^
U.S. AbilityOne Commission	8 (23%)	5 (14%)	-	35 (100%)	17 (49%)	*	^
U.S. Commission on Civil Rights	51 (47%)	33 (30%)	-	84 (77%)	25 (23%)		^
U.S. International Development Finance Corporation (name change 6/23/20)	578 (47%)	9 (1%)	-	312 (25%)	162 (13%)		^
U.S. International Trade Commission	851 (69%)	184 (15%)	65 (5%)	36 (3%)	5 (0%)		^
U.S. Office of Special Counsel	10421 (53%)	953 (5%)	-	6480 (33%)	2568 (13%)		^
Udall Foundation	345 (99%)	-	-	347 (100%)	23 (7%)	*	^

**Appendix 5. Subagency Telework Participation Data for 2023**

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Agriculture	Departmental Management (DA/DM)	98	98	29	30%	30%
	Food Safety (FS)	8,625	1,821	750	41%	9%
	Food Nutrition and Consumer Services (FNCS)	1,756	1,752	1,708	97%	97%
	Marketing and Regulatory Programs (MRP)	12,944	10,510	4,093	39%	32%
	Office of Budget and Program Analysis (OBPA)	62	62	27	44%	44%
	Office of the Chief Information Officer (OCIO)	1,543	1,538	1,147	75%	74%
	Office of Ethics (OE)	23	23	23	100%	100%
	Office of the General Counsel (OGC)	255	255	253	99%	99%
	Office of Inspector General (OIG)	433	432	167	39%	39%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Agriculture	Office of Partnerships and Public Engagement (OPPE)	47	47	47	100%	100%
	Rural Development (RD)	4,636	5	2,343	50561%	51%
Department of Commerce	Bureau of Economic Analysis	472	-	465	-	99%
	Bureau of Industry and Security	456	-	352	-	77%
	Economic Development Administration (EDA)	324	-	290	-	90%
	International Trade Administration (ITA)	1,454	-	1,389	-	96%
	Minority Business Development Agency (MBDA)	64	-	64	-	100%
	National Institute of Standards and Technology (NIST)	3,692	-	3,377	-	91%
	National Oceanic and Atmospheric Administration (NOAA)	11,997	-	10,800	-	90%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Commerce	National Technical Information Service (NTIS)	32	-	35	-	109%
	National Telecommunications and Information Administration (NTIA)	663	-	541	-	82%
	Office of the Inspector General	222	-	121	-	55%
	Office of the Secretary	1,029	-	1,105	-	107%
	U.S. Census Bureau	15,361	-	6,208	-	40%
Department of Defense	Department of Air Force	155,376	77,977	74,264	95%	48%
	Department of Army	238,924	123,990	107,799	87%	45%
	Department of Navy	255,527	156,973	114,098	73%	45%
	Other Department of Defense	213,898	143,009	88,986	62%	42%



Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Education	Office of English Language Acquisition (ET)	17	17	17	100%	100%
	Federal Student Aid (EN)	1,404	1,398	-	-	-
	Office of Sec of Education (EA)	144	144	-	-	-
	Institute of Education Sciences (ER)	182	182	-	-	-
	National Assessment Governing Board (EZ)	31	31	-	-	-
	Office For Civil Rights (EC)	558	558	-	-	-
	Office of Career Technical and Adult Education (EV)	70	70	-	-	-

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Education	Office of Communications and Outreach (EO)	91	91	-	-	-
	Office of Elem and Sec Ed (ES)	322	321	-	-	-
	Office of Inspector General (EF)	223	222	-	-	-
	Office of Legis and Congressional Affairs (EJ)	19	19	-	-	-
	Office of Finance and Operations (EK)	413	413	-	-	-
	Office of Planning Eval and Policy Develop (ED)	137	137	-	-	-

<b>Department</b>	<b>Subagency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Department of Education	Office of Postsecondary Education (EP)	210	210	-	-	-
	Office of Spec Ed and Rehab Serv (EH)	188	188	-	-	-
	Office of The Chief Information Officer (EI)	101	101	-	-	-
	Office of The General Counsel (EG)	123	123	-	-	-
	Office of The Under Secretary (EE)	16	16	-	-	-

<b>Department</b>	<b>Subagency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Department of Health and Human Services	Administration for Children and Families	1,801	1,801	922	51%	51%
	Administration on Community Living	205	205	34	17%	17%
	Agency for Health Care Research and Quality	283	193	193	100%	68%
	Centers for Disease Control and Prevention	29,214	13,981	4,532	32%	16%
	Centers for Medicare and Medicaid Services	6,705	6,705	6,358	95%	95%
	Food and Drug Administration	19,244	10,800	10,800	100%	56%
	Health Resources and Services Administration	2,709	2,707	2,707	100%	100%
	Indian Health Service	13,759	1,892	1,892	100%	14%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Health and Human Services	National Institutes of Health	19,560	16,406	10,905	66%	56%
	Office of the Inspector General	1,569	1,569	1,011	64%	64%
	Office of Medicare Hearings and Appeals	889	662	662	100%	74%
	Office of the Secretary	1,522	1,480	1,300	88%	85%
	Substance Abuse and Mental Health Services Administration	721	719	719	100%	100%
Department of Housing and Urban Development	Office of the Chief Financial Officer	226	218	247	113%	109%
	Office of the Chief Information Officer	240	237	131	55%	55%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Housing and Urban Development	Office of Community Planning & Development	910	901	971	108%	107%
	Department Management	74	58	77	133%	104%
	Office of Departmental Equal Employment and Opportunity	22	19	21	111%	95%
	Office of Fair Housing and Equal Opportunity	573	546	618	113%	108%
	Office of Field Policy and Management	337	335	367	110%	109%
	Government National Mortgage Association	212	202	220	109%	104%
	Office of Housing	2,642	2,563	2,662	104%	101%
	Office of the Inspector General	572	565	523	93%	91%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Housing and Urban Development	Office of General Counsel	604	597	616	103%	102%
	Office of Healthy Homes and Lead Hazard Control	51	51	53	104%	104%
	Office of Policy Development and Research	193	191	174	91%	90%
	Office of Public and Indian Housing	1,420	1,275	1,469	115%	103%
Department of Justice	Antitrust Division	819	819	770	94%	94%
	Bureau of Alcohol Tobacco Firearms and Explosives	5,148	2,609	1,402	54%	27%
	Civil Division	1,531	1,527	1,482	97%	97%
	Civil Rights Division	723	723	723	100%	100%
	Environment and Natural Resources Division	609	609	609	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Justice	Federal Bureau of Prisons	37,852	2,757	1,686	61%	4%
	Justice Management Division Offices Boards and Divisions	3,032	3,032	2,878	95%	95%
	Office of Justice Programs	638	638	638	100%	100%
	Office of the Inspector General	608	608	608	100%	100%
	Tax Division	545	545	489	90%	90%
	US Marshals Service	5,659	5,658	2,320	41%	41%
	Executive Office for Immigration Review	2,665	2,202	2,202	100%	83%
	Criminal Division (CRM)	1,275	1,274	1,109	87%	87%
	EOUSA (Executive Office for US Attorneys)	12,124	11,432	10,871	95%	90%



Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Labor	Adjudicatory Boards	98	98	97	99%	99%
	Bureau of International Labor Affairs (ILAB)	164	164	164	100%	100%
	Bureau of Labor Statistics (BLS)	2,335	2,330	2,335	100%	100%
	Employee Benefits Security Administration (EBSA)	889	874	889	102%	100%
	Employment and Training Administration (ETA)	1,204	1,204	1,204	100%	100%
	Mine Safety and Health Administration (MSHA)	1,731	1,722	1,731	101%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Labor	Occupational Safety and Health Administration (OSHA)	2,058	2,058	2,058	100%	100%
	Office of Administrative Law Judges (OALJ)	154	153	149	97%	97%
	Office of Congressional and Intergovernmental Affairs (OCIA)	19	19	19	100%	100%
	Office of Disability Employment Policy (ODEP)	59	59	59	100%	100%
	Office of Federal Contract Compliance Programs (OFCCP)	511	511	511	100%	100%
	Office of Labor-Management Standards (OLMS)	190	181	190	105%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Labor	Office of Public Affairs (OPA)	47	47	47	100%	100%
	Office of the Assistant Secretary for Administration and Management (OASAM)	1,235	1,231	1,235	100%	100%
	Office of the Assistant Secretary for Policy (ASP)	44	44	44	100%	100%
	Office of the Chief Financial Officer (OCFO)	88	88	88	100%	100%
	Office of the Inspector General (OIG)	351	351	351	100%	100%
	Office of the Secretary (OSEC)	70	70	70	100%	100%
	Office of the Solicitor (SOL)	653	653	653	100%	100%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of Labor	Office of Workers' Compensation Programs (OWCP)	1,492	1,491	1,492	100%	100%
	Wage and Hour Division (WHD)	1,498	1,496	1,447	97%	97%
	Veterans Employment and Training Services (VETS)	237	237	232	98%	98%
	Women's Bureau (WB)	53	53	51	96%	96%
Department of State	International Joint Commission: United States and Canada	22	22	22	100%	100%
	the International Boundary Water Commission: US and Mexico (IBWC)	252	36	56	156%	22%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of the Interior	Bureau of Indian Affairs	4,123	3,594	2,655	74%	64%
	Bureau of Land Management	12,211	10,394	6,893	66%	56%
	Bureau of Ocean Energy Management	645	645	588	91%	91%
	Bureau of Reclamation	5,590	5,428	3,709	68%	66%
	Bureau of Safety and Environmental Enforcement	913	913	1,008	110%	110%
	Fish and Wildlife Service	9,869	9,032	7,041	78%	71%
	National Park Service	25,445	17,007	8,689	51%	34%
	Office Natural Resource Revenue	613	613	281	46%	46%
	Office of Indian Ed Programs	3,427	2,916	762	26%	22%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of the Interior	Office of Surface Mining Reclamation & Enforcement	435	435	474	109%	109%
	Office Of the Inspector General	309	268	308	115%	100%
	Office of the Sec IBC	993	992	704	71%	71%
	Office of the Secretary of the Interior	1,969	1,607	1,158	72%	59%
	Office of the Solicitor	609	499	495	99%	81%
	Office of the Special Trustee	451	451	230	51%	51%
	OS Asst Sec Indian Affairs	258	214	150	70%	58%
	Department of the Treasury	Bureau of Engraving & Printing (BEP)	1,910	801	610	76%
Bureau of the Fiscal Service (BFS)		3,556	3,459	3,142	91%	88%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of the Treasury	Departmental Offices	2,509	2,500	1,715	69%	68%
	Financial Crimes Enforcement Network (FinCEN)	327	316	298	94%	91%
	Internal Revenue Service (IRS)	87,876	79,739	76,587	96%	87%
	IRS Chief Counsel	2,501	2,369	2,376	100%	95%
	Office of Inspector General (OIG)	265	262	68	26%	26%
	Office of The Comptroller of The Currency (OCC)	3,633	3,630	3,282	90%	90%
	Special Inspector General Troubled Asset Relief Program (SIGTARP)	37	37	-	-	-
	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	538	531	520	98%	97%

Department	Subagency	Number of employees	Number eligible	Number of employees teleworking in FY 2023	Percentage of eligible employees teleworking in FY 2023	Percentage of employees teleworking in FY 2023
Department of the Treasury	Treasury Inspector General for Tax Administration (TIGTA)	731	713	735	103%	101%
	US Mint	1,616	697	560	80%	35%
	Special Inspector General of Pandemic Recovery	44	44	37	84%	84%
Department of Transportation	Federal Aviation Administration	45,448	25,825	25,427	98%	56%
	Federal Highway Administration	2,872	2,615	2,629	101%	92%
	Federal Motor Carrier Safety Administration	1,135	868	864	100%	76%
	Federal Railroad Administration	1,049	658	265	40%	25%
	Federal Transit Administration	688	476	721	151%	105%
	Maritime Administration	821	648	499	77%	61%



<b>Department</b>	<b>Subagency</b>	<b>Number of employees</b>	<b>Number eligible</b>	<b>Number of employees teleworking in FY 2023</b>	<b>Percentage of eligible employees teleworking in FY 2023</b>	<b>Percentage of employees teleworking in FY 2023</b>
Department of Transportation	National Highway Traffic Safety Administration	722	416	621	149%	86%
	Office of Inspector General	385	372	416	112%	108%
	Office of Secretary of Transportation	1,838	1,568	1,585	101%	86%
	Pipeline/Hazardous Materials Safety Administration	604	526	600	114%	99%
	Great Lakes St. Lawrence Seaway Development Corporation	131	37	33	89%	25%

## Appendix 6. Subagency Telework Frequency Data for 2023

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

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

^ Indicates that remote workers include employees whose official duty station has changed to an alternative worksite ( employees who did not participate in remote work for the entirety of the fiscal year).

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Agriculture	Departmental Management (DA/DM)	28 (29%)	1 (1%)	-	1 (1%)	66 (67%)		
	Food Safety (FS)	272 (3%)	48 (1%)	-	430 (5%)	773 (9%)	*	^
	Food Nutrition and Consumer Services (FNCS)	1652 (94%)	39 (2%)	-	17 (1%)	1281 (73%)	*	^
	Marketing and Regulatory Programs (MRP)	1519 (12%)	214 (2%)	-	2360 (18%)	3513 (27%)		
	Natural Resources and Environment Forest Service (NREs)	-	-	-	-	-		
	Office of Budget and Program Analysis (OBPA)	25 (40%)	-	-	2 (3%)	35 (56%)		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Agriculture	Office of the Chief Information Officer (OCIO)	-	-	-	-	774 (50%)	*	^
	Office of Ethics (OE)	23 (100%)	-	-	-	-		
	Office of the General Counsel (OGC)	247 (97%)	6 (2%)	-	9 (4%)	2 (1%)		
	Office of Inspector General (OIG)	-	-	-	-	153 (35%)		
	Office of Partnerships and Public Engagement (OPPE)	-	-	-	-	-		
	Research Education and Economics (REE)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
	Rural Development (RD)	1335 (29%)	435 (9%)	120 (3%)	453 (10%)	2173 (47%)		
	Trade and Foreign Agricultural Affairs (TFAA)	-	-	-	-	-	*	^
	Farm Production and Conservation (FPAC)	398 (84%)	38 (8%)	14 (3%)	447 (95%)	132 (28%)		
	Office of Hearings and Appeals (OHA)	155 (34%)	84 (18%)	32 (7%)	305 (67%)	161 (35%)		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Agriculture	Office of Communications (OC)	207 (64%)	42 (13%)	14 (4%)	256 (79%)	140 (43%)		
	Office of the Assistant Secretary for Civil Rights (OASCR)	660 (45%)	288 (20%)	63 (4%)	1253 (86%)	484 (33%)		
	Office of the Chief Financial Officer	15 (23%)	26 (41%)	9 (14%)	44 (69%)	39 (61%)		
Department of Commerce	Bureau of Economic Analysis	1554 (42%)	579 (16%)	221 (6%)	2736 (74%)	1079 (29%)		
	Bureau of Industry and Security	4678 (39%)	1604 (13%)	453 (4%)	9967 (83%)	3243 (27%)		
	Economic Development Administration (EDA)	31 (97%)	1 (3%)	-	21 (66%)	9 (28%)		
	International Trade Administration (ITA)	339 (51%)	110 (17%)	38 (6%)	431 (65%)	360 (54%)		
	Minority Business Development Agency (MBDA)	56 (25%)	1 (0%)	-	64 (29%)	143 (64%)		
	National Institute of Standards and Technology (NIST)	520 (51%)	234 (23%)	74 (7%)	955 (93%)	274 (27%)		
	National Oceanic and Atmospheric Administration (NOAA)	4042 (26%)	1033 (7%)	263 (2%)	4620 (30%)	1421 (9%)		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Commerce	National Technical Information Service (NTIS)	30805 (20%)	9914 (6%)	962 (1%)	32583 (21%)	2551 (2%)		
	National Telecommunications and Information Administration (NTIA)	46637 (20%)	10821 (5%)	2244 (1%)	91620 (38%)	3813 (2%)		
	Office of the Inspector General	48221 (19%)	10778 (4%)	28300 (11%)	78285 (31%)	4070 (2%)		
	Office of the Secretary	41124 (19%)	16532 (8%)	4176 (2%)	56040 (26%)	7070 (3%)		
	U.S. Census Bureau	-	-	-	-	-		
Department of Defense	Department of Air Force	-	-	-	-	-		
	Department of Army	-	-	-	-	-		
	Department of Navy	-	-	-	-	-		
	Other Department of Defense	-	-	-	-	-		
Department of Education	Edet-Office of English Language Acquisition (ET)	-	-	-	-	-		
	Federal Student Aid (EN)	-	-	-	-	-		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Education	Imm Office of Sec of Education (EA)	-	-	-	-	-		
	Institute of Education Sciences (ER)	-	-	-	-	-		
	National Assessment Governing Board (EZ)	-	-	-	-	-		
	Office For Civil Rights (EC)	-	-	-	-	-		
	Office of Career Technical and Adult Education (EV)	-	-	-	-	-		
	Office of Communications and Outreach (EO)	-	-	-	-	-		
	Office of Elem and Sec Ed (ES)	-	-	-	-	-		
	Office of Inspector General (EF)	-	-	-	-	-		
	Office of Legis and Congressional Affairs (EJ)	-	-	-	-	-		
	Office of Finance and Operations (EK)	-	-	-	-	-		
	Office of Planning Eval and Policy Develop (ED)	-	-	-	-	-		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Education	Office of Postsecondary Education (EP)	-	-	-	-	879 (49%)		
	Office of Spec Ed and Rehab Serv (EH)	34 (17%)	-	171 (83%)	-	171 (83%)		
	Office of The Chief Information Officer (EI)	193 (68%)	-	-	-	90 (32%)		
	Office of The General Counsel (EG)	11071 (38%)	1929 (7%)	1858 (6%)	1858 (6%)	7201 (25%)	*	^
	Office of The Under Secretary (EE)	6705 (100%)	-	-	-	6705 (100%)	*	^
Department of Health and Human Services	Administration for Children and Families	9022 (47%)	214 (1%)	1564 (8%)	1564 (8%)	7655 (40%)		
	Administration on Community Living	2123 (78%)	35 (1%)	-	48 (2%)	501 (18%)		
	Agency for Health Care Research and Quality	-	-	-	-	51 (0%)		
	Centers for Disease Control and Prevention	9957 (51%)	764 (4%)	-	184 (1%)	5481 (28%)	*	^
	Centers for Medicare and Medicaid Services	731 (47%)	7 (0%)	-	-	273 (17%)		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Health and Human Services	Food and Drug Administration	504 (57%)	135 (15%)	9 (1%)	648 (73%)	240 (27%)		
	Health Resources and Services Administration	772 (51%)	233 (15%)	1 (0%)	48 (3%)	478 (31%)		
	Indian Health Service	326 (45%)	10 (1%)	-	8 (1%)	481 (67%)	*	^
	National Institutes of Health	491 (88%)	50 (9%)	-	476 (85%)	59 (11%)		
	Office of the Inspector General	237 (105%)	9 (4%)	-	209 (92%)	7 (3%)		
	Office of Medicare Hearings and Appeals	130 (54%)	13 (5%)	-	105 (44%)	149 (62%)		
	Office of the Secretary	941 (103%)	45 (5%)	-	904 (99%)	10 (1%)		
	Substance Abuse and Mental Health Services Administration	38 (51%)	6 (8%)	-	76 (103%)	1 (1%)		
Department of Homeland Security	US Secret Service	19 (86%)	-	-	17 (77%)	4 (18%)		
Department of Housing and Urban Development	Office of Administration	583 (102%)	24 (4%)	-	564 (98%)	19 (3%)		



Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Housing and Urban Development	Office of the Chief Financial Officer	290 (86%)	61 (18%)	-	338 (100%)	-		
	Office of the Chief Information Officer	179 (84%)	14 (7%)	-	173 (82%)	23 (11%)		
	Office of Community Planning & Development	2376 (90%)	218 (8%)	-	2355 (89%)	343 (13%)		
	Departmental Management	422 (74%)	47 (8%)	13 (2%)	449 (78%)	-		
	Office of Departmental Equal Employment and Opportunity	546 (90%)	26 (4%)	-	529 (88%)	80 (13%)		
	Office of Fair Housing and Equal Opportunity	42 (82%)	6 (12%)	-	47 (92%)	-		
	Office of Field Policy and Management	154 (80%)	10 (5%)	-	151 (78%)	8 (4%)		
	Government National Mortgage Association	1322 (93%)	60 (4%)	-	1246 (88%)	52 (4%)		
	Office of Housing	724 (88%)	40 (5%)	6 (1%)	770 (94%)	49 (6%)		
	Office of the Inspector General	45 (1%)	73 (1%)	-	723 (14%)	75 (1%)		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Housing and Urban Development	Office of General Counsel	1114 (73%)	141 (9%)	-	777 (51%)	134 (9%)		
	Office of Healthy Homes and Lead Hazard Control	723 (100%)	-	-	-	723 (100%)	*	^
	Office of Policy Development and Research	308 (51%)	284 (47%)	-	209 (34%)	-		
	Office of Public and Indian Housing	945 (2%)	351 (1%)	-	390 (1%)	204 (1%)		
Department of Justice	Antitrust Division	2189 (72%)	252 (8%)	-	437 (14%)	643 (21%)	*	^
	Bureau of Alcohol Tobacco Firearms and Explosives	568 (89%)	18 (3%)	6 (1%)	592 (93%)	46 (7%)		
	Civil Division	-	-	-	608 (100%)	10 (2%)	*	^
	Civil Rights Division	354 (65%)	73 (13%)	3 (1%)	238 (44%)	3 (1%)		
	Environment and Natural Resources Division	428 (8%)	255 (5%)	-	2113 (37%)	120 (2%)		
	Federal Bureau of Prisons	2202 (83%)	-	-	1649 (62%)	236 (9%)	*	^

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Justice	Justice Management Division Offices Boards and Divisions	93 (95%)	3 (3%)	1 (1%)	76 (78%)	19 (19%)	*	^
	Office of Justice Programs	164 (100%)	-	-	129 (79%)	44 (27%)	*	^
	Office of the Inspector General	2335 (100%)	-	-	1032 (44%)	1107 (47%)	*	^
	Tax Division	889 (100%)	-	-	581 (65%)	47 (5%)	*	^
	US Marshals Service	1204 (100%)	-	-	807 (67%)	379 (31%)	*	^
	Executive Office for Immigration Review	1731 (100%)	-	-	969 (56%)	100 (6%)	*	^
	Criminal Division (CRM)	2058 (100%)	-	-	1607 (78%)	302 (15%)	*	^
	EOUSA (Executive Office for US Attorneys)	138 (90%)	3 (2%)	8 (5%)	111 (72%)	61 (40%)	*	^
Department of Labor	Adjudicatory Boards	19 (100%)	-	-	17 (89%)	-	*	^
	Bureau of International Labor Affairs (ILAB)	59 (100%)	-	-	42 (71%)	17 (29%)	*	^

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Labor	Bureau of Labor Statistics (BLS)	511 (100%)	-	-	374 (73%)	110 (22%)	*	^
	Employee Benefits Security Administration (EBSA)	190 (100%)	-	-	122 (64%)	19 (10%)	*	^
	Employment and Training Administration (ETA)	47 (100%)	-	-	36 (77%)	18 (38%)	*	^
	Mine Safety and Health Administration (MSHA)	1228 (99%)	4 (0%)	3 (0%)	539 (44%)	724 (59%)	*	^
	Occupational Safety and Health Administration (OSHA)	44 (100%)	-	-	35 (80%)	2 (5%)	*	^
	Office of Administrative Law Judges (OALJ)	88 (100%)	-	-	29 (33%)	59 (67%)	*	^
	Office of Congressional and Intergovernmental Affairs (OCIA)	351 (100%)	-	-	285 (81%)	32 (9%)	*	^
	Office of Disability Employment Policy (ODEP)	68 (97%)	1 (1%)	1 (1%)	48 (69%)	20 (29%)	*	^
	Office of Federal Contract Compliance Programs (OFCCP)	653 (100%)	-	-	551 (84%)	73 (11%)	*	^
	Office of Labor-Management Standards (OLMS)	1492 (100%)	-	-	124 (8%)	1429 (96%)	*	^

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Labor	Office of Public Affairs (OPA)	1321 (88%)	60 (4%)	66 (4%)	996 (66%)	350 (23%)	*	^
	Office of the Assistant Secretary for Administration and Management (OASAM)	210 (89%)	12 (5%)	10 (4%)	109 (46%)	163 (69%)	*	^
	Office of the Assistant Secretary for Policy (ASP)	48 (91%)	1 (2%)	2 (4%)	26 (49%)	23 (43%)	*	^
	Office of the Chief Financial Officer (OCFO)	-	-	-	-	-		
	Office of the Inspector General (OIG)	20 (91%)	-	-	22 (100%)	22 (100%)	*	^
	Office of the Secretary (OSEC)	1973 (48%)	116 (3%)	-	566 (14%)	177 (4%)		
	Office of the Solicitor (SOL)	3329 (27%)	153 (1%)	-	3411 (28%)	921 (8%)		
	Office of Workers' Compensation Programs (OWCP)	473 (73%)	1 (0%)	-	114 (18%)	211 (33%)		
	Wage and Hour Division (WHD)	1413 (25%)	27 (0%)	-	2269 (41%)	923 (17%)		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Labor	Veterans Employment and Training Services (VETS)	672 (74%)	7 (1%)	-	329 (36%)	133 (15%)		
	Women's Bureau (WB)	4593 (47%)	85 (1%)	-	2363 (24%)	668 (7%)		
Department of State	International Boundary Commission: United States and Canada	4541 (18%)	224 (1%)	-	3924 (15%)	1763 (7%)		
	International Joint Commission: United States and Canada	233 (38%)	1 (0%)	-	47 (8%)	417 (68%)		
	the International Boundry Water Commission: US and Mexico (IBWC)	568 (17%)	157 (5%)	-	37 (1%)	171 (5%)		
Department of the Interior	Bureau of Indian Affairs	321 (74%)	1 (0%)	-	152 (35%)	52 (12%)		
	Bureau of Land Management	207 (67%)	1 (0%)	-	100 (32%)	47 (15%)		
	Bureau of Ocean Energy Management	502 (51%)	3 (0%)	-	187 (19%)	414 (42%)		
	Bureau of Reclamation	914 (46%)	11 (1%)	-	229 (12%)	625 (32%)		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of the Interior	Bureau of Safety and Environmental Enforcement	401 (66%)	7 (1%)	-	87 (14%)	207 (34%)		
	Fish and Wildlife Service	194 (43%)	3 (1%)	-	33 (7%)	228 (51%)		
	National Park Service	118 (46%)	2 (1%)	-	29 (11%)	90 (35%)		
	Office Natural Resource Revenue	534 (28%)	42 (2%)	34 (2%)	174 (9%)	59 (3%)		
	Office Of Indian Ed Programs	2953 (83%)	67 (2%)	-	2192 (62%)	847 (24%)	*	^
	Office Of Surface Mining Reclamation & Enf	1053 (42%)	837 (33%)	-	624 (25%)	764 (30%)	*	^
	Office Of The Inspector General	101 (31%)	5 (2%)	-	277 (85%)	8 (2%)	*	^
	Office Of The Sec IBC	68313 (78%)	1466 (2%)	963 (1%)	15863 (18%)	8694 (10%)	*	^
	Office Of The Secretary Of The Interior	1924 (77%)	340 (14%)	112 (4%)	396 (16%)	-		
	Office Of The Solicitor	49 (18%)	2 (1%)	2 (1%)	28 (11%)	194 (73%)	*	^

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of the Interior	Office of the Special Trustee	1084 (30%)	115 (3%)	1309 (36%)	3291 (91%)	217 (6%)		
	OS Asst Sec Indian Affairs	-	-	-	-	37 (100%)		
Department of the Treasury	Bureau of Engraving & Printing (BEP)	443 (82%)	36 (7%)	-	218 (41%)	103 (19%)	*	^
	Bureau of the Fiscal Service (BFS)	515 (70%)	22 (3%)	-	659 (90%)	18 (2%)		
	Departmental Offices	21862 (48%)	1652 (4%)	609 (1%)	1304 (3%)	3103 (7%)	*	^
	Financial Crimes Enforcement Network (FinCEN)	2456 (86%)	107 (4%)	17 (1%)	49 (2%)	249 (9%)	*	^
	Internal Revenue Service (IRS)	816 (72%)	28 (2%)	3 (0%)	17 (1%)	320 (28%)	*	^
	IRS Chief Counsel	223 (21%)	25 (2%)	4 (0%)	13 (1%)	418 (40%)	*	^
	Office of Inspector General (OIG)	615 (89%)	13 (2%)	1 (0%)	8 (1%)	172 (25%)	*	^
	Office of The Comptroller of The Currency (OCC)	428 (52%)	23 (3%)	1 (0%)	47 (6%)	16 (2%)	*	^



Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of the Treasury	Special Inspector General Troubled Asset Relief Program (SIGTARP)	579 (80%)	25 (3%)	2 (0%)	15 (2%)	327 (45%)	*	^
	The Alcohol and Tobacco Tax and Trade Bureau (TTB)	344 (89%)	17 (4%)	6 (2%)	18 (5%)	20 (5%)	*	^
	Treasury Inspector General for Tax Administration (TIGTA)	1254 (68%)	101 (5%)	17 (1%)	213 (12%)	377 (21%)	*	^
	US Mint	555 (92%)	23 (4%)	1 (0%)	21 (3%)	243 (40%)	*	^
	Special Inspector General of Pandemic Recovery	26 (20%)	6 (5%)	1 (1%)	-	4 (3%)	*	^
Department of Transportation	Federal Aviation Administration	606 (48%)	178 (14%)	244 (19%)	651 (51%)	47 (4%)	*	^
	Federal Highway Administration	6122 (50%)	3742 (31%)	273 (2%)	3636 (30%)	156 (1%)	*	^
	Federal Motor Carrier Safety Administration	-	-	-	59 (23%)	11 (4%)	*	^
	Federal Railroad Administration	-	-	-	-	-		
	Federal Transit Administration	-	-	-	-	-		

Agency	Subagency	3 or more days	1-2 Days	Once a Month	Situational	Remote Workers		
						Number (%)	In totals	Changed duty station
Department of Transportation	Maritime Administration	-	-	-	-	-		
	National Highway Traffic Safety Administration	-	-	-	-	-		
	Office of Inspector General	-	-	-	-	-		
	Office of Secretary of Transportation	-	-	-	-	-		
	Pipeline/Hazardous Materials Safety Administration	-	-	-	-	-		
	Great Lakes St. Lawrence Seaway Development Corporation	-	-	-	-	-		

**Appendix 7. Reasons for Changes in Participation by More or Less than 10%**

*Note: All quantitative response data is provided as submitted by the agency and are written from the agency’s point of view*

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Access Board	N	The reason of the percent change is because employees left the agency.
Agency for International Development	Y (Decrease)	With USAID mandating that most employees return to work at least three days a week in 2023 this change led to a significant reduction in the number of people teleworking compared to the previous years. The shift in telework numbers between 2022 and 2023 at USAID from a majority teleworking during the pandemic to a three-day-a-week office posture reflects this policy shift. This posture impacted employees' ability to telework and reflects USAID’s broader organizational approach to in-person work arrangements.
AmeriCorps (formerly CNCS)	Y (Decrease)	AmeriCorps’ percentage decrease is larger than 10% due to the implementation of our Future of Work pilot program that commenced in February 2023. During this pilot program positions were designated as remote telework eligible and out stationed.

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Appraisal Sub-Committee -Federal Financial Institutions Examination Council	N	
Central Intelligence Agency	Y (Decrease)	In FY2022 our agency ran its first Future of Work (FoW) Culture Pilot. The pilot ran for 90 days with 150+ participants. The goal of this pilot was to evaluate the effectiveness of the Agency's current flexibility offerings and determine what if any enhancements would strengthen mission resiliency and maximize workforce flexibility. The pilot did not carry into FY2023 thus our telework participation for FY2023 decreased.
Chemical Safety and Hazard Investigation Board	N	
Commission For Fine Arts	N	
Commodity Futures Trading Commission	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Consumer Financial Protection Bureau	N	
Consumer Product Safety Commission	N	
Court Services and Offender Supervision Agency	Y (Decrease)	This year's number does not include information for our sister agency Pre-Trial Services.
Defense Nuclear Facilities Safety Board	Y (Decrease)	A reason for the decrease in telework participation is the loss of employees due to retirement or transfer to other Federal agencies. In addition, a modest increase in remote work (as a recruitment and retention tool) further reduced the agency's telework participation rate in FY 2023.
Denali Commission	N	
Department of Agriculture	Y (Decrease)	A change in mission agenda across the subagencies requesting employees to return to the office. Or job announcements that are no longer remote eligible.

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Department of Commerce	Y (Decrease)	Last year's data included USPTO (this year's does not at advisement of OPM). Without USPTO last year's reported participation would have been 25122. There would have been a less than 10% change in participation with USPTO excluded.
Department of Defense	Y (Increase)	With the Air Force the increase may be attributable in part to better coding of eligibles following coding scrub more accurate timekeeping practices and actual increase in situational participation. There is also likelihood of overlap (double counting) of reported numbers of employees participating in regular and recurring telework vs situational. For example, if an employee has a reg/recur telework schedule of 2x per pay period and works additional day(s) the reg/recur days would be reporting in timekeeping as TW (regular telework) while those additional days would be reported in timekeeping as TS (situational); meaning the single employee would be counted/reported twice. Currently Air Force does not have a way to discern the number of employees double reported in both categories. The implementation of telework and remote work codes have changed the way our component tracks participation. The FY23 participation number reflects a more accurate picture of telework participation in the Department of the Navy (DON) in comparison to FY22 prior to the implementation of the telework and remote work codes.

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Department of Education	N	
Department of Energy	Y (Decrease)	Between 2022 -2023 DOE transitioned from teleworking under emergency/evacuation procedures to normal operating status. We also updated our policies and participation requirements. Thus, after we transitioned from pandemic reporting to normal operating procedures in 2023 (and after updating our policies) more employees participate in remote work than pre-pandemic reporting.
Department of Health and Human Services	Y (Decrease)	The use of flexibilities was maximized during the PHE to ensure workforce safety. Upon the issuance of the OMB M-23-15 Workforce Environment Plans were developed to ensure alignment with the intent of the OMB memo.
Department of Homeland Security	N	
Department of Housing and Urban Development	N	
Department of Justice	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Department of Labor	N	
Department of State	Y (Decrease)	<p>At the end of FY2022 most DOS employees were approved to telework on a situational basis but in FY2023 the Department began working with bureaus to adhere to the employee telework designations as calculated using the Mobility Assessment Tool (MAT) which supervisors utilize to determine the maximum level of telework permitted for the positions and employees that they oversee. As a result, employees were directed to cancel their existing telework agreements and submit requests for new agreements based on their new telework designations. The number of telework agreement submissions lagged expectations but now that we have gone through the MAT recalibration our focus will be to ensure increased compliance.</p>
Department of the Interior	N	
Department of the Treasury	N	
Department of Transportation	N	



Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Department of Veterans Affairs	N	
Environmental Protection Agency	N	
Equal Employment Opportunity Commission	Y (Increase)	The agency had over 490 accessions and over 300 separations for the fiscal year of 2023.
Export-Import Bank of the United States	N	
Farm Credit Administration	N	
Federal Deposit Insurance Corporation	N	
Federal Election Commission	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Federal Energy Regulatory Commission	N	
Federal Housing Finance Agency	Y (Decrease)	The number reported for telework participation for FY2022 was incorrect -the correct FY22 participation number is 650. With this correction the percent change is only 3.6%.
Federal Labor Relations Authority	Y (Decrease)	The 2022 data was due to COVID. By September 30, 2023, the Agency lost many employees and they had 110 Active FTEs and 12 Senior Level Intermittent Presidential Appointees who all together counts as 1 FTE. The FY22 numbers most likely included all 12 Senior Level (SL) Intermittent Presidential Appointees plus other losses. However as of September 30, 2023, the Agency has 109 FTE and 12 Senior Level (SL) Intermittent.
Federal Maritime Commission	N	
Federal Mediation and Conciliation Service	Y (Decrease)	We have updated our employees' status as remote workers. While all employees are eligible for telework, we update their remote work agreements and locality.

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Federal Permitting Improvement Steering Council	Y (Decrease)	In FY 2022 the Permitting Council vacated its office space resulting in no official duty station and changed all employees to remove work status.
Federal Retirement Thrift Investment Board	N	
Federal Trade Commission	N	
General Services Administration	N	
Institute of Museum and Library Services	N	
Inter-American Foundation	N	
Japan-United States Friendship Commission	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Marine Mammal Commission	N	
Merit Systems Protection Board	N	
Millennium Challenge Corporation	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
National Aeronautics and Space Administration	Y (Increase)	In FY22 NASA pulled participation data using a single pay period which encompassed a snapshot of our workforce at a moment in time (Sept. 30th). In FY23 we developed tools that allowed us to capture an entire fiscal years' worth of data. Reflecting the entirety of FY23 meant we captured all our gains and losses throughout the year vs. a static data set. This new method increased our workforce population as it counted anyone who worked at NASA at any point during the fiscal year. Thus, our numbers appear to be increased from last year's data. However, the actual ratio of telework participation at any given moment during the fiscal year relative to the population at that same moment is not statistically significant (i.e. less than 10%). It also means that there is not a one-for-one correlation between the workforce data eligibility participation data and telework recurrence since an employee may have teleworked 3 days in one pay period one day in another pay period and not at all in another pay period.
National Archives and Records Administration	Y (Increase)	Before COVID a large number of NARA employees had jobs that required them to be in NARA facilities to serve customers and service the records we are responsible for maintaining. Prior to reopening facilities in FY 2023 due to changes in COVID levels we also promoted more opportunities for employees to telework on a regular basis between FY 2022 and FY 2023.

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
National Credit Union Administration	Y (Increase)	In 2023 the NCUA validated participation based on improved record-keeping practices payroll data and increased efforts to ensure employees are coding timecards appropriately based on the type of telework performed. Also, NCUA boosted recruiting significantly in 2023 causing the number of vacancies to decrease and the number of teleworkers to increase from new hires filling those vacant positions. Our Collective Bargaining Agreement was ratified in Dec 2022 announcing maximum telework flexibilities of up to 8 days per pay period. This is also a likely cause for additional telework participation.
National Endowment for the Arts	Y (Decrease)	During the 2022-2023 remote work was applied splitting the total numbers between telework & remote work participation for FY2023.
National Endowment for the Humanities	N	
National Labor Relations Board	N	
National Science Foundation	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
National Transportation Safety Board	N	
Nuclear Regulatory Commission	Y (Increase)	Our number increased due to the number of new hires made during FY 2023.
Nuclear Waste Technical Review Board	Y (Increase)	
Occupational Safety and Health Review Commission	N	
Office of Government Ethics	N	
Office of Management and Budget (EOP)	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Office of National Drug Control Policy	Y (Increase)	Increase in total number of staff; leadership increased telework eligibility but slightly decreased overall regular/recurring telework numbers.
Office of Navajo and Hopi Indian Relocation	N	
Office of Personnel Management	N	
Office of Science and Technology Policy (EOP)	N	
Office of the Director of National Intelligence	N	The ODNI is continuing to expand the use of telework as a flexible work option and increase opportunities for teleworking.
Office of the United States Trade Representative (EOP)	N	
Patent and Trademark Office	N	



Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Peace Corps	Y	A majority of the positions have been deemed telework or remote work eligible. Telework/remote eligibility is written into all job announcements.
Pension Benefit Guaranty Corporation	N	
Postal Regulatory Commission	Y (Increase)	The Commission's increase in telework participation can be attributed to several factors with the significant increase in employee population being a primary contributing factor. As the employee population grows there is often a greater need for flexible work arrangements to accommodate varying work schedules and preferences. Expanding telework opportunities to all Commission employees demonstrates a commitment to providing a flexible and accommodating work environment.
Railroad Retirement Board	N	
Securities and Exchange Commission	N	

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
Small Business Administration	Y (Decrease)	The agency implemented new data report capabilities which improved the validity and reliability of telework participation data. As a result, FY 23 data provide a more accurate reflection of actual telework participation. In addition, it reflects a decrease in telework overall due to reentry and increased in-office presence in alignment with OMB memorandum M-23-15. Furthermore, the FY 2022 number included remote workers who were coded as teleworkers before the most recent OPM guidance on distinctions between these two work arrangements.
Social Security Administration	N	
Surface Transportation Board	N	
Tennessee Valley Authority	Y (Increase)	Percent change is due to more accurate tracking and submission of telework agreements and training data.
U.S. AbilityOne Commission	Y (Decrease)	AbilityOne Commissioned staff has moved from telework to working 100% remote

Agency Name	More Than 10% Increase or Decrease Compared to FY 2022?	Comparison between FY 2022 and FY 2023
U.S. Commission on Civil Rights	Y (Increase)	Our agency staff increased.
U.S. International Development Finance Corporation (name change 6/23/20)	N	
U.S. International Trade Commission	N	
U.S. Office of Special Counsel	N	
Udall Foundation	Y (Increase)	Number of agency employees increased from FY22 to FY23. The overall percentage of telework eligible full-time part-time and intermittent employees in both years remained the same (100%).

## Appendix 8. Agency Management Efforts to Plan, Implement and Evaluate Telework

*Note: All quantitative response data is provided as submitted by the agency and are written from the agency’s point of view*

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Access Board	The Agency's leadership encourages employees to use telework on a routine basis which increases productivity lessens absenteeism and increases job satisfaction and enhances work/life balance.
Agency for International Development	<p>USAID’s management including agency leadership the Telework Managing Officer (TMO) and the Chief Human Capital Officer (CHCO) plays a crucial role in planning implementing and evaluating the telework and remote work programs as a strategic tool to enhance organizational health and performance. Here’s how they typically approach these aspects.</p> <p>USAID unveiled the Agency's Telework and Remote Work policy in July 2024. We are committed to further educating the workforce on the various aspects of telework and remote work (including DETOs). Agency leadership will persist in monitoring telework and remote work data to ensure alignment with our mission goals.</p>
AmeriCorps (formerly CNCS)	The implementation of AmeriCorps’ Future of Work pilot has been so productive that the agency has seen a greater volume in workforce retention and has received positive feedback from employees through the Federal Employee Viewpoint survey. Additionally uses workplace policies remote and telework agreements management and employee memos position designation notices mandatory future of work training and the hoteling program to execute the pilot program.
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	We try to schedule one in-person all-staff meeting annually in a central location in the U.S. Virtual staff meetings are held at least twice a month to allow for a free-flow discussion among staff.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Central Intelligence Agency	<p>Our agency continues to explore telework options and continues to encourage managers and supervisors to support and/all workplace flexibilities when feasible. Our Agency continues to run/pilot programs for the purposes of identifying enhancements that will strengthen our mission resiliency while maximizing workforce flexibility. Our agency is researching unclassified training that can be done from home and other potential telework flexibilities such as unclassified work from home or an alternative site.</p> <p>Using metrics and data analysis from the Office of Facilities and Mission Delivery we increased the number of flexible work centers from 86 at the end of FY2022 to 103 (20 percent) at the end of FY2023 while the weekly average of staff utilizing these centers saw an increase from FY2022 to FY2023 of approximately 26 percent. Due to the volume of activity and employee usage there have already been a number of major changes in FY2024 with additional plans to bring more online in the near future. Tracking indicates approximately 1245 separate system accesses per week. Even though the COVID-19 pandemic has subsided our agency's weekly system accesses and the utilization of flexible work centers continues to provide an alternative means to meeting mission requirements.</p>
Chemical Safety and Hazard Investigation Board	<p>The OHR manages the telework program. We ensure annually that all eligible employees are on updated agreements and evaluate the program as needed.</p>
Consumer Financial Protection Bureau	<p>Agency leadership routinely urges managers to ensure that employees are aware of telework as an option. All managers are required to attend Supervisory Development training where they learn about the details of the telework program and best practices for using telework within their teams. Managers meet with their teams to develop telework norms within their office to ensure that telework remains an effective tool to support employee work-life balance by reducing commute time and accommodating personal circumstances. The Bureau recently implemented a new Remote Telework and Hybrid Program which increased telework and remote work for several employees.</p>

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Consumer Product Safety Commission	CPSC piloted and finalized a new telework policy in FY23. The policy allows for a supervisor to approve a temporary (less than 14 calendar days) requested change to the alternate worksite outside the local commuting area. Additionally, employees may be granted approval to telework up to full-time for 6 months or less for reasons related to a medical condition. These changes to the policy allow for continued productive of employees as it enables employees to continue working rather than request time off. Agency leadership allowed maximum telework, invested in IT resources, allowed additional equipment to be utilized for telework and shortened the waiting period for new employees.
Court Services and Offender Supervision Agency	We currently attend OMB meetings to stay up to date on requirements for telework and follow instructions set accordingly to plan implement and evaluate the adoption of telework in the agency.
Defense Nuclear Facilities Safety Board	Maintaining existing flexibilities makes our agency more attractive to candidates who recognize the advantages of telework. In a highly competitive recruiting environment, any advantage that brings the best and brightest to the agency results in an overall boost to our organizational health.
Denali Commission	The agency promotes the use of telework as a recruitment and retention strategy.
Department of Agriculture	USDA continues to utilize telework and remote work when practicable as a workplace flexibility for recruitment and retention purposes.
Department of Commerce	Management supports and promotes telework through the Department's Telework and Remote Work Plan.
Department of Defense	DAF -During the pandemic the Air Force's senior leadership recognized the importance of overhauling existing telework policy to enable the field to make the adjustments needed to effectively operate in the new pandemic telework posture. Post pandemic it was demonstrated that employees could be highly effective performing their work via telework. Leadership recognized the potential benefits of leveraging the temporarily increased telework posture into a more permanent posture leading to new policy guidance being developed. Senior leadership continues to monitor telework posture throughout the DAF through OPM's FEV Survey feedback and the greater DoD ADVANA data dashboard.

Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Defense	<p>Additionally, employee perceptions regarding telework and its effects on recruiting/retention is newly being measured and tracked via the DAF's internal retention and exit surveys.</p> <p>DON -In FY23 there were no specific efforts to promote the adoption of telework at the DON-level. Some commands have issued new policies leveraged employee engagement groups and promoted telework as a benefit through job vacancies and the recruitment process. Surveys are often used to evaluate.</p> <p>JS – The use of the Task Management Tool (TMT) provides JS leadership with transparency and collaboration on the future goals of the telework program</p> <p>DSCA leadership shares their pleasure on how well teleworking is working. “Employees’ work is completed timely, and deadlines are not missed during Component Town Hall meetings.</p> <p>DCAA -During FY 2023 DCAA maximized the use of telework for all eligible employees. DCAA plans to continue offering telework as a critical human capital flexibility while staying in compliance with all regulations and policies. DCAA also continues to evaluate pertinent program aspects (i.e. telework eligibility annual FEVS results telework readiness efforts COOP operating status notices and feedback from management and employees) to refine as necessary areas of the Component’s telework program.</p> <p>DCSA management promotes all eligible employees and positions to extend telework flexibilities if mission requirements are being met.</p> <p>DARPA leadership engages the entire workforce via All-Hands meetings to promote the use of telework and obtain feedback about employee preferences. Office leadership within DARPA engages directly with their employees to plan implement and evaluate individual needs and performance as it relates to their telework situation; adjusts as needed based on the overall mission requirements. DARPA’s CHCO promotes telework during the recruiting process and reviews all requests for adaptation of new or revised telework arrangements which then filter through an approval process to determine benefits to employee and DARPA.</p>

Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Defense	<p>USUHS management continues to promote overall agency telework participation by continuing to develop communication measures on telework (i.e. flyers/fact sheets on agency telework flexibilities training on the agency website; and offering telework training). USUHS continues to monitor telework participation through review of submitted telework agreements payroll system FEV Survey and communicating with managers.</p> <p>WHS Telework and AWS Policy actively promotes telework and other flexible workplace options to improve the employee experience increase efficiency and productivity and leverage innovation. Telework policy and guidance communicated across WHS has established norms that facilitate maximum telework participation and flexibility including the requirement for all meetings to include a virtual attendance option unless restricted by classification and ensuring all telework employees are fully equipped to work off site (i.e. providing laptops monitors cameras microphones VPN access etc.). WHS management utilizes an Employee Council to evaluate employee relations topics; the council has the directive to inform management of any morale issues including those that may be caused by perceived barriers to telework. Finally, WHS management monitors Federal Employee Viewpoint Survey Climate Survey and Pulse Survey results to gauge effectiveness of management policies to include telework. This data is regularly incorporated into WHS senior leader training and development events to identify/implement any necessary course corrections.</p> <p>DECA's Director responded to employee feedback in setting DECA's telework authorization to find a balance between Component and employee needs.</p> <p>NSA leadership encourages the use of telework to meet organizational mission and individual needs. NSA leaders have designated a directorate Telework lead for each Mission Center to promote the advantages and benefits of telework as a workplace flexibility and advance telework outcomes. NSA leaders have prioritized resources to support program evaluation and data automation to monitor and drive organizational accountability and effectiveness to underpin telework goals.</p>



Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Department of Defense	<p>NGA continues to promote telework to the maximum extent possible without sacrificing NGA’s mission to delivery timely and relevant products to our customers. NGA has developed partnerships with various stakeholders within the Intelligence Community and the Department of Defense to share best practices. Planning implementing and evaluating is a continuous process for NGA to refine the telework program. Internally the Telework Program Office collaborates with the Office of General Counsel Financial Management and various offices with Human Development.</p>
Department of Education	<p>ED’s senior leaders are committed to continue in this effort to maintain and promote a healthy Work/Life balance amongst staff and recruit the best candidates to support the mission of our workforce. With the ending of the pandemic the Agency leadership recognized the Office of Management and Budget issued Memorandum M-23-155 as they consider the future of work.</p>
Department of Energy	<p>As DOE’s telework managing officer the Office of the Chief Human Capital Officer meets with Telework/Remote work Coordinators throughout the Department to discuss the program. We provide various opportunities for the different segments of the workforce to provide input into the program. For instance, DOE is preparing to release a survey in the next few months to seek input from the DOE workforce on telework/remote work schedules etc. In addition, one-on-one meetings and other engagements area also leveraged to obtain input and respond to questions/concerns regarding the overall telework/remote work program.</p> <p>As an HC community we discuss strategies for enhancing the telework/remote work program to achieve common goals such as increased talent pools employee retention increased productivity concise policies accountability and training. Telework/remote work policies and associated documents were reviewed to ensure they are clear concise applicable to the changing work environment and legally sufficient. Systems are also being reviewed to determine if improvements are needed and/or possible to enhance the Department’s use of telework and remote work.</p>

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Department of Health and Human Services	Due to the mission of HHS and the high number of direct patient care employees HHS has maintained a steady on-site presence. The use of flexibilities was maximized during the PHE to ensure workforce safety. Upon the issuance of the OMB M-23-15 Workforce Environment Plans were developed to ensure alignment with the intent of the OMB memo.
Department of Homeland Security	DHS senior leadership received ongoing updates throughout 2023 on workplace flexibilities. Usage was discussed via the DHS Human Capital Leadership Council and further discussed during individual Component HR Stat briefings. Guidance has been issued by DHS OCHCO that is used by Components to further ensure consistency of communications about telework and its implementation.
Department of Housing and Urban Development	HUD management continues to closely monitor the usage of the agency's new telework/remote work policy implemented in FY22. Management monitors the establishment of agreements to ensure employees who participate in telework/remote work have an approved agreement in place and to ensure that employees with remote work agreements have their duty stations adjusted to ensure they receive locality pay in accordance with applicable pay regulations. Training on the agency's telework policy is provided to all new employees as well as to supervisors as emerging training topics are identified. HUD continues to offer a wealth of on-demand and live training opportunities to both managers and employees on such topics as thriving in a hybrid workplace and leading distributed teams. Management has continued to evaluate the ways that the current work environment has been successful and ways the agency can make improvements such as by increasing meaningful in-person collaboration. Management incorporated specific questions related to telework/remote work in a new retention-focused "stay survey" piloted in FY23 which will launch in FY24.

Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Justice	<p>The Department of Justice (DOJ or the Department) is fully committed to using in-person work telework and remote work to support the strategic management of human capital and facilitate the accomplishment of the Department’s mission. The Department’s leadership has undertaken a very comprehensive deliberate and informed approach in formulating the agency’s telework policy incorporating feedback from components and offices across the Department including input generated through earlier component surveys and listening sessions as well as information collected about how other Federal agencies were implementing in-person and telework.</p> <p>In FY 2023 the Department updated its telework policy which among other things requires components to actively encourage telework and remote work in support of the DOJ commitment to workforce efficiency emergency and inclement weather preparedness and quality of life. The Department’s telework and remote work policies and practices are designed to serve as effective recruitment and retention strategies while also enhancing efforts to employ and accommodate people with disabilities. The Department strives to use telework as a critical workplace flexibility that enables components to meet mission-critical needs of the organization while also helping employees balance work and personal responsibilities thereby enhancing employee satisfaction and well-being. The Department’s senior leadership is monitoring component in-person work and telework data on a bi-weekly basis to evaluate not only its effectiveness but also to identify any correlations between in-person work telework and measures such as recruitment retention attrition and overall employee job satisfaction as reflected in the Federal Employee Viewpoint Survey.</p>
Department of Labor	<p>The Department of Labor leadership supports the use of workplace flexibilities including telework. DOL captures telework utilization in an automated telework agreement management system and uses the data from this system to help inform agency performance in a hybrid work environment and to ensure that applicable operational policies practices or guardrails are being applied at the headquarters (HQ) and non-HQ levels and in compliance with OPM regulations. DOL also continues to provide training for managers supervisors and employees to ensure telework is utilized as a strategic management tool.</p>

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Department of State	<p>Department leadership views telework including remote work and the Domestic Employee Teleworking Overseas (DETO) programs as vital workplace flexibilities for the recruitment and retention of domestic employees. Following guidance from Department leadership at the end of FY23 the Mobility Assessment Tool (MAT) which supervisors utilize to determine telework levels for both the positions and employees they oversee was recalibrated to update the formula for calculating the Position Telework Maximum scores. The change to the formula ensured that the maximum level of telework is based on the most restrictive requirement for meaningful onsite presence for the job duties of a position. As a result, Department employees report to the regular worksite between one and two days more per pay period than prior to the recalibration.</p>
Department of the Interior	<p>Over the past several months the Department has been re-evaluating our work environment posture in response to the OMB Memo 23-15 and the conclusion of the public health emergency. As noted previously we implemented various requirements for teleworkers to work in the office at least 50% of their time. We anticipate this may actually impact organizational health and performance in the future and again note this conflicts with the Telework Enhancement Acts goals to increase telework and its frequency but have taken these actions based on the administration priorities.</p>

Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of the Treasury	<p>TTB: Since the Bureau’s inception in 2003 telework and remote work have been critical to TTB’s ability to accomplish its mission due to the Bureau’s geographically dispersed customer base the nature of the work and size of its workforce. TTB’s maximized telework posture has resulted in increased productivity in a variety of program areas including label and formula approvals permit-application reviews and rulemaking. Moreover, this flexible posture has improved work-life balance for TTB’s employees has contributed to the Department’s environmental-sustainability goals and has served as a recruitment and retention tool to help meet the bureau’s expanding mission. Building upon these advancements and insights gained over the past several years in FY23 a cross-directorate senior leadership team provided several policy recommendations that helped form the backbone to TTB’s draft telework and remote work flexibilities program policy that we plan to implement in Q3 FY24 once labor obligations are met. Once final TTB will use its directive’s process to ensure the program is up-to-date and consistent with government-wide Treasury-wide and bureau-wide policies/guidance. In addition through its new Human Capital Strategy Evaluation and Analysis branch TTB will conduct periodic accountability reviews to analyze compliance and decisions impacting the bureaus telework and remote program; including regularly reviewing the Bureau’s workplace flexibilities policies and processes to help identify best practices and/or lessons learned to support a hybrid work environment. Also as reported last year TTB continues to track on a quarterly basis the total hours employees spend in a telework status. Through these quarterly reports we analyze whether there are any major shifts or changes in telework usage. These results/findings are communicated and discussed at the senior leadership level to determine what strategies should be taken to promote telework. TTB also uses the results of the FEVS when data is available to determine if there are any actions that the bureau should take to help address employee concerns with TTB’s telework program. These results where possible are reviewed in conjunction with employee satisfaction to help assess the effectiveness of TTB’s telework program policies and guidance.</p>

Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of the Treasury	<p>BEP: The BEP Telework Program Circular was updated in April 2023 to include new regulatory telework guidance regarding increased telework options. BEP's successful telework program continues to align with the agency's mission and goals to promote better Work-Life balance for employees. BEP's Telework Program managers will continue to promote increased Work-Life flexibilities options through ongoing training and information sessions for our managers and employees. Senior leadership remains supportive as telework program participants and they consistently highlight telework as one of the features that make our Bureau a great place to work.</p> <p>BFS: The Bureau's executives continued to support the expansion of telework encouraging managers to increase the number of telework days allowed each pay period as we returned to the office. The Executive team specifically promoted the maximum telework requiring the minimum two days per pay period in the office.</p> <p>DO: DO has focused on implementing OMB requirements for increasing in-person performance this year.</p> <p>IRS: The IRS FY2022 Focus Areas &amp; Projects continue to improve and add to the agency's telework strategy as a mechanism to enhance the workforce productivity and explore additional employee workplace flexibilities. The agency has also intermittently evaluated telework by issuing various surveys to employees to gain insight on the IRS Telework Program effectiveness. Additionally, the IRS continues to explore new workplace flexibilities and adjust to telework postures at the Federal level.</p>

Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of the Treasury	<p>OCC: Throughout FY2023 OCC leadership continued to focus on establishing and implementing Telework (and Remote Work) appropriate to the OCC mission to include a new CBA with NTEU. At this same time the OCC transitioned to its post-pandemic intentional hybrid posture to return OCC employees to their assigned OCC duty location for those activities that benefit from in-person interaction. The head of the agency along with other senior leaders held frequent agency-wide town hall meetings that touched upon the post pandemic intentional hybrid approach and transition of employees back to OCC facilities. The OCC implemented revisions to the Collective Bargaining Agreement (CBA) Article 19 on Telework and Remote Work that enhanced the telework program to allow employees more flexibilities and opportunities to telework. Management offered forums for employees and managers to inform and promote the telework and remote work program. In addition, enhancements were made to the Telework and Remote work application database systems and the e-Time (Time and Attendance) system to account for the changes to the telework policy. These enhancements have improved the process on how an employee can elect a telework or remote work agreement and will allow additional information/data to be obtained to improve the evaluation of the program.</p> <p>OIG: We have updated our telework policy in FY23.</p> <p>SIGPR: Failure to adhere to the requirements of this procedure and the telework agreement by managers and employees could result in actions ranging from corrective actions to formal discipline up to and including removal from Federal service; failure to adhere to other SIGPR policies and procedures that implicate telework could also result in actions ranging from corrective actions to formal discipline up to and including removal from Federal service. SIGPR will consider DO's Conduct and Discipline Guidance when evaluating its response to misconduct related to this and other policy and procedures.</p>

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Department of the Treasury	TIGTA: TIGTA annually assesses positions and employees to determine the likelihood of an employee being a successful teleworker; ensures safety and security measures are taken and complied with; communicates expectations (frequency of telework response times etc.); and require all telework participants to complete telework training. In FY23 TIGTA proposed updates to its Telework policy in which the maximum level of telework participation is available in all Functions. The proposed changes were based on the proven ability of the majority of the staff to work effectively from an alternate worksite. This included some functions moving to full-time telework (8-days per pay period) and no longer a mandatory requirement to be at the office work-site one-day per workweek versus to be present two days within a pay period.
Department of Transportation	DOT continued to support telework during FY 2023 in a number of ways including: 1. Continuing to provide telework training for employees and managers in the agency's electronic learning management system; 2. Providing telework policy guidance to employees, supervisors and managers on an ongoing basis; and 3. Periodically updating the agency's IT infrastructure (i.e. computers Virtual Private Networks and other remote access technologies videoconferencing resources etc.) to contend with increased demand and emerging data security threats while enabling employees to connect securely to DOT systems. The Department monitors employee participation and satisfaction with the program as indicators of success as measured by this telework data call and the Federal Employee Viewpoint Survey.



Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
Department of Veterans Affairs	<p>VA establishes Department-wide telework goals each fiscal year which incorporate the established goals of each VA Administration. VA promotes educates and provides resources on the Department's telework policies and procedures as well as evaluate the status of fiscal year telework goals each quarter.</p> <p>The OCHCO Worklife and Benefits Service also hosts monthly calls to provide information HR practitioners new updated or revised policy guidance. This includes multiple calls during FY 2023 on various aspects and components of the VA's telework program: An Overview of Domestic Employees Teleworking Overseas (DETO) Locality Pay Changes for DETO and Updates to VA Form 0740 (Telework Agreement Form) and the End of the Maximum Telework status. OCHCO also utilizes a SharePoint site ("Ask the CHCO") where HR practitioners and employees can submit questions on a variety of HR-related topics many of which have been related to telework and remote work. This provides another avenue to disseminate information to the VA community.</p> <p>In addition to regularly briefing the HR community VA regularly briefs labor partners on changes and updates to the policy to ensure unions have accurate information to share with their bargaining unit members.</p>

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Environmental Protection Agency	<p>EPA is committed to our hybrid work model with the current suite of workplace flexibilities like telework and remote work remaining intact and central to our work environment going forward. EPA routinely communicates with managers and employees to make sure everyone has the right tools to both manage and work in an environment where your colleagues are both in the office and at home on the screen.</p> <p>To that end EPA initiated training for all supervisors on a myriad of topics ranging from managing in a hybrid work environment change management to creating an inclusive work environment and maintaining high levels of engagement as well as refresher training on the Agency's telework and remote work policies. EPA also articulated its commitment to the hybrid work model in its work environment plan (Work Environment Plan [WEP] 2023) an agency-wide strategy developed in response to the Office of Management and Budget's April 13, 2023, M-23-15 memorandum Measuring Monitoring and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments. Lastly EPA senior leadership regularly reviews and evaluates organizational health and compliance with employee performance in meeting minimum in person reporting requirements.</p>
Equal Employment Opportunity Commission	We are currently updating our Agency Telework directive to show the adoption of the most current telework guidance for the agency.
Export-Import Bank of the United States	Our management does an excellent job of communicating our telework program throughout the Bank. We have communication posted on our intranet for all employees we provide updated information in our All-Hands Meetings. Telework communication is also provided to new employees during new employee orientation sessions.
Farm Credit Administration	The agency has fully embraced the hybrid work model and adjusts telework options based on agency mission and employee roles.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Federal Deposit Insurance Corporation	As we have shifted to more telework since the onset of the pandemic the FDIC has placed great emphasis on the importance of utilizing the telework program for business continuity and work/life balance. We continued to stress the importance of telework while also increasing the need for in-person activities to facilitate teamwork and collaboration.
Federal Election Commission	<p>In FY 2023 the Agency revised its telework policy for non-bargaining unit employees. This change created a tiered system based on supervisory responsibility and position within the Agency. Staff are required to be in the office from 3 to 6 days per pay period depending on their assigned tier. This policy is in place until April of 2025.</p> <p>There was no change to bargaining unit telework policies in FY 2023. Bargaining unit employees are part of the Expanded Workplace Flexibilities Pilot Program. These programs expanded regular telework opportunities for most employees and episodic telework opportunities for all employees. The Pilot included a formal program assessment wherein employees and supervisors were surveyed about the Pilot's telework flexibilities and their impact on the ability to achieve the agency's mission perform the duties of their position communicate and collaborate with other agency staff.</p> <p>In FY 2023 the FEC's Telework Coordinator continued to perform an annual control review of the telework program that coincides with OPM's annual telework data call. The control review included reviewing telework applications for employees in the program and evaluating the types and amounts of telework that employees performed in the sample period. This review is used to evaluate compliance with current agency telework policies.</p>
Federal Energy Regulatory Commission	CHCO and TMO discuss telework issues with agency senior leadership in the Human Capital Accountability Team and develops action plans or guidance as necessary.
Federal Housing Finance Agency	The agency's plan is to promote telework to support employees' work/life balance and has incorporated telework as one of the components of the agency's wellness program using FEVS to gauge participation.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Federal Labor Relations Authority	Our senior leadership continuously reviews the agency policy HRD provides data driven information and supervisors constantly seek feedback from employees.
Federal Maritime Commission	The FMC Office of Human Resources provides agencywide training on telework policy as well as the work schedules available to employees to allow staff to understand work schedule flexibilities available to them. Senior leadership reviews the annual FEVS results to evaluate the satisfaction and participation of the Commission's employees.
Federal Mediation and Conciliation Service	All of our employees are eligible for telework and are on some type of telework or remote work schedule.
Federal Permitting Improvement Steering Council	The Permitting Council does not have any plans to amend its remote work status and thus does not intend to advance a telework program at this time.
Federal Retirement Thrift Investment Board	The agency conducts an annual Telework Program Evaluation that includes a review of FEVS scores employee and supervisory surveys benchmarking from other small agencies Federal best practices as well as Telework information sessions. This is done to determine if changes are needed for its effectiveness. As a result of this the agency moved to a three day telework program from two. ALL employees who participate in the Telework Program were required to take mandatory telework refresher training and best practices were made available to all agency leadership. All participating employees are required to complete mandatory training prior to the annual renewal of telework agreements.
Federal Trade Commission	Aligns telework with agency strategic goals and mission. Advocates telework in agency-wide meetings (e.g. all-hands meetings). Emphasizes telework as part of COOP (continuity of operations plan) events. Agency-wide emails of support

Agency	Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.
General Services Administration	<p>Because GSA has a longstanding robust telework program agency management in FY23 focused less on promotion of telework adoption and more on ensuring that telework continues to be implemented correctly across the agency and that GSA continues to deliver on its mission while in a telework-friendly work posture.</p> <p>Planning: GSA takes a flexible mission-based approach to the agency's telework posture. Agency leadership reviewed and categorized all positions according to their functions and business requirements. Determinations were made as to whether the positions best lent themselves to mostly onsite work a hybrid onsite/telework option or a fully remote option. We refer to this planning as "position categorization." The categorization of new positions are reviewed quarterly and the overall position categorization is reviewed annually.</p> <p>Implementation: Each business unit manages and executes their telework agreements in accordance with the above mentioned position categorization. The following implementation actions were taken upon reentry in 2021:</p> <p>Updated every GSA employee's telework and/or remote work agreement to reflect the telework frequency best suited to job responsibilities associated with their position as determined by division heads and direct supervisors. Executed a comprehensive strategic communications campaign for success in a hybrid work environment. Provided supervisor and employee training sessions highlighting best practices and tips for thriving in a hybrid work environment. Established the GSA Work Environment Council (WEC) as an executive body to guide the deployment and ongoing management of the hybrid work environment. Offered additional IT equipment to remote workers and teleworkers spending at least 50% of their time at home.</p> <p>Evaluation: GSA established an organizational health and performance framework to monitor key indicators tied to the work environment. The Work Environment Council reviews the metrics set on a quarterly basis to ensure the agency is continuing to meet its mission in the current work environment.</p>

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
General Services Administration	Doing so enables the team to evaluate the improvements that telework has on key workforce metrics such as retention engagement and satisfaction while ensuring GSA is tracking toward organizational performance and customer satisfaction goals regardless of work posture.
Institute of Museum and Library Services	IMLS updated the Agency's Telework Directive and established a Remote Work Program. The updated telework directive increased the number of allowed telework days from 2 per pay period to 8. IMLS had not had a remote work program prior to March of 2022. These programs went into effect in September of 2022. Leadership will use the 2022 FEVS results as well as internal surveys to evaluate these programs.
Marine Mammal Commission	Agency leadership supports telework for all employees and has also allowed remote work.
Merit Systems Protection Board	Telework is well supported at the Merit Systems Protection Board. The Agency is committed to a hybrid work environment in accordance with OPM guidance. Nearly all of the agency's positions are telework eligible and nearly 100 percent of agency employees work a hybrid schedule. Telework is also recognized as a useful workplace flexibility tool as a reasonable accommodation and a tool the agency uses to expand its preparedness for emergencies.
Millennium Challenge Corporation	MCC continues to support a healthy employee work-life balance. Leadership promotes the usage of hybrid work schedule flexibilities inclusive of maxiflex and telework. Leadership also encourages leveraging situational telework as a valuable resource tool when needed. EVS and internal pulse surveys include specific questions to evaluate overall telework effectiveness agency-wide.
National Aeronautics and Space Administration	NASA's senior leaders remain committed to developing new ways to measure and evaluate Agency performance in concert with our new hybrid workforce environment. In response to M-23-15 NASA has developed a series of metrics by which we will measure and report on future Agency organizational performance and health. NASA also is analyzing ways to capture cost savings associated with telework. One challenge will be developing metrics that can be captured by all agencies in a standardized manner while also recognizing each agency's unique missions and workforces.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
National Archives and Records Administration	NARA has aligned the telework program with the strategic goal "Make Access Happen" and ensured continuity of operations in case of emergencies. NARA management has also stressed the results of a strong telework program including employees being able to participate in projects in different organizations. This also allowed for increased knowledge in using technology to work collaboratively. It also identified areas where changes can be made to meet NARA's mission in the event of a future crisis. Employees experienced improved work-life balance and reduced commuting miles and costs. We have recently updated our telework policy to reflect the agency-wide expansion of telework.
National Credit Union Administration	The NCUA has targeted goals for telework participation and policies that support an employee's choice to telework. Planning is orchestrated by senior leadership managers and employees. NCUA recently released a telework agreement portal allowing employees to submit requests to telework along with proof of training and a home inspection checklist. This portal will allow NCUA to generate real-time reports of current teleworkers remote workers and our mobile workforce to further evaluate the telework program. This information is cross-referenced with payroll data to confirm the frequency of telework.
National Endowment for the Arts	The TW program is promoted throughout the Agency and aligned with mission requirements and work life enhancements balance to create a conducive work environment that meets the needs of the Agency and the employees to strengthen retention and recruitment as all vacancies are posted as TW eligible.
National Endowment for the Humanities	During the past year the agency head conducted an all-hands meeting with all employees. During this meeting the Chair's office was able to express an agency-wide opportunity for NEH employees to telework. Employees were provided with an updated telework policy and telework application. Supervisors were trained and telework policies were put into place. An internal document and tracking system are in place to evaluate the Telework program and its achievements.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
National Labor Relations Board	Agency leadership insures that telework is aligned with agency strategic goals and mission to ensure employees are equipped to complete their critical functions. Advocates telework in agency-wide meetings. Employees are provided with a briefing that emphasizes telework as part of COOP (continuity of operations plan) events. Agency wide emails provide support and awareness of telework practices.
National Science Foundation	NSF's telework and remote work policy was negotiated with our union partners AFGE Local 3403. To implement the policy, we have various office hours with supervisors and employees separately to provide a summary of the policy changes as well as answer any questions. We developed extensive FAQs and fact sheets to accompany the policy. The effectiveness of the policy is evaluated with pulse surveys.
National Transportation Safety Board	The agency has implemented policies and procedures to ensure consistent application of telework and remote work policies. All requests for remote work are reviewed by the CHCO and approved by the Managing Director.
Nuclear Regulatory Commission	While the agency offers greater flexibility for employees to work a hybrid (in-person/virtual) schedule efforts were undertaken to assess NRC's telework policy and its implementation. Two working groups were tasked to provide recommendations to ensure that the agency's telework policy has sufficient flexibility to meet our mission needs and can be implemented fairly equitably consistently and transparently. Both groups provided recommendations to senior agency leadership. As a result, a proposal was put forth to allow an even more flexible work model at the agency. However, the proposal was not approved to move forward. Therefore, we remain in a "60/40" posture that allows most non-SES employees to come into the office four days per pay period and telework the remaining days of the pay period up to six days. Additionally, agency management continues to promote telework in agency-wide meetings (e.g. all-hands meetings Town Hall meetings) and emphasizes telework as part of COOP (continuity of operations plan) events.



Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Nuclear Waste Technical Review Board	NWTRB management reviews the telework agreements with employees and adjusts based on the needs of the agency and the needs of the employee. The NWTRB uses its COOP exercises to evaluate our telework program.
Occupational Safety and Health Review Commission	The agency reviews its telework policies and procedures annually and administers surveys when needed to gauge employee satisfaction. Senior management officials meet to discuss telework policies and procedures and communicate with staff about telework policy changes during all hands meetings if applicable. The agency aligns telework with its strategic goals and mission.
Office of Government Ethics	Agency leadership are strong supporters of the telework program. Leadership continues to periodically encourage managers to review the telework program to ensure it is implemented efficiently and effectively. The agency purchased laptops and remote connectivity licenses to ensure the ability for 100% telework participation if the need arises. Leadership continues to allow telework arrangements for employees when such arrangements are beneficial to the agency in terms of productivity or enhances quality of work efficiency in performance and/or customer service.
Office of National Drug Control Policy	TW policies and expectations are set agency-wide.
Office of Navajo and Hopi Indian Relocation	Agency management has regular meetings to discuss telework needs and schedules of staff.
Office of Personnel Management	Our agency considered ways to optimize the use of telework, ensuring a balanced mix of remote and in-person work. We actively seek feedback from our workforce to encourage innovation and maintain an enterprise mindset. Our goal is to attract and retain top talent through workplace flexibilities, such as telework. We offer regular training to support leaders and employees in understanding and complying with our telework and remote work policies, including their implications for progress and annual reviews. We consistently reassess our current stance to ensure it remains relevant and supports our agency's goals and mission.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Office of Science and Technology Policy (EOP)	OSTP leadership has supported remote and telework for all staff and remain extremely flexible at all times. This allows for a happier and more productive workforce.
Office of the Director of National Intelligence	Employee feedback is captured in the annual Climate Survey and results are provided to senior leadership for review.
Office of the United States Trade Representative (EOP)	In FY2023 Agency leadership promoted the use of the Agency telework program by communicating to managers telework flexibilities should be approved equitably across their team. Leadership hosted town hall meetings to receive feedback from employees on the administration of telework and other workplace flexibilities. Leadership also used updates on agency telework participation to be reported to the White House Chief of Staff periodically. The AUSTR for Administration and CHCO issued fact sheets on effective telework practices and managing hybrid teams effectively. The Agency CHCO and TMO updated the Agency Telework and Remote Work Policy made user-friendly updates to the Agency's Telework and Remote Management System produced reports for leadership and maintained responsibility for the implementation of telework policies and guidelines as released by OPM maintained the electronic database for telework and remote work agreements of all staff and training managers and employees on telework guidelines.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Patent and Trademark Office	<p>The USPTO continued to enhance the telework environment in fiscal year 2023 by expanding telework opportunities and helping develop skill sets specific to managing in a hybrid workplace. The Telework Program Office (TPO) located in the Office of the Chief Administrative Officer is responsible for setting annual program goals and revisiting/reviewing these quarterly to ensure each measure/goal is on track and telework project timelines are being met. The TPO is responsible for collecting and analyzing quarterly data and reporting this data to agency heads and business units. The TPO is also responsible for conducting quarterly telework coordinator meetings with agency telework points of contact to communicate quarterly telework statistics and provide previous fiscal year data comparisons discuss new pilot programs and guidelines telework surveys modifications to telework agreements and address current research and/or Federal initiatives that may affect agency telework programs. Results from Exit Surveys and the Federal Employee Viewpoint Survey also provide significant data for telework program evaluation.</p> <p>The USPTO's leadership annually completes review of each position's telework eligibility and this past year updated several business unit telework programs to ensure the programs are aligned to the business unit needs and are based on updated work requirements for each position. USPTO also utilizes an agency-wide telework management database which allows for electronic application approval and management of employee telework agreements. This capability allows for improved management and updates to business unit telework guidelines as well as automated data collection to support program assessment and data reporting. The USPTO continuously makes modifications to the database to improve user experience and management functions of the telework program.</p>
Peace Corps	<p>At the time of this Data Call submission the agency is considering the expansion of telework-perhaps to three days per week. The Union has informed they do not support this outcome and intend to request bargaining.</p>

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Pension Benefit Guaranty Corporation	Agency's management continues to encourage employees to utilize maximum telework flexibilities. Guidance is planned and coordinated with the agency's Human Resources Department Office of Information Technology Payroll Travel Office and the Workforce Solutions Department. Employees are kept up to date with available resources and potential plans.
Postal Regulatory Commission	<p>The Commission's senior leadership consisting of the Chairman Commissioner's and office heads are committed to attracting developing and retaining a diverse workforce as evident in the Commission's 5-Year Strategic Plan. The annual review of Telework Programs and Work Schedule policies by the Secretary and Chief Administrative Officer (CAO) who also serves as the Chief Human Capital Officer (CHCO) ensures that telework policies remain current and aligned with organizational goals and priorities. The flexibility of these policies positions the Commission as a leader in workplace flexibilities within the Federal government enhancing its ability to attract and retain top talent.</p> <p>Utilizing the annual Federal Employee Viewpoint Survey (FEVS) to measure employee feedback and job satisfaction especially in the context of the new hybrid work situation resulting from the pandemic demonstrates the Commission's commitment to employee engagement and well-being. By soliciting feedback from employees, the Commission can identify areas for improvement and make informed decisions to enhance workplace culture and effectiveness.</p> <p>Aligning telework with agency strategic goals and mission is crucial for maximizing its effectiveness as a workforce strategy. By emphasizing telework as part of the Continuity of Operations Plan (COOP) events the Commission demonstrates its commitment to ensuring operational resilience and continuity even during emergencies or unforeseen events.</p>
Railroad Retirement Board	We request senior managers to review positions for telework eligibility and keep the information updated.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
Securities and Exchange Commission	The SEC has moved the telework program into its Legal and Policy Office (LPO) in order to best implement and evaluate the program. The LPO reports directly to the CHCO and was involved in negotiating the new telework program with the Union that took effect on March 22, 2023. The LPO is well situated to implement and evaluate the new expanded telework program and meets regularly with the CHCO to discuss issues that arise and policy recommendations for the program. In addition, the COO has been involved in the implementation of the new telework program and was instrumental in initial communications about the program. The CHCO constantly evaluates the telework program based on a variety of data points including attrition rates Federal Viewpoint Survey results manager and senior leader feedback and anecdotal feedback from the Union.
Small Business Administration	Telework is promoted as a workplace flexibility. Information regarding the agency's telework flexibility is shared via vacancy announcements onboarding briefings CHCO alerts HR Cafe information sessions All Hands meetings SharePoint sites and supervisory training. Additionally, the agency has an updated telework policy that is available via its SharePoint site.
Surface Transportation Board	The STB continued to support telework during FY 2023 in a number of ways including: 1. Internally marketing telework as a means to continue agency operations (e.g. on days when the government is closed due to inclement weather or local disruptions and/or on days when options for 'unscheduled telework' have been announced by OPM); 2. Providing telework policy guidance to employees managers and supervisors on an ongoing basis; 3. Periodically updating the agency's information technology infrastructure to contend with emerging data security threats and allowing employees to connect to STB systems via Virtual Private Networks and remote access technology; and 4. Monitoring robust employee telework participation via the OPM Telework Data Call and the Federal Employee Viewpoint Survey.
Tennessee Valley Authority	Ongoing education with leadership to ensure that they are aware that the program is available. HR business partners are the key liaisons to relay information related to the program.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
U.S. AbilityOne Commission	AbilityOne will not use telework to further any specific goals in the future due to our remote work status.
U.S. Commission on Civil Rights	Management reviews the telework policy yearly to ensure it continues to meet the needs of the agency and employees.
U.S. International Development Finance Corporation (name change 6/23/20)	DFC leaders at all levels in the organization are supportive of telework and remote work. Agency officials recognize the benefits and flexibility telework and remote work offers for our workforce other Federal agency partners and private sector customers. DFC is transparent about its support of telework and remote work. Telework and remote work fosters work-life balance is regularly addressed in DFC vacancy announcements during the hiring process and during employee on-boarding orientation. The DFC employee friendly telework reporting requirements of two days per pay period has resulted in an agile dedicated workforce. Telework is so widely embraced in the DFC's organizational culture that any formalized evaluation of the telework program would have limited benefit or impact to the organization. As such DFC does not have an established evaluation plan for telework.
U.S. International Trade Commission	We are currently in a hybrid environment. Management has continued to leverage information technology to facilitate ease of teleworking such as MS Teams.

Agency	<b>Consider Fiscal Year 2023. Please address how your agency's management (e.g., agency leadership, TMO, CHCO) plans, implements, and evaluates your program to promote the adoption of telework in your agency.</b>
U.S. Office of Special Counsel	<p>The agency leadership fully supports our telework program and recognizes the importance of the program not only for maintaining business operations but also employee morale.</p> <p>Currently OSC is exploring options to remain competitive in a tight labor market to support our goal of attracting a high caliber workforce. Our Alternative Worksite Directive was established in 2022 which formalized a hybrid workplace model and remote procedures. OSC's in-office requirements are two days per week which also authorizes up to three weeks situational telework per year. Approval of remote work requests are based upon extenuating circumstances only. Workplace flexibilities are offered allowing employees to meet family obligations and enhance work/life balance supports our goal of being an employer of choice. The telework program is evaluated on quarterly basis in our risk assessment reviews. In addition, OSC FEVS rating confirm our high level of employee satisfaction in this area.</p>
Udall Foundation	<p>The agency completed a comprehensive review and update of the telework and remote work policies in FY 23. These updates and additional training on telework were given to all staff in July 2023.</p>

**Appendix 9. Agency Management Efforts to Promote Telework in Fiscal Year 2023**

*Note: Blank cells indicate that no data were reported.*

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Access Board	X	X	X	X	-	X	-	
Agency for International Development	X	X	X	X	X	X	-	
Appraisal Subcommittee of the Federal Financial Institutions Examination Council	X	X	X	X	-	X	-	



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Chemical Safety and Hazard Investigation Board	-	-	-	-	-	-	-	Our agency continues to give consideration to additional ways in which telework opportunities could be provided while simultaneously protecting information and equities.
Consumer Product Safety Commission	-	X	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Corporation for National and Community Service	X	X	-	X	-	X	-	
Denali Commission	X	X	-	X	-	-	-	
Department of Agriculture	X	-	-	-	-	-	-	0
Department of Commerce	X	X	-	X	-	X	-	
Department of Defense	-	-	-	X	-	-	-	
Department of Education	X	X	X	X	X	X	X	
Department of Energy	X	-	-	X	-	-	-	
Department of Health and Human Services	X	X	-	X	-	X	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Department of Homeland Security	X	X	-	X	-	-	-	
Department of Housing and Urban Development	X	X	-	X	X	X	-	
Department of Justice	-	-	-	-	X	X	-	
Department of Labor	X	-	-	X	-	-	-	
Department of State	X	X	-	X	X	X	X	
Department of the Interior	X	X	-	X	-	X	-	
Department of the Treasury	-	-	-	X	-	-	-	
Department of Transportation	X	X	-	X	X	X	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Department of Veterans Affairs	X	X	-	X	-	-	-	
Environmental Protection Agency	X	X	-	X	-	X	-	
Equal Employment Opportunity Commission	X	X	-	X	X	X	-	
Executive Office of the President (Science and Technology)	X	X	-	-	-	-	-	
Export-Import Bank of the United States	X	X	X	X	-	X	-	
Farm Credit Administration	X	X	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Federal Deposit Insurance Corporation	-	-	-	X	-	-	-	Opened negotiations with the NTEU to renegotiate the telework article in the CBA.
Federal Election Commission	X	X	-	X	-	X	-	
Federal Energy Regulatory Commission	-	X	-	X	-	-	-	
Federal Housing Finance Agency	X	X	-	X	-	-	-	Work/Life resource
Federal Mediation and Conciliation Service	-	-	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Federal Mine Safety and Health Review Commission	X	X	-	X	-	X	-	
Federal Retirement Thrift Investment Board	X	X	-	X	X	X	-	
Federal Trade Commission	X	X	-	X	-	-	-	
Japan-United States Friendship Commission	-	X	-	X	-	-	-	
Merit Systems Protection Board	-	-	X	X	-	-	-	
Millennium Challenge Corporation	X	X	-	X	-	X	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
National Aeronautics and Space Administration	X	X	X	X	-	-	-	
National Archives and Records Administration	X	X	X	X	X	X	-	
National Capital Planning Commission	-	X	-	X	-	X	-	
National Council on Disability	X	X	-	X	-	-	-	Office Hours and attend staff meetings
National Credit Union Administration	X	X	-	X	-	-	-	
National Endowment for the Arts	-	-	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
National Endowment for the Humanities	-	X	-	X	-	X	-	
National Labor Relations Board	X	X	X	X	-	X	-	
National Transportation Safety Board	-	-	-	X	-	-	-	
Nuclear Regulatory Commission	-	X	-	-	-	-	-	
Nuclear Waste Technical Review Board	-	X	-	-	-	X	-	
Office of Government Ethics	X	X	-	X	-	X	-	
Office of Management and Budget (EOP)	-	X	-	X	-	X	-	



Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Office of National Drug Control Policy	X	X	X	X	-	-	X	
Office of Navajo and Hopi Indian Relocation	X	X	-	-	-	-	-	
Office of Personnel Management	X	X	-	X	-	-	-	
Office of the Director of National Intelligence	X	-	-	X	-	-	-	The agency holds periodic telework training. The agency also held an open house event where telework was discussed.

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Patent and Trademark Office	-	X	-	X	-	X	-	
Peace Corps	X	X	-	X	-	X	-	
Pension Benefit Guaranty Corporation	X	X	-	X	-	-	-	
Postal Regulatory Commission	-	X	-	-	-	X	-	
Privacy and Civil Liberties Oversight Board	X	X	-	X	-	-	-	
Securities and Exchange Commission	-	X	-	X	-	-	-	
Small Business Administration	X	X	-	X	-	X	-	
Social Security Administration	-	-	-	X	-	-	-	

Agency	Aligns telework with agency strategic goals and mission	Advocates telework in agency-wide meetings (e.g., all-hands meetings)	Uses telework goal setting and measurement to hold managers accountable	Emphasizes telework as part of COOP (continuity of operations plan) events	Special telework events (e.g., telework awareness weeks, telework drills)	Agency-wide emails of support	Signs/posters	Other. Please describe:
Surface Transportation Board	-	X	-	X	-	X	-	
Tennessee Valley Authority	X	X	-	X	-	-	-	
U.S. Commission on Civil Rights	X	-	X	X	-	X	-	
U.S. International Development Finance Corporation	-	X	-	X	-	-	-	
U.S. International Trade Commission	X	-	-	-	-	-	-	
U.S. Office of Special Counsel	X	X	-	X	-	X	-	

## Appendix 10. OPM's Assessments of Agencies' Progress toward “Meeting 2023 Participation Goals

The following tables show agency’s stated total participation goals for 2023, agency self-assessments of whether they met their goal, and an assessment by OPM of whether agencies met their goals according to reported participation data. Agencies were given the opportunity to set both numeric and percentage goals. To recognize any agency successes, OPM considered either goal for this assessment.

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

- Yes, met: OPM’s assessment showed the established 2023 participation goal (numeric or percentage) was met
- No, not met: OPM’s assessment showed the agency did not meet its established numeric or percentage 2023 participation goal
- Not Applicable (N/A): the agency participated in the 2022 Data Call but was unable or elected not to provide a 2023 participation goal
- Unable to verify: OPM was unable to verify goal achievement, either because the agency: did not set any goal, provided incomplete 2023 participation data, or the method for assessment was unclear

Some agencies were unable to report fiscal year telework participation data. For these agencies, September participation data was used to determine the assessment of met goals. These assessments are marked with an asterisk (\*). Additionally, blank cells indicate that no data were reported.

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
Access Board	Yes	25	100	Yes
Agency for International Development	No		95	Yes
AmeriCorps (formerly CNCS)	Yes	709	100	Yes

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	Yes	15	15	Yes
Central Intelligence Agency	Not applicable (no numeric goal provided in 2022 Data Call)			Yes
Chemical Safety and Hazard Investigation Board	Yes	11	35	Yes
Commission For Fine Arts		11	100	Yes
Commodity Futures Trading Commission	Yes		100	Yes
Consumer Financial Protection Bureau	Yes		70	Yes
Consumer Product Safety Commission	Yes		98	Yes
Court Services and Offender Supervision Agency	Yes	1098		Yes
Defense Nuclear Facilities Safety Board	Yes		100	Yes
Denali Commission	Yes	12	100	Yes
Department of Agriculture	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
Department of Commerce	No	30000		No
Department of Defense	Yes		38	Yes

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
Department of Education	Not applicable (no numeric goal provided in 2022 Data Call)		98	Yes
Department of Energy	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
Department of Health and Human Services	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
Department of Homeland Security	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
Department of Housing and Urban Development	Not applicable (no numeric goal provided in 2022 Data Call)			Yes

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
Department of Justice	Not applicable (no numeric goal provided in 2022 Data Call)		10	Yes
Department of Labor	Yes		75	Yes
Department of State	No	13375	100	Yes
Department of the Interior	No		40	Yes
Department of the Treasury	No		90	Yes
Department of Transportation	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
Department of Veterans Affairs	Yes		86	Yes
Environmental Protection Agency	Yes		85	Yes
Equal Employment Opportunity Commission	Yes		100	Yes
Export-Import Bank of the United States	Yes	400		N/A
Farm Credit Administration	Yes	322		Yes
Federal Deposit Insurance Corporation	Yes		90	Yes
Federal Election Commission	Yes	1	80	Yes

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
Federal Energy Regulatory Commission	Not applicable (no numeric goal provided in 2022 Data Call)			Yes
Federal Housing Finance Agency	Yes		95	Yes
Federal Labor Relations Authority	Yes	127	98	Yes
Federal Maritime Commission	No		85	Yes
Federal Mediation and Conciliation Service	Yes		100	Yes
Federal Permitting Improvement Steering Council	Not applicable (no numeric goal provided in 2022 Data Call)			Yes
Federal Retirement Thrift Investment Board	Yes	200		Yes
Federal Trade Commission	Yes		98	Yes
General Services Administration	Not applicable (no numeric goal provided in 2022 Data Call)			No
Institute of Museum and Library Services	Yes		100	Yes
Inter-American Foundation	Yes			Yes



<b>Agency</b>	<b>Agency's reported assessment</b>	<b>Agency's reported total numeric goal from 2022 Data Call</b>	<b>Agency's reported total percentage goal from 2022 Data Call</b>	<b>OPM's assessment</b>
Japan-United States Friendship Commission		4	100	Yes
Marine Mammal Commission	Yes	12		Yes
Merit Systems Protection Board	Yes			Yes
Millennium Challenge Corporation	Yes	270		Yes
National Aeronautics and Space Administration	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
National Archives and Records Administration	No			N/A
National Credit Union Administration	Yes	350	30	Yes
National Endowment for the Arts	Yes	2534	100	Yes
National Endowment for the Humanities	Yes		100	Yes
National Labor Relations Board	Yes			N/A
National Science Foundation	No	1761	100	Yes
National Transportation Safety Board	Yes		98	Yes
Nuclear Regulatory Commission	Yes	100	100	Yes
Nuclear Waste Technical Review Board	Yes		92	Yes

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
Occupational Safety and Health Review Commission	Yes	11		No
Office of Government Ethics	Yes	47	96	Yes
Office of Management and Budget (EOP)		68		Yes
Office of National Drug Control Policy	Yes			N/A
Office of Navajo and Hopi Indian Relocation	Yes	1	3	Yes
Office of Personnel Management	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
Office of Science and Technology Policy (EOP)	Yes			Yes
Office of the Director of National Intelligence	Yes	520	100	Yes
Office of the United States Trade Representative (EOP)	Yes	246	100	Yes
Patent and Trademark Office	No		100	Yes
Peace Corps	Not applicable (no numeric goal provided in 2022 Data Call)			Yes
Pension Benefit Guaranty Corporation	No		95	Yes

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
Postal Regulatory Commission	Yes		100	Yes
Railroad Retirement Board	Yes		85	Yes
Securities and Exchange Commission	Yes		100	Yes
Small Business Administration	Yes		100	Yes
Social Security Administration	Yes		85	Yes
Surface Transportation Board	Yes	117	100	Yes
Tennessee Valley Authority	Not applicable (no numeric goal provided in 2022 Data Call)	0		N/A
U.S. AbilityOne Commission	Not applicable (no numeric goal provided in 2022 Data Call)			Yes
U.S. Commission on Civil Rights	Yes	41	100	Yes
U.S. International Development Finance Corporation (name change 6/23/20)	Not applicable (no numeric goal provided in 2022 Data Call)			N/A

Agency	Agency's reported assessment	Agency's reported total numeric goal from 2022 Data Call	Agency's reported total percentage goal from 2022 Data Call	OPM's assessment
U.S. International Trade Commission	Not applicable (no numeric goal provided in 2022 Data Call)			N/A
U.S. Office of Special Counsel	Not applicable (no numeric goal provided in 2022 Data Call)			Yes
Udall Foundation	Yes			Yes

## Appendix 11. Agencies' Reported Reasons for Missing Fiscal Year 2023 Participation Goals and Reported Efforts to Limit Barriers to Meeting Future Goals

Note: All quantitative response data is provided as submitted by the agency and are written from the agency's point of view

Agency	Reason agency did not meet FY 2023 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Central Intelligence Agency	The CIA's classified work environment limits our ability to establish measurable goals in relation to telework. Although we do not have specific goals, we continue to pursue efforts to increase telework opportunities where possible to positively impact employee retention job satisfaction and reduced commute time/distance.	No. See rationale above.
Court Services and Offender Supervision Agency	The agency is still in the process of reviewing and updating its telework policy to help solidify its telework posture post COVID-19.	
Department of Transportation	While DOT does not directly tie telework programs to specific Department-wide outcome goals telework is leveraged to support agency operations during potential disruptions and to accommodate employees' changing needs for workplace flexibilities and work-life balance. Furthermore, DOT sub-agencies retain the discretion to use telework and remote work as employee recruitment/retention tools and may indicate in job announcements whether telework and remote work is available for certain positions.	DOT views telework primarily as a means of accomplishing and sustaining the agency's work which was largely accomplished during the year. In fact, 60% of the total workforce teleworked during FY 2023. The Department will seek to continue learning from the experience of implementing 'maximum telework' while retaining the discretion to revisit whether it is in the Department's best interest to directly tie telework programs to any other specific desired outcomes.

Agency	Reason agency did not meet FY 2023 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Environmental Protection Agency	While the 2023 FEVS global satisfaction index indicates increased satisfaction year over year (1.7% increase since 2022) the agency cannot ascribe the increase directly to telework efforts.	With the implementation of OPM's personnel and time and attendance telework and remote work coding, EPA may be able to identify specific outcome goals in the future because the agency will have tools to help track goal completion.
Federal Permitting Improvement Steering Council	The Permitting Council achieves many of the outcomes in Question 18 through its remote work status of its employees and not telework.	The Permitting Council will continue to leverage a remote workforce to meet its goals.
Inter-American Foundation	100% of our employees are able to and do take advantage of telework.	Nothing specific at this time
Office of Navajo and Hopi Indian Relocation	We do not have sufficient staff to utilize teleworking to specific outcome goals.	No plans to use telework to further specific outcome goals.
Office of Science and Technology Policy (EOP)	The Office of Science Technology Policy has a maximum of 33 employees. All 33 employees are eligible. Since we are a very small agency we don't track or record telework.	The Office of Science Technology Policy has a maximum of 33 employees. All 33 employees are eligible. Since we are a very small agency we don't track or record telework.

Agency	Reason agency did not meet FY 2023 participation goal	Actions underway to identify and eliminate barriers to maximizing telework participation
Surface Transportation Board	While STB does not tie the telework program to any specific agency outcome goal the workplace flexibility is leveraged as a means to support agency operations during potential disruptions (e.g. pandemic weather emergencies etc.) and to accommodate employees' needs for workplace flexibility and work-life balance. Furthermore, STB Offices use telework as an employee recruitment and retention tool and indicates in job announcements whether telework is available for certain positions.	While the STB does not expect to rely solely on employee telework participation to fulfill specific agency-wide outcome goals it does strategically employ telework and remote work opportunities to mutually benefit the agency and employees alike. For instance, the STB has a track record of extending frequent telework opportunities (three or more days per pay period) to nearly 100% of eligible employees which increases employees' morale and work-life balance while bolstering the agency's capacity to recruit and retain talent across the board. Moreover, on a case-by-case basis the agency offers remote work arrangements to recruit and retain employees in critical positions that might otherwise be challenging to fill thus mitigating the risk of hindering the achievement of strategic objectives due to personnel shortages.
U.S. AbilityOne Commission	AbilityOne Commission is in a full-time remote work status. There is no need for telework.	AbilityOne Commission is in a full-time remote work status. There is no need for telework.

## Appendix 12. Fiscal Year 2024 Participation Goals -Type of Goal Set

Organizations Required to Respond	Total Participation Goal Set for FY 2024?	Infrequent Participation Goal Set for FY 2024?	Frequent Participation Goal Set for FY 2024?	Situational Participation Goal Set for FY 2024?
Access Board	Yes	No	Yes	No
Agency for International Development	Yes	Yes	Yes	Yes
AmeriCorps (formerly CNCS)	Yes	No	No	No
Appraisal Sub-Committee -Federal Financial Institutions Examination Council	Yes	No	Yes	No
Central Intelligence Agency	No	No	No	No
Chemical Safety and Hazard Investigation Board	Yes	No	Yes	No
Commission For Fine Arts	No	No	No	No
Commodity Futures Trading Commission	Yes	Yes	No	No
Consumer Financial Protection Bureau	Yes	Yes	Yes	Yes
Consumer Product Safety Commission	Yes	No	Yes	Yes
Court Services and Offender Supervision Agency	Yes	No	No	No
Defense Nuclear Facilities Safety Board	Yes	Yes	Yes	Yes
Denali Commission	Yes	No	Yes	No
Department of Agriculture	No	No	No	No
Department of Commerce	Yes	Yes	Yes	Yes
Department of Defense	Yes	Yes	Yes	Yes



<b>Organizations Required to Respond</b>	<b>Total Participation Goal Set for FY 2024?</b>	<b>Infrequent Participation Goal Set for FY 2024?</b>	<b>Frequent Participation Goal Set for FY 2024?</b>	<b>Situational Participation Goal Set for FY 2024?</b>
Department of Education	Yes	Yes	Yes	Yes
Department of Energy	No	No	No	No
Department of Health and Human Services	Yes	Yes	Yes	Yes
Department of Homeland Security	No	No	No	No
Department of Housing and Urban Development	No	No	No	No
Department of Justice	Yes	Yes	Yes	Yes
Department of Labor	Yes	No	No	No
Department of State	Yes	Yes	Yes	Yes
Department of the Interior	Yes	Yes	Yes	Yes
Department of the Treasury	No	No	No	No
Department of Transportation	No	No	No	No
Department of Veterans Affairs	Yes	No	Yes	No
Environmental Protection Agency	Yes	No	No	Yes
Equal Employment Opportunity Commission	Yes	Yes	Yes	Yes
Export-Import Bank of the United States	Yes	Yes	Yes	Yes
Farm Credit Administration	Yes	Yes	Yes	Yes
Federal Deposit Insurance Corporation	Yes	No	Yes	Yes
Federal Election Commission	Yes	Yes	Yes	Yes

<b>Organizations Required to Respond</b>	<b>Total Participation Goal Set for FY 2024?</b>	<b>Infrequent Participation Goal Set for FY 2024?</b>	<b>Frequent Participation Goal Set for FY 2024?</b>	<b>Situational Participation Goal Set for FY 2024?</b>
Federal Energy Regulatory Commission	No	No	No	No
Federal Housing Finance Agency	Yes	Yes	Yes	Yes
Federal Labor Relations Authority	Yes	Yes	Yes	Yes
Federal Maritime Commission	Yes	Yes	Yes	Yes
Federal Mediation and Conciliation Service	No	No	No	No
Federal Permitting Improvement Steering Council	No	No	No	No
Federal Retirement Thrift Investment Board	Yes	Yes	Yes	No
Federal Trade Commission	Yes	Yes	Yes	Yes
General Services Administration	No	No	No	No
Institute of Museum and Library Services	No	No	No	No
Inter-American Foundation	Yes	No	Yes	Yes
Japan-United States Friendship Commission	No	No	No	No
Marine Mammal Commission	Yes	Yes	Yes	No
Merit Systems Protection Board	No	Yes	Yes	Yes
Millennium Challenge Corporation	Yes	Yes	Yes	Yes
National Aeronautics and Space Administration	No	No	No	No

<b>Organizations Required to Respond</b>	<b>Total Participation Goal Set for FY 2024?</b>	<b>Infrequent Participation Goal Set for FY 2024?</b>	<b>Frequent Participation Goal Set for FY 2024?</b>	<b>Situational Participation Goal Set for FY 2024?</b>
National Archives and Records Administration	Yes	Yes	Yes	Yes
National Credit Union Administration	Yes	Yes	Yes	Yes
National Endowment for the Arts	Yes	No	Yes	No
National Endowment for the Humanities	Yes	No	Yes	Yes
National Labor Relations Board	Yes	Yes	Yes	Yes
National Science Foundation	Yes	Yes	Yes	Yes
National Transportation Safety Board	Yes	No	No	Yes
Nuclear Regulatory Commission	Yes	Yes	Yes	Yes
Nuclear Waste Technical Review Board	Yes	Yes	Yes	Yes
Occupational Safety and Health Review Commission	Yes	No	Yes	Yes
Office of Government Ethics	Yes	No	Yes	Yes
Office of Management and Budget (EOP)	No	No	No	No
Office of National Drug Control Policy	Yes	No	Yes	Yes
Office of Navajo and Hopi Indian Relocation	Yes	Yes	No	No
Office of Personnel Management	No	No	No	No
Office of Science and Technology Policy (EOP)	No	No	No	No

<b>Organizations Required to Respond</b>	<b>Total Participation Goal Set for FY 2024?</b>	<b>Infrequent Participation Goal Set for FY 2024?</b>	<b>Frequent Participation Goal Set for FY 2024?</b>	<b>Situational Participation Goal Set for FY 2024?</b>
Office of the Director of National Intelligence	Yes	Yes	Yes	Yes
Office of the United States Trade Representative (EOP)	Yes	Yes	Yes	Yes
Patent and Trademark Office	Yes	No	No	No
Peace Corps	No	No	No	No
Pension Benefit Guaranty Corporation	Yes	No	Yes	Yes
Postal Regulatory Commission	Yes	No	No	No
Railroad Retirement Board	Yes	Yes	Yes	Yes
Securities and Exchange Commission	Yes	Yes	Yes	Yes
Small Business Administration	Yes	Yes	Yes	Yes
Social Security Administration	Yes	No	No	No
Surface Transportation Board	No	No	No	No
Tennessee Valley Authority	No	No	No	No
U.S. AbilityOne Commission	No	No	No	No
U.S. Commission on Civil Rights	Yes	No	Yes	No
U.S. International Development Finance Corporation (name change 6/23/20)	No	No	No	No
U.S. International Trade Commission	No	No	No	No

<b>Organizations Required to Respond</b>	<b>Total Participation Goal Set for FY 2024?</b>	<b>Infrequent Participation Goal Set for FY 2024?</b>	<b>Frequent Participation Goal Set for FY 2024?</b>	<b>Situational Participation Goal Set for FY 2024?</b>
U.S. Office of Special Counsel	Yes	No	Yes	Yes
Udall Foundation	No	No	No	Yes

**Appendix 13. Fiscal Year 2023 Participation and Frequency Goals**

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Access Board	27	-	27	-	-	70%	-	-	-
Agency for International Development	-	-	-	95%	5%	-	-	-	-
AmeriCorps (formerly CNCS)	-	-	-	100%	-	-	-	-	-
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	14	-	14	-	-	-	-	-	-
Central Intelligence Agency	-	-	-	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	12	-	12	-	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Commission For Fine Arts	-	-	-	-	-	-	-	-	-
Commodity Futures Trading Commission	-	-	-	100%	100%	64%	-	-	-
Consumer Financial Protection Bureau	-	-	-	70%	5%	95%	-	-	-
Consumer Product Safety Commission	-	-	-	98%	-	-	-	-	-
Court Services and Offender Supervision Agency	702	-	-	100%	-	70%	-	-	-
Defense Nuclear Facilities Safety Board	-	-	-	100%	30%	100%	-	-	-
Denali Commission	13	-	13	100%	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Department of Agriculture	-	-	-	-	-	40%	-	-	-
Department of Commerce	-	-	-	75%	15%	10%	-	-	-
Department of Defense	-	-	-	38%	31%	85%	-	-	-
Department of Education	-	-	-	98%	8%	-	-	-	-
Department of Energy	-	-	-	-	-	70%	-	-	-
Department of Health and Human Services	-	-	-	90%	10%	-	-	-	-
Department of Homeland Security	-	-	-	-	-	-	-	-	-
Department of Housing and Urban Development	-	-	-	-	-	36%	-	-	-
Department of Justice	70000	25000	2100	100%	34%	-	-	-	-



Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Department of Labor	-	-	-	75%	-	50%	-	-	-
Department of State	-	-	-	90%	5%	20%	-	-	-
Department of the Interior	-	-	-	40%	2%	-	-	-	-
Department of the Treasury	-	-	-	-	-	-	-	-	-
Department of Transportation	-	-	-	-	-	28%	-	-	-
Department of Veterans Affairs	-	-	-	78%	-	-	-	-	-
Environmental Protection Agency	-	-	-	85%	-	85%	-	-	-
Equal Employment Opportunity Commission	-	-	-	100%	5%	90%	-	-	-
Export-Import Bank of the United States	-	-	-	100%	5%	85%	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Farm Credit Administration	345	2	345	-	-	-	-	-	-
Federal Deposit Insurance Corporation	-	-	-	90%	-	30%	-	-	-
Federal Election Commission	-	-	-	80%	50%	-	-	-	-
Federal Energy Regulatory Commission	-	-	-	-	-	85%	-	-	-
Federal Housing Finance Agency	-	-	-	95%	5%	75%	-	-	-
Federal Labor Relations Authority	-	-	-	100%	100%	20%	-	-	-
Federal Maritime Commission	-	-	-	100%	20%	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Federal Mediation and Conciliation Service	-	-	-	-	-	-	-	-	-
Federal Permitting Improvement Steering Council	-	-	-	-	-	-	-	-	-
Federal Retirement Thrift Investment Board	236	11	1225	-	-	95%	-	-	-
Federal Trade Commission	-	-	-	100%	5%	-	-	-	-
General Services Administration	-	-	-	-	-	-	-	-	-
Institute of Museum and Library Services	-	-	-	-	-	100%	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Inter-American Foundation	-	-	-	100%	-	-	-	-	-
Japan-United States Friendship Commission	-	-	-	-	-	85%	-	-	-
Marine Mammal Commission	13	2	11	100%	15%	80%	-	-	-
Merit Systems Protection Board	-	-	-	-	18%	-	-	-	-
Millennium Challenge Corporation	-	-	50	100%	50%	50%	-	-	-
National Aeronautics and Space Administration	-	-	-	-	-	-	-	-	-
National Archives and Records Administration	100	10	50	100%	10%	62%	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
National Credit Union Administration	-	-	-	30%	5%	45%	-	-	-
National Endowment for the Arts	-	-	-	62%	-	-	-	-	-
National Endowment for the Humanities	100	-	14	100%	-	25%	-	-	-
National Labor Relations Board	-	-	-	90%	35%	-	-	-	-
National Science Foundation	-	-	-	97%	8%	-	-	-	-
National Transportation Safety Board	434	-	-	100%	-	81%	-	-	-
Nuclear Regulatory Commission	-	-	-	93%	6%	100%	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Nuclear Waste Technical Review Board	-	-	-	100%	100%	96%	-	-	-
Occupational Safety and Health Review Commission	50	-	50	96%	-	-	-	-	-
Office of Government Ethics	86	-	72	-	-	-	-	-	-
Office of Management and Budget (EOP)	-	-	-	-	-	89%	-	-	-
Office of National Drug Control Policy	64	-	57	100%	-	-	-	-	-
Office of Navajo and Hopi Indian Relocation	13	13	-	-	-	-	-	-	-
Office of Personnel Management	-	-	-	-	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Office of Science and Technology Policy (EOP)	-	-	-	-	-	-	-	-	-
Office of the Director of National Intelligence	550	116	49	-	-	80%	-	-	-
Office of the United States Trade Representative (EOP)	-	-	-	90%	15%	-	-	-	-
Patent and Trademark Office	-	-	-	100%	-	-	-	-	-
Peace Corps	-	-	-	-	-	93%	-	-	-
Pension Benefit Guaranty Corporation	-	-	-	95%	-	-	-	-	-
Postal Regulatory Commission	-	-	-	100%	-	-	-	-	-

Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
Railroad Retirement Board	85	60	60	-	-	90%	-	-	-
Securities and Exchange Commission	-	-	-	99%	10%	78%	-	-	-
Small Business Administration	-	-	-	98%	20%	-	-	-	-
Social Security Administration	-	-	-	85%	-	-	-	-	-
Surface Transportation Board	-	-	-	-	-	-	-	-	-
Tennessee Valley Authority	-	-	-	-	-	-	-	-	-
U.S. AbilityOne Commission	-	-	-	-	-	-	-	-	-
U.S. Commission on Civil Rights	51	-	51	-	-	-	-	-	-



Agency	Goal: Number of employees teleworking	Goal: Number of employees teleworking on a frequent routine basis	Goal: Number of employees teleworking on an Infrequent routine basis	Goal: percentage of eligible employees teleworking (e.g., 14%)	Goal: Percentage of eligible employees teleworking on a frequent routine basis	Goal: Percentage of eligible employees teleworking on an infrequent routine basis	NA for total participation goal	NA for frequent routine telework	NA for infrequent routine telework
U.S. International Development Finance Corporation (name change 6/23/20)	-	-	-	-	-	-	-	-	-
U.S. International Trade Commission	-	-	-	-	-	-	-	-	-
U.S. Office of Special Counsel	129	-	129	-	-	-	-	-	-
Udall Foundation	-	-	-	-	-	100%	-	-	-

**Appendix 14. Reported Reasons for Agencies Not Setting a Fiscal Year 2024 Participation Goal**

*Note: All quantitative response data is provided as submitted by the agency and are written from the agency’s point of view*

<b>Agency</b>	<b>Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.</b>
Central Intelligence Agency	Our agency is limited in our ability to establish meaningful numeric goals because of the classified nature of our mission. Management continues to explore options to increase telework opportunities and increase the use of flexible work centers and remote work opportunities.
Chemical Safety and Hazard Investigation Board	All CSB headquarters employees telework 10 days per pay period unless there is an in-person meeting required.
Court Services and Offender Supervision Agency	The Agency is a law enforcement agency that provides probation and mental health services and so because of the nature of the work performed for this part of the workforce we are not able to increase their telework capabilities beyond what is currently offered.
Department of Agriculture	Did not survey each agency for numeric goals.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Department of Energy	<p>Prior to reentry DOE completed a position-by-position analysis across the Department to determine how duties can be executed to best accomplish mission to resume normal operations. DOE has been out of its maximum telework posture since March 2022. Based on the lessons learned from COVID-19 pandemic the only positions determined to be ineligible for telework are the positions where the work must be conducted onsite (e.g. working in SCIFs working on powerlines). This accounts for less than 10% of DOE's positions and most positions not eligible for telework are at the Department's Power Marketing Administrations. Because over 90% of positions are eligible for at least some form of telework if not remote work DOE does not believe it is necessary to set telework goals. At DOE 80% of our overall workforce participates in telework or remote work. This includes the 10% of the population who are not eligible for telework. Overall DOE believes its tele/remote work participation rate is sufficient in order for the Department to meet its mission.</p>
Department of Homeland Security	<p>The majority of the DHS workforce (55%) is unable to telework based on their current duties. DHS continues to balance using the full range of workplace flexibilities to support our workforce while ensuring successful mission accomplishment. Given the range of DHS missions and operational environments DHS provides broad latitude to use the full range of flexibilities but allows for decision making at the lowest operational level possible within components rather than set DHS-wide goals. This allows components to focus on DHS's organizational health and performance metrics while ensuring maximum mission readiness.</p> <p>Moreover under the guidance of OMB M-23-15 we continue to promote opportunities for more meaningful in-person work.</p>
Department of Housing and Urban Development	<p>HUD is comfortable with its current rates of telework and plans to maintain current participation rates for the next year.</p>

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Department of the Treasury	In light of the recent changes to the telework posture for Federal agencies Treasury’s primary focus for telework is to maintain/increase levels of in-office reporting per the Office of Management and Budget (OMB) instructions.
Department of Transportation	DOT continues to have a robust level of telework participation and given the Office of Management and Budget's 2023 directive to increase Federal employees' meaningful in-office presence it has been determined that overall telework participation in the Department is at an optimal level and no further refinement or numerical participation goal setting is necessary at this time.
Department of Veterans Affairs	VA does not establish fiscal year telework participation goals for situational/ad-hoc or routine telework 2 days or fewer. VA establishes a fiscal year goal for total participation and for frequent routine telework that is 3 or more days per two-week period. For FY 2024 VA established a goal for remote work of 17% of eligible employees participating.
Federal Energy Regulatory Commission	Telework is voluntary; some eligible employees preferred not to telework prior to the pandemic.
Federal Mediation and Conciliation Service	All of our employees are teleworking (more than 3 days a PP or Situational) or they are remote workers.
Federal Permitting Improvement Steering Council	The Permitting Council is a fully remote agency where all employees are on remote work agreements. As such telework goals do not apply.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
General Services Administration	<p>For over 20 years GSA has used telework as a tool for accomplishing the Agency mission. The most recent GSA Telework and Remote Work Policy signed February 22, 2024, supports the use of telework to the extent that it is consistent with the business needs of the organization and the individual work requirements of the employee. The updated policy outlines the agency’s policy regarding Domestic Employees Teleworking Overseas.</p> <p>The increase in GSA’s telework participation can be attributed to the agency’s increase in the total number of employees and the adoption of a hybrid work environment. The results posted in this data call indicate that 99.3% of eligible GSA employees participated in telework or in remote work during FY23. GSA continues to explore innovative and collaborative technology and tools to support a mobile/geographically dispersed workforce.</p>
National Archives and Records Administration	<p>NARA’s Telework Program is not mandatory it's optional. However, if employees would like to participate, they may do so at their leisure by completing a Telework Agreement form. This form is required annually. If an employee changes their mind and chooses not to telework, they may cancel their Telework Agreement at any time. Employees will not be allowed to telework without an active Telework Agreement on file.</p>
National Endowment for the Arts	<p>All personnel are currently on 2-3 times or more per two week work period.</p>
National Transportation Safety Board	<p>The agency's goal is to have 100 percent participation in situational telework. We have not established goals for frequent and infrequent routine telework due to limitations in our current system to capture the data in these categories.</p>
Office of Science and Technology Policy (EOP)	<p>The Office of Science Technology Policy has a maximum of 33 employees. All 33 employees are eligible. Since we are a very small agency we don't track or record telework.</p>

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
Patent and Trademark Office	The USPTO currently has over 96% of eligible employees teleworking. To support the agency’s overall effectiveness and ability to function during COOP and weather events the USPTO strives to have all eligible employees be telework ready and enrolled in an approved telework plan. With the vast majority of eligible employees already teleworking, establishing numeric or percentage-based and quantitative goals for individual telework options would be counterproductive. For example, setting a goal with increased frequent routine telework would have to be achieved by a reduction in other telework categories. The USPTO is focused on growth in telework categories that can be directly tied to position-based work analysis and achieving better outcomes tied to agency mission goals and program management.
Peace Corps	No numerical goals have been established. A lot depends on the nature of the work performed and whether regular contacts with customers co-workers or supervision is necessary.
Social Security Administration	Our agency is in a period of transition as we continue to follow the guidance in OMB memo M-23-15 (dated April 13, 2023). In our efforts to increase meaningful in-person work in our offices we have not set any goals for situational infrequent or frequent routine telework. We do not have immediate plans to establish goals in these areas while we implement these changes and assess our organizational health and performance.
Surface Transportation Board	During FY 2023 and in previous years since the onset of the pandemic 100% of the Surface Transportation Board's (STB) eligible employees teleworked at least three days or more per pay period. As such the agency finds telework participation at a robust optimal level and no further refinements are necessary.
Tennessee Valley Authority	Clear guidance on position mobility is in progress but has not been defined/communicated. Position mobility is currently developed by TVA leaders as hybrid onsite and field.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
U.S. AbilityOne Commission	AbilityOne Commission is in a full-time remote work status
U.S. International Development Finance Corporation (name change 6/23/20)	DFC did not establish FY23 telework goals. During FY23 our agency had grown 32% and DFC maintained an enhanced telework posture. In March 2022 DFC returned our workforce to in-person reporting while continuing a robust telework program. DFC also launched a remote work program. Given the high percentages of telework participation across the workforce establishing telework goals is unnecessary.
U.S. International Trade Commission	Our agency is small and has limited resources for planning telework goals and measuring outcomes.
U.S. Office of Special Counsel	Current in office
Udall Foundation	Routine Telework and Remote Work are voluntary flexibilities chosen by employees and do not have an agency goal. We have continued to meet our goal of 100% for situational telework for continuity of operations purposes.

Agency	Please describe what has prevented you from establishing a numeric goal and the timeline you have for establishing such a goal.
National Aeronautics and Space Administration	<p>NASA has not established specific cross-Agency requirements or goals for telework participation / frequency. As previously reported NASA’s telework and remote policy and practices remain largely the same today as they were in 2014. NASA leadership has empowered Agency organizations and supervisors to determine the appropriate workplace flexibilities to accomplish their individual missions efficiently and effectively within the boundaries of Federal law regulation Office of Personnel Management guidance NASA policy and our core values. In FY 2023 about 96% of NASA civil servants were telework eligible. In this same time period, most of our facilities averaged a 50 percent daily occupancy rate. When properly managed we believe this new hybrid workforce model will be of incredible strategic value to the Agency for years to come. We do recognize that we may need periodic course adjustments as we adapt to a new era of hybrid work environments. Therefore, NASA’s senior leaders remain committed to developing new ways to measure and evaluate Agency performance in concert with our new hybrid workforce environment.</p>



## Appendix 15. Selected Outcome Goals by Agency

Note: Only agency responses that included responses relevant to goal setting are reproduced.

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Access Board	No	No	No	No	No	Yes	No	Yes	No
Agency for International Development	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
AmeriCorps (formerly CNCS)	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No
Appraisal Sub-Committee -Federal Financial Institutions Examination Council	Yes	Yes	No	No	Yes	No	Yes	No	No
Central Intelligence Agency	No	No	No	No	No	No	No	No	No
Chemical Safety and Hazard Investigation Board	Yes	No	Yes	No	No	No	No	Yes	No
Commission For Fine Arts	No	No	No	No	No	No	No	No	No
Commodity Futures Trading Commission	No	No	No	No	No	No	Yes	No	No
Consumer Financial Protection Bureau	No	No	No	No	Yes	No	No	No	No
Consumer Product Safety Commission	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No
Court Services and Offender Supervision Agency	No	No	No	No	No	No	No	No	No
Defense Nuclear Facilities Safety Board	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Denali Commission	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No
Department of Agriculture	No	No	Yes	No	Yes	No	No	No	No
Department of Commerce	No	Yes	No	Yes	Yes	Yes	No	No	No
Department of Defense	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Department of Education	No	No	Yes	Yes	Yes	Yes	Yes	No	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Department of Energy	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Department of Health and Human Services	No	No	No	Yes	No	No	Yes	No	No
Department of Homeland Security	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No
Department of Housing and Urban Development	Yes	No	No	No	No	No	Yes	No	No
Department of Justice	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No
Department of Labor	Yes	Yes	No	Yes	Yes	No	Yes	No	No
Department of State	Yes	Yes	No	Yes	Yes	No	Yes	No	No
Department of the Interior	Yes	No	No	No	Yes	No	No	No	No
Department of the Treasury	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No
Department of Transportation	Yes	Yes	No	No	Yes	No	No	No	No
Department of Veterans Affairs	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Environmental Protection Agency	No	No	No	No	No	No	No	No	No
Equal Employment Opportunity Commission	No	No	No	Yes	Yes	No	No	No	No
Export-Import Bank of the United States	Yes	Yes	Yes	Yes	No	No	No	Yes	No
Farm Credit Administration	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
Federal Deposit Insurance Corporation	No	No	No	Yes	No	No	Yes	No	No
Federal Election Commission	No	No	No	No	Yes	No	No	Yes	No
Federal Energy Regulatory Commission	Yes	No	No	Yes	Yes	No	No	No	No
Federal Housing Finance Agency	No	No	No	Yes	No	No	No	No	No
Federal Labor Relations Authority	No	Yes	No	Yes	Yes	No	No	No	No
Federal Maritime Commission	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Federal Mediation and Conciliation Service	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Federal Permitting Improvement Steering Council	No	No	No	No	No	No	No	No	No
Federal Retirement Thrift Investment Board	Yes	Yes	No	No	Yes	No	No	No	No
Federal Trade Commission	Yes	Yes	No	Yes	Yes	No	No	No	No
General Services Administration	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes
Institute of Museum and Library Services	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No
Inter-American Foundation	No	No	No	No	No	No	No	No	No
Japan-United States Friendship Commission	No	No	No	No	No	No	No	No	No
Marine Mammal Commission	No	Yes	No	Yes	No	No	No	No	No
Merit Systems Protection Board	No	No	No	No	No	No	No	No	Yes
Millennium Challenge Corporation	Yes	No	No	No	Yes	No	No	No	No
National Aeronautics and Space Administration	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
National Archives and Records Administration	Yes	Yes	No	Yes	Yes	No	No	Yes	No
National Credit Union Administration	Yes	Yes	No	Yes	Yes	No	No	No	Yes
National Endowment for the Arts	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
National Endowment for the Humanities	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes
National Labor Relations Board	No	No	No	No	Yes	No	No	No	No
National Science Foundation	Yes	Yes	No	No	No	No	No	No	No
National Transportation Safety Board	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Nuclear Regulatory Commission	Yes	Yes	No	Yes	No	No	No	No	No
Nuclear Waste Technical Review Board	No	No	No	No	No	Yes	No	Yes	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
Occupational Safety and Health Review Commission	Yes	No	No	Yes	No	No	No	No	No
Office of Government Ethics	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Office of Management and Budget (EOP)	No	No	No	No	No	No	No	No	No
Office of National Drug Control Policy	No	Yes	No	Yes	Yes	Yes	Yes	No	No
Office of Navajo and Hopi Indian Relocation	No	No	No	No	No	No	No	No	No
Office of Personnel Management	No	Yes	No	No	Yes	Yes	Yes	Yes	No
Office of Science and Technology Policy (EOP)	No	No	No	No	No	No	No	No	No
Office of the Director of National Intelligence	Yes	Yes	No	Yes	Yes	No	No	No	No
Office of the United States Trade Representative (EOP)	No	No	Yes	No	Yes	No	No	Yes	No
Patent and Trademark Office	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Peace Corps	Yes	Yes	Yes	Yes	No	Yes	No	No	No
Pension Benefit Guaranty Corporation	Yes	Yes	No	Yes	No	No	No	Yes	No
Postal Regulatory Commission	Yes	Yes	No	Yes	Yes	No	No	No	No
Railroad Retirement Board	No	No	No	Yes	No	No	No	Yes	No
Securities and Exchange Commission	No	Yes	No	No	No	No	Yes	No	No
Small Business Administration	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Social Security Administration	Yes	Yes	No	Yes	Yes	No	Yes	No	No
Surface Transportation Board	No	No	No	No	No	No	No	No	No
Tennessee Valley Authority	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No
U.S. AbilityOne Commission	No	No	No	No	No	No	No	No	No
U.S. Commission on Civil Rights	No	No	No	No	Yes	No	No	No	No

Agency	Goal of employee recruitment	Goal of employee retention	Goal of improved employee performance	Goal of improved employee attitudes	Goal of emergency preparedness	Goal of reduced energy use	Goal of reduced or avoided real estate costs	Goal of reduced commuter miles	Goal of other outcome
U.S. International Development Finance Corporation (name change 6/23/20)	Yes	Yes	Yes	Yes	Yes	No	No	No	No
U.S. International Trade Commission	No	No	No	No	Yes	No	No	No	No
U.S. Office of Special Counsel	No	No	No	No	Yes	No	No	No	Yes
Udall Foundation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No

## Appendix 16. Agency Methods for Collecting Telework Data

Note: Cells with “-” indicate that agency did not utilize that specific method to collect telework data.

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Access Board	X	-	-	-	
Agency for International Development	X	X	-	-	
AmeriCorps (formerly CNCS)	-	X	X	-	
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	-	-	-	-	Our entire agency has worked remotely since October 1, 2018.
Central Intelligence Agency	-	-	-	X	
Chemical Safety and Hazard Investigation Board	X	-	-	-	
Commodity Futures Trading Commission	-	X	-	-	
Consumer Financial Protection Bureau	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Consumer Product Safety Commission	X	X	-	-	Tracked through Federal Payroll Processing System (FPPS) and Datamart
Court Services and Offender Supervision Agency	X	-	-	-	
Defense Nuclear Facilities Safety Board	X	-	X	X	
Denali Commission	-	-	X	-	
Department of Agriculture	-	X	-	X	
Department of Commerce	X	-	-	X	
Department of Defense	X	X	X	X	DON's data analytics reports local tracking labor gross pay files. DSCA's Agency Alpha/Occupational Series (207) Report. DoDEA used the DCPAS provided data. DFAS used some numbers provided by DCPAS via Corporate Management Information System (CMIS).
Department of Education	X	-	X	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Department of Energy	-	X	-	-	
Department of Health and Human Services	-	X	-	X	
Department of Homeland Security	X	-	-	-	
Department of Housing and Urban Development	X	X	-	-	
Department of Justice	X	-	-	-	
Department of Labor	X	X	-	-	
Department of State	-	X	-	-	
Department of the Interior	X	-	-	-	
Department of the Treasury	X	X	X	-	Data obtained from Treasury's Data Insight Portal.
Department of Transportation	X	-	-	-	
Department of Veterans Affairs	-	-	-	-	HR Smart Data
Environmental Protection Agency	X	-	-	-	



Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Equal Employment Opportunity Commission	X	-	-	-	
Export-Import Bank of the United States	X	-	X	-	
Farm Credit Administration	-	X	X	-	
Federal Deposit Insurance Corporation	X	-	-	-	
Federal Election Commission	X	-	-	-	
Federal Energy Regulatory Commission	X	-	-	-	
Federal Housing Finance Agency	-	X	-	-	
Federal Labor Relations Authority	X	-	X	-	
Federal Maritime Commission	X	-	-	-	
Federal Mediation and Conciliation Service	-	-	X	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Federal Permitting Improvement Steering Council	-	-	-	-	All employees have remote work agreements.
Federal Retirement Thrift Investment Board	X	-	-	-	
Federal Trade Commission	X	X	-	-	
General Services Administration	X	X	-	-	
Institute of Museum and Library Services	-	-	X	-	
Inter-American Foundation	X	-	-	-	
Japan-United States Friendship Commission	-	-	X	-	
Marine Mammal Commission	X	-	-	-	
Merit Systems Protection Board	X	-	-	-	
Millennium Challenge Corporation	-	X	-	-	
National Aeronautics and Space Administration	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
National Archives and Records Administration	-	X	X	-	
National Credit Union Administration	X	-	-	-	
National Endowment for the Arts	X	-	X	-	Telework/Remote Work Excel Spreadsheet
National Endowment for the Humanities	X	X	X	-	
National Labor Relations Board	X	-	-	-	
National Science Foundation	X	-	-	-	
National Transportation Safety Board	X	-	-	-	OBIEE
Nuclear Regulatory Commission	X	-	-	-	Telework agreements are tracked through the agency's SharePoint site.
Nuclear Waste Technical Review Board	X	X	X	-	
Occupational Safety and Health Review Commission	X	-	X	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Office of Government Ethics	X	-	-	-	
Office of Management and Budget (EOP)					
Office of National Drug Control Policy	-	X	-	-	
Office of Navajo and Hopi Indian Relocation	-	-	X	-	
Office of Personnel Management	X	X	X	-	
Office of Science and Technology Policy (EOP)	-	-	X	-	
Office of the Director of National Intelligence	-	X	-	-	
Office of the United States Trade Representative (EOP)	X	X	X	-	
Patent and Trademark Office	-	X	-	-	
Peace Corps	X	X	X	-	
Pension Benefit Guaranty Corporation	X	-	-	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
Postal Regulatory Commission	-	X	-	-	
Railroad Retirement Board	X	-	-	-	
Securities and Exchange Commission	-	X	-	-	
Small Business Administration	X	-	-	-	
Social Security Administration	-	-	-	X	A customized virtual private network (VPN) report that monitors and tracks VPN access.
Surface Transportation Board	X	-	-	-	
Tennessee Valley Authority	-	-	-	-	Combination of manual review and Learning Management System training records
U.S. AbilityOne Commission	X	-	-	-	
U.S. Commission on Civil Rights	X	-	X	-	

Agency	Tracked telework through a time and attendance system	Used a customized telework electronic tracking system	Manual review of telework agreements	Surveyed employees, managers, or other personnel	Other. Please describe:
U.S. International Development Finance Corporation (name change 6/23/20)	X	X	X	-	
U.S. International Trade Commission	X	X	X	-	
U.S. Office of Special Counsel	X	-	X	-	
Udall Foundation	-	-	X	X	

## Appendix 17. Cost Savings

Note: Only agency responses that included responses relevant to cost savings are reproduced. Cells with “-” indicate that the response was not selected.

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Access Board	-	-	-	-	-	X
Agency for International Development	-	X	X	X	X	X
AmeriCorps (formerly CNCS)	X	-	X	-	X	X
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	X	-	X	-	-	X
Central Intelligence Agency	-	-	-	-	-	-
Chemical Safety and Hazard Investigation Board	-	-	-	-	X	X
Commission For Fine Arts	-	-	-	-	-	-
Commodity Futures Trading Commission	-	-	-	-	-	-
Consumer Financial Protection Bureau	-	-	-	-	-	X

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Consumer Product Safety Commission	-	-	-	-	-	-
Court Services and Offender Supervision Agency	-	-	-	-	-	-
Defense Nuclear Facilities Safety Board	-	-	-	-	-	-
Denali Commission	X	-	-	-	-	-
Department of Agriculture	-	-	-	-	-	-
Department of Commerce	-	-	-	-	-	-
Department of Defense	X	X	X	X	X	X
Department of Education	X	X	-	X	-	X
Department of Energy	X	X	X	-	-	X
Department of Health and Human Services	-	-	X	-	-	-
Department of Homeland Security	X	X	X	-	X	X
Department of Housing and Urban Development	X	-	-	-	-	X
Department of Justice	X	-	-	-	X	X
Department of Labor	-	-	-	-	-	-



Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Department of State	X	X	-	-	-	-
Department of the Interior	-	-	-	-	-	-
Department of the Treasury	X	-	-	-	-	X
Department of Transportation	-	-	-	-	-	X
Department of Veterans Affairs	X	-	-	-	-	X
Environmental Protection Agency	-	-	-	-	-	X
Equal Employment Opportunity Commission	-	-	-	-	-	-
Export-Import Bank of the United States	-	-	-	-	X	X
Farm Credit Administration	-	X	X	X	X	X
Federal Deposit Insurance Corporation	X	-	-	-	-	-
Federal Election Commission	-	-	-	-	-	X
Federal Energy Regulatory Commission	-	-	-	-	-	X

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Federal Housing Finance Agency	-	-	-	-	-	-
Federal Labor Relations Authority	-	X	X	X	X	X
Federal Maritime Commission	-	-	-	-	-	-
Federal Mediation and Conciliation Service	-	-	-	-	-	-
Federal Permitting Improvement Steering Council	-	-	-	-	-	-
Federal Retirement Thrift Investment Board	-	-	-	-	-	-
Federal Trade Commission	-	-	-	-	-	-
General Services Administration	X	X	X	-	X	X
Institute of Museum and Library Services	-	X	X	-	-	X
Inter-American Foundation	-	-	-	-	-	X
Japan-United States Friendship Commission	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Marine Mammal Commission	-	-	X	-	-	-
Merit Systems Protection Board	-	-	-	-	-	-
Millennium Challenge Corporation	-	-	-	-	-	X
National Aeronautics and Space Administration	X	X	X	X	X	X
National Archives and Records Administration	-	-	-	-	-	-
National Credit Union Administration	-	-	-	-	-	-
National Endowment for the Arts	-	-	-	-	-	-
National Endowment for the Humanities	-	-	-	-	X	X
National Labor Relations Board	-	-	-	-	-	-
National Science Foundation	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
National Transportation Safety Board	-	-	-	-	-	-
Nuclear Regulatory Commission	X	-	-	X	-	X
Nuclear Waste Technical Review Board	-	-	-	-	X	X
Occupational Safety and Health Review Commission	-	-	-	-	-	X
Office of Government Ethics	X	-	X	X	-	X
Office of Management and Budget (EOP)	-	-	-	-	-	-
Office of National Drug Control Policy	X	X	X	-	X	X
Office of Navajo and Hopi Indian Relocation	-	-	-	-	-	-
Office of Personnel Management	X	X	-	-	-	X
Office of Science and Technology Policy (EOP)	-	-	-	-	X	-
Office of the Director of National Intelligence	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
Office of the United States Trade Representative (EOP)	-	-	-	-	-	-
Patent and Trademark Office	X	-	-	-	-	X
Peace Corps	X	X	-	-	X	-
Pension Benefit Guaranty Corporation	-	-	-	-	-	X
Postal Regulatory Commission	-	-	-	-	-	-
Railroad Retirement Board	-	-	-	-	-	-
Securities and Exchange Commission	-	-	-	-	-	-
Small Business Administration	-	-	X	X	-	X
Social Security Administration	X	-	-	-	-	X
Surface Transportation Board	-	-	-	-	-	X
Tennessee Valley Authority	-	-	-	-	-	-
U.S. AbilityOne Commission	-	-	-	-	-	-

Agency	Rent/office Space	Utilities	Human capital (e.g., recruitment, retention)	Training	Reduced employee absences	Transit/commuting costs
U.S. Commission on Civil Rights	-	-	-	-	-	-
U.S. International Development Finance Corporation (name change 6/23/20)	-	-	-	-	-	-
U.S. International Trade Commission	-	-	-	-	-	-
U.S. Office of Special Counsel	-	-	X	-	-	-
Udall Foundation	X	-	-	-	-	-

## Appendix 18. Cost Savings Descriptions

*Note: All quantitative response data is provided as submitted by the agency and are written from the agency's point of view*

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Access Board	The cost savings is estimated approximately. \$20000.00 in commuter cost maximizing telework flexibilities.	The method of assessing these cost tracking of commuter cost including parking.
Agency for International Development	USAID may experience cost savings in utilities such as electricity heating and water usage due to reduced occupancy of office buildings when employees telework. With fewer employees physically present in the office there is likely a decrease in the overall demand for utilities resulting in cost savings for the organization. No specific data is available.	Currently USAID does not have dedicated internal tracking systems to determine and assess cost savings associated with telework and remote work. Consequently, providing precise dollar amounts for these savings without conducting a comprehensive analysis presents a significant challenge.
AmeriCorps (formerly CNCS)	AmeriCorps has reduced its footprint at headquarters by 5% at a savings of over \$250k annually through a colocation initiative with the Interagency Council on Homelessness. In addition, the agency halted regionalization office projects and closed 3 regional offices in FY23.	The cost savings were determined and assessed through the tracking of leases for all office spaces utilized across the agency.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Appraisal Sub-Committee - Federal Financial Institutions Examination Council	We have saved approximately \$220000 on office space annually since FY2019. We pay between \$1000-\$2000 per month for temporary office space storage space and mailbox rental.	I reviewed monthly invoices for temporary storage space and temporary office space. The costs are between \$1000 -\$2000/month compared to the approximately \$21000/month we paid for office space in FY18.
Chemical Safety and Hazard Investigation Board	Transit subsidy has been reduced due to telework. There were (2) employees enrolled in transit subsidy at an estimated cost of \$250 per month. There was very minimal savings to the agency since we are in the office ad hoc and subsidy was added incrementally.	Finance is responsible for tracking transit cost with an internal spreadsheet.
Consumer Financial Protection Bureau	Typically, before COVID-19 the Bureau spent an average of \$36611 a month on transit subsidy expenses for employees. As a result of the pandemic and the implementation of enhanced telework and remote work policies employees were able to utilize increased telework the monthly transit subsidy decreased to an average of \$721 dollars a month.	Internal tracking of transit subsidy expenses
Denali Commission	The agency is saving \$300000/year by reducing the size of the office.	When we moved locations the agency's yearly costs were reduced by \$300000.



Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Defense	<p>DCAA’s current year reduction in office space translates to cost savings of approximately \$577026 in rent.</p> <p>USUHS saved \$65075.78 in FY23 in mass transit metro cost in comparison to pre-COVID cost.</p> <p>WHS retained long term employees maintaining institutional knowledge of directorate policies procedures and offer continuity of services through remote work. This option of changing a duty station is considered on a case-by-case basis and a business case analysis must be provided. Due to changes in locality pay WHS ESD saved an estimated \$35000.</p> <p>DFAS-Indianapolis continues working a space management project leveraging previous years cost savings. The implementation of telework and the continued efforts of this project has allowed DFAS-IN to embrace more agile workplace strategies. Strategies include the development of a hoteling system (cube sharing) to increase efficiencies and</p>	<p>DCAA data was provided through GSA Data 2 Decisions Portal.</p> <p>USUHS -Cost savings was determined by reviewing USUHS mass transit cost report.</p> <p>WHS/FSD has a Pentagon Occupancy and Space Allocation Study II that is ongoing. Cost savings was measured by OPM guidelines on locality pay and the business case analysis submitted by remote employees.</p> <p>DFAS cost savings data was gathered from appropriate site support and business management stakeholders.</p> <p>DMEA data was agreed upon with a 7600A with the Department of Health and Human Services Program Support Center (PSC)/Transportation Services.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Defense	<p>continue to minimize cost. Developing this initiative has proved to be a smart usage of space. In addition, the site has modernized many of its physical spaces and tech resources making for an inviting and collaborative environment. DFAS-Cleveland saved \$314501 in cost savings due to the return of cubes of remote workers.</p> <p>DHRA -Since the start of FY23 417 employees went remote. This has provided DHRA with a cost saving of \$747313 on civilian pay or on average \$1729 per employee.</p> <p>DMEA has saved \$12000 in transit costs.</p>	

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Education	The Department set aside an annual cost of \$500k for the Transit Benefit Program and incurred a savings of \$143955.96 for FY 2023. Participant usage in FY2023 was extremely low compared to pre-pandemic usage.	The Department of Education (ED) internally tracks transit expenditures and cost assessments based on (monthly fees transit costs participant non-usage etc.) thereby returning unused funding to the Agency. The transit monthly allotment remained at \$280.00 during FY23 as the agency continued revising its Return to work policies. Transit cost reductions are achieved when employees who are considered full-time remote are not assigned a government workspace and are deemed ineligible to receive the transit subsidy. For those employees who worked onsite the option to use the transit subsidy for their commuting needs is readily available.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Energy	<p>As mentioned above through consolidating DOE space we anticipate a cost savings of approximately \$9 million dollars per year and have already saved over \$300000 in transit subsidies. Additional cost savings such as decreased utilities usage will be realized in future years as well.</p> <p>We believe DOE has saved funds in training however we do not have a method for tracking the unknown cost of potential training against actual costs. Specifically, we cannot track what training events would have been attended or their associated costs to know how much DOE saved by attending trainings on a virtual basis rather than in person.</p> <p>Again we do not have a method for tracking how many employees worked on a day when they may have used leave but because of telework or remote work they were able to work rather than use leave. However, through anecdotal evidence DOE does believe there are cost savings and other tangible and intangible benefits DOE has obtained as a result of telework and remote work.</p>	<p>The cost savings regarding space and commuter costs were determined by reviewing prior costs. The information was obtained from internal reports and other administrative documents managed by the Office of Management and Administration and Office of the Chief Human Capital Officer.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Health and Human Services	We have been able to recruit and retain highly talented individuals using telework and remote work as a tool attract people from all walks of life.	The use of flexibilities was maximized during the PHE to ensure workforce safety. Upon the issuance of the OMB M-23-15 Workforce Environment Plans were developed to ensure alignment with the intent of the OMB memo.
Department of Homeland Security	DHS reduced its NCR portfolio by 1.16 million rentable square feet between 2018 and 2023 and continues to optimize the NCR portfolio. While this process started within the NCR one of the most expensive real estate portfolios the workplace strategy has been implemented DHS-wide. The 30-year cost avoidance to the Department for these NCR reductions is roughly \$1.4 billion. The goal of “fewer buildings/better buildings” is good for the workforce good for the DHS mission and good for the taxpayer.	Not Applicable

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Housing and Urban Development	<p>Rent/office space: In FY23 as a result of planning for space sharing arrangements implemented in HUD’s telework/remote work policy and related negotiated agreements the agency was able to reduce space in four regional/field offices which provides \$2.01M cost avoidance in rent per year.</p> <p>Transit/commuting costs: In comparing the FY19 (pre-pandemic) actual transit/commuting costs with FY23 costs HUD experienced a total savings of \$4.3M in FY23 transit subsidy costs. Field Offices: In FY19 transit subsidy cost was almost \$2.6M. The FY23 cost was \$503K resulting in a savings of \$2.1M. Headquarters: In FY19 transit subsidy cost was over \$2.8M. The FY23 cost was \$646K resulting in a savings of \$2.2M.</p>	<p>Rent/office space: The lease is no longer an expense.</p> <p>Transit/commuting costs: Field costs: Internal tracking via financial tracking/reporting system of contract expenditures for bus passes/transit programs and Transerv reports. Headquarters costs: Transit system monthly reports contract expenditures and internal budget reporting.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Justice	<p>The Department is unable to provide a dollar amount at the agency level because most components do not appear to be tracking this data. One component the Office of Justice Programs (OJP) has conducted a return-on-investment analysis specific to its component in the following categories: space productivity absenteeism commuting costs employee attrition technology (removal of individual printers) carbon emissions and staff benefits (dry cleaning lunch commuting wardrobe commuting time). OJP projects to have savings totaling \$46657862 from its initial investment in 2015. In the fall of 2022 OJP signed a new lease. OJP's real estate footprint will decrease by 70000 square feet due to the frequency of telework and changes to OJP's permanent workspace allowing for more hoteling space collaborative space and meeting space for small groups.</p>	<p>OJP uses industry best practice analytics payroll and financial data construction data etc. to derive its analysis.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of State	<p>As indicated in the reply to question 18.7 the Department's development of the Enterprise Location Framework (ELF) began the process of realigning missions into strategic locations DOS moved toward improving the utilization of its domestic portfolio. Though the Department doesn't have data for the actual cost savings for 2023 it is on track to reduce our footprint and find tremendous cost savings over the next decade. This effort will also result in savings on utilities due to the consolidation of and reduced use of domestic facilities.</p>	<p>21. The Department developed a new strategy to manage domestic real property the Enterprise Location Framework (ELF) which is used to identify optimal locations for domestic offices based on mission requirements. Considering utilization factors such as telework levels Mobility Assessment Tool in-office presence the Department focuses on densifying and optimizing the use of key Federally owned buildings to decrease its long-term dependence on high cost leased space. Under the ELF strategy the Department will not renew three commercial leases in the National Capital Region due to expire by 2032. Instead consolidating operations in existing Federal facilities will enable the Department to realize significant cost avoidance while also achieving mandated footprint reductions.</p>



Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of the Treasury	<p>TTB: By maximizing telework in FY23 TTB reduced its workspace infrastructure reducing our footprint in our downtown DC office by 22% and consolidated its lab operations from two to one location. These facility reductions resulted in a savings of nearly \$1 M that was reinvested in technology and in creating inviting hybrid workspaces to promote more effective employee collaboration and communication.</p> <p>BEP: Analyzed data based on employees who participate in the agency’s PTI and Telework program. Funds are only granted for the days worked onsite to active PTI participants. A cost savings in PTI benefits of \$86173.00 as a result of telework participants not being granted as much in PTI funds.</p> <p>1st Quarter estimated cost savings of \$14366 (Oct. – Dec. 2022); 848 Participants.</p> <p>2nd Quarter estimated cost savings of \$16698 (Jan – Mar 2023); 788 Participants.</p> <p>3rd Quarter estimated cost savings of \$18757 (Apr – Jun 2023); 857 Participants.</p>	<p>TTB: The determination to achieve these cost savings is based on a strategic approach that takes into account TTB’s mission and budget outlook. With each vacancy TTB reviews its space requirements and assesses from a financial standpoint where investments need to be made. TTB’s Office of Management coordinates with the impacted directorates has discussions with the senior leadership team and makes recommendations to the Administrator and Deputy Administrator. Once approved the Office of Management through its Acquisitions and Facilities Management Division to effect the changes including completing any labor obligations for impacted employees.</p> <p>BEP: Cost savings for transportation is tracked by an automated system which manages all PTI participants who request funds for commuting to work. Telework Program participation has maintained a steady participation rate since the June 2023 implementation of OPM guidance for teleworkers to work on site two days per pay period. With teleworkers allowed up to 8 days per pay period this contributed directly to the increase in savings from our PTI program in FY22. BEP will continue</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of the Treasury	<p>4th Quarter estimated cost savings of \$36352 (Jul – Sept 2023); 1019 Participants. Annual PTI Savings-total -\$86173.00 BFS: Using FY19 as a baseline Fiscal Service has seen a gradual decline in PTI spending in the DC Metro Area from \$301K to \$21K in FY23. Annual PTI Savings-total -\$86173.00 IRS: As mentioned above The IRS continues to consolidate space and provides hoteling in most IRS offices. While IRS does not have a systematic way to track specific telework related cost savings across all space initiatives the Home as POD (HaP) program has historically provided specific savings data. From a historical perspective The IRS had one building closure in FY20 specific to the HaP program which continues to afford cost savings in outyears for HaP employees. Thus, in direct correlation to telework the HaP-related real estate savings have exceeded \$862000 from FY 2021 and cost savings increase as HaP employees remain in the HaP program.</p>	<p>to assess the transit/commuting cost savings by tracking those employees who teleworked and received PTI benefits. BFS: The transit coordinator for the Bureau tracks the costs via internal tracking (manual on an excel spreadsheet using receipts from the transit authority and/or employees). IRS: The assessment of cost savings was determined through tracking the associated savings from the HaP-related real estate reductions which is extracted from a SharePoint based system in addition to any cost savings calculated by FMSS from a real estate cost savings perspective. OCC: For transit/commuting cost savings and real estate cost savings internal tracking is utilized to assess monthly cost savings for transit and commuting cost savings at the OCC. Regarding real estate cost savings when an office is permanently closed the OCC assesses how many months of rent were saved for the remainder of the lease for each respective location and any additional cost savings as a result of downsizing office space. OIG: The administrator for office space and transit contracts reviewed the contracts to provide the figures and estimates.</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Treasury	<p>OCC: In FY2023 the agency saved \$505000 from the budgeted amount allotted for transit subsidy expenses. The decreased savings was directly related to more employees returning to the office since reversing the COVID-19 pandemic maximum telework flexibilities.</p> <p>In FY 2023 two locations were closed Sioux City IA and Des Moines IA. The cost saving from Sioux City was \$140893 and Des Moines IA was \$218316. The Atlanta GA office was rightsized by reduction of 4 workstations and with a saving of \$35000. The total cost savings was \$394209.</p> <p>OIG: Approximately \$297000 in office space. Transit savings – the contract was for \$168000 for the year but we reduced it to \$36000. No funds were used it was all rollovers.</p> <p>TIGTA: TIGTA has saved \$21824.48 in transit/commuting cost benefits through the Public Transit Subsidy Program.</p>	<p>TIGTA: The transit/commuting cost benefits was determined by tracking monthly commuting costs and expenses and reducing the amount of the Interagency Agreement based on a sharp decrease in commuting trends.</p> <p>FY 2023 Inter-Interagency Agreement (IEE) 51995.74 Monthly billing \$30171.26 TIGTA saved \$21824.48 in commuting costs for FY 2023</p>

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Transportation	\$10129078 (transit benefit cost savings measures the cumulative transit benefit spend amount)	The method used to calculate transit benefit cost savings measures the cumulative transit benefit spend amounts created by DOT program participants before during and after the pandemic. The spending of transit benefits occurs when DOT program participants use the benefit to pay for their mass-transit commuting costs to and from DOT facilities. By comparing how much DOT program participants spent in transit benefits from FY19 to FY22 the cost savings calculation measures trends resulting from changes in telework policies at DOT and ties directly to how increases in telework equated to less commuting by DOT program participants and less spending of their transit benefits.

Agency	Please describe the cost savings in dollar amounts, and where exactly you saved money for each of the responses you selected (e.g., \$50,000 saved on office space).	Please describe your method for determining and assessing these cost savings (e.g., internal tracking of training costs, HR data, existing agency report of real estate costs).
Department of Veterans Affairs	<p>VA achieved a cost savings of \$148154 in the National Capital Region (NCR) Transit Benefit Program (TBP) between fiscal year 2022 and 2023. This represents the difference in each fiscal year in actual benefits claimed by active participants in the VA Program. Current enrollment for the NCR TBP stands at 1631 employees which has decreased from 1700 employees in FY 2022. For those still enrolled many employees have reduced their monthly expense to reflect the number of days they are physically reporting to the office.</p> <p>In fiscal year 2023 VA Central office achieved a cost savings in rental/office space of \$500000 dollars by reducing office space leases in Washington D.C. by approximately 9000 square feet.</p>	Internal tracking; rent invoices from GSA; actual transit usage reports from WMATA and other providers.
Environmental Protection Agency	EPA avoids approximately \$7M/year in Transit Subsidy costs based on current telework levels as compared to pre-pandemic costs.	Internal review of agency expenditures for Transit Subsidy in FY 2019 (pre pandemic) as compared to FY 2023. Reported figures are cost avoidance as the account in which EPA funds transit subsidy also provides support for other Agency fixed costs (Rent Security Utilities) and any savings realized support cost growths in other areas.

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Farm Credit Administration	Our cost accounting structure does not allow us to readily quantify savings. However, the agency's continued high levels of engagement are supported by its telework policy. This translates to reduced cost associated with attrition and contributes to continuing high levels of employee productivity.	See answer to 20.1.
Federal Deposit Insurance Corporation	During Fiscal Year 2023 the FDIC acquired 25 new Field Office leases a majority of which involved less rentable square feet and enhanced terms including contraction rights. The space and telework articles of the Collective Bargaining Agreement (CBA) with the employee union reduced space in all FDIC-owned and leased buildings by not allocating space to employees who telework more than 50% in the Field Offices. The FDIC continued to increase shared and collaborative workspace to enhance the efficiency and effectiveness of the workforce when working on-site.	The FDIC is able to calculate cost savings based on the difference in square footage from an existing lease to a new lease both in terms of rentable square feet required and cost per rentable square foot.

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Federal Election Commission	The Agency saved approximately \$202000 in transit subsidy costs that were not paid due to telework options available as a part of the Agency's Expanded Workplace Flexibility Pilot Program and updated workplace flexibilities programs as compared to pre-pandemic telework policies.	These cost savings were determined using data from the Office of the Chief Financial Officer comparing the amount obligated for transit benefits in FY 2019 (the most recent pre-pandemic comparator year) with the amount obligated in FY 2023.
Federal Energy Regulatory Commission	The cost of FERC's transit subsidy program for FY 23 was \$822648. Comparing the cost of the FY 23 program to the cost of the program in FY 19 (\$1782000) which was a pre-pandemic year with significantly less telework the agency saves \$959352.	Internal tracking of transit subsidy program costs and agency WMATA credits each year.
Federal Labor Relations Authority	This information is not available at this time.	This information is not available at this time.

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Federal Retirement Thrift Investment Board		Due to increased telework the cost of metro transit subsidy went down from \$0000 for FY 22 to \$0000 for FY 23.
General Services Administration	<p>Rent/Office Space -As a result of GSA's space reductions since 2012 GSA's rent bill for its own internal space has also decreased over the same time period. In FY 2012 GSA had a total rent bill of more than \$180M which dropped to just under \$130M in FY 2022. The rent cost avoidance over the 10-year period totals more than \$360 million. Reduced weather and safety leave usage -GSA's telework posture enables employees to telework in situations where agency worksites are closed such as weather or emergency situations. In FY23 employees used 1565.5 hours of Weather and Safety Leave compared to 8984.1 hours in FY22.</p> <p>Transit/commuting cost -Prior to adopting a more hybrid work environment in FY19 GSA spent over \$5.8 million on transit subsidy benefits compared to \$1.2 million in FY23.</p> <p>Operational Energy Costs Since 2008 GSA has</p>	<p>GSA utilizes tools including:</p> <ul style="list-style-type: none"> <li>• Rent/Office Space and Utilities – Data available through GSA's Public</li> <li>• Buildings Service based on its workplace transformation program &amp; GSA's</li> <li>• Office of Administrative Services.</li> <li>• Reduced Employee Absences – Data from GSA Time and Attendance</li> <li>• System.</li> <li>• Transit/Commuting Costs – Data available through the Department of Transportation which administers GSA's Transit Subsidy Program.</li> </ul>



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General Services Administration	<p>achieved a 3138815 MMbtu's annual reduction in energy usage (electricity natural gas fuel oil etc.). This equates to a 24.5% reduction in annual energy usage since 2008. In 2023 GSA spent \$300713380 in energy utility costs. Without energy efficiency (EE) investments and when adjusting for GSF GSA's estimated 2008 utility costs would have been approximately \$398555391. All things being equal GSA is saving about \$97842011 this year compared to what GSA would have paid without EE investments. Or a 24.5% avoided cost savings. Since 2008 GSA has saved about\$827404437 in total.</p> <p>Reduced weather and safety leave usage - GSA's telework posture enables employees to telework in situations where agency worksites are closed such as weather or emergency situations. In FY23 employees used 1565.5 hours of Weather and Safety Leave compared to 8984.1 hours in FY22.</p> <p>Transit/commuting cost -Prior to adopting a more hybrid work environment in FY19 GSA</p>	

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General Services Administration	<p>spent over \$5.8 million on transit subsidy benefits compared to \$1.2 million in FY23.</p> <p>Operational Energy Costs            Since 2008 GSA has achieved a 3138815 MMbtu's annual reduction in energy usage (electricity natural gas fuel oil etc.). This equates to a 24.5% reduction in annual energy usage since 2008.</p> <p>In 2023 GSA spent \$300713380 in energy utility costs. Without energy efficiency (EE) investments and when adjusting for GSF GSA's estimated 2008 utility costs would have been approximately \$398555391. All things being equal GSA is saving about \$97842011 this year compared to what GSA would have paid without EE investments. Or a 24.5% avoided cost savings. Since 2008 GSA has saved about \$827404437 in total.</p>	
Institute of Museum and Library Services	With the majority of the Staff either remote or teleworking 3 or more days per week the Agency metro subsidy cost savings is between \$60 to \$100 a month per employee.	Review of the SmartBenefits Program.

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Inter-American Foundation	We are currently reviewing lease options for new space which will be less square footage due to hybrid schedules.	Lease reduction cost.
Marine Mammal Commission	If we had to recruit an employee the cost would be \$2500 in fees.	HR data.
Millennium Challenge Corporation	During FY 2023 MCC experienced an approximate 59% reduction in Metro costs with an overall average reduction ranging from \$257673 to 106227.	WMATA Reporting Dashboard.
National Aeronautics and Space Administration	See narrative responses under question 18.	We used a variety of methods to determine cost savings.
National Endowment for the Humanities	In preparing this report I do not have access to the actual dollar amounts that were saved. Employees who telework do not utilize the transit commuting cost as much. There was no goal set in place to save money for this.	No internal tracking of training costs real estate cost etc. That is out of our scope and don't have access to that information.

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Nuclear Regulatory Commission	Specific dollar amounts are not known.	<p>Rent/office space – NRC has reduced real estate costs by increasing telework and introducing hoteling to some of their offices.</p> <p>Training – The NRC has realized cost savings by offering more virtual trainings. There is a direct cost savings by offering virtual trainings since we don't have to pay travel costs for NRC employees to attend in-person training at Headquarters or one of our Regional offices. Likewise, we don't have to pay travel costs for course instructors/trainers to travel to one of our locations to deliver the training. Also, we also seen that virtual trainings typically have much higher enrollment numbers and much higher attendance rates which lowers the overall per person cost for the training from the vendor.</p> <p>Transit subsidy costs – There has been a reduction in transit benefit costs due to the reduced use of transit benefits because of increased telework and workplace flexibilities. Employees can split their workday by going into the office working half day and going home to telework to complete their workday. This process allows employees to reduce the amount of time it takes them to</p>

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Nuclear Regulatory Commission	Specific dollar amounts are not known.	get into the office and saves on commuting time. It also allows the agency to save on transit benefits because employees may travel during non-rush hours. Telework is also used to help employees reduce their commuter miles by working less in-office days.
Nuclear Waste Technical Review Board	Reducing employee absences doesn't equate to a dollar amount but rather to an increase in productivity.	With employees teleworking up to 3 days per week this has decreased the WMATA/SmartBenefits amount monthly.
Occupational Safety and Health Review Commission	Transit/commuting costs are less because our telework policy allows employees to telework more frequently compared to previous years. We have not determined the exact cost savings.	Internal tracking of employee telework agreements and transit applications reflect a significant cost savings.

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Office of Government Ethics	<p>Due to OGE’s reduction in leased office space we have saved over \$750000 in rent.</p> <p>OGE’s expanded telework program has allowed OGE to hire distant remote employees which resulted in over \$146000 cost savings in locality pay.</p> <p>Professional development of ethics officials: Through OGE's enhanced telework capabilities the agency is better able to provide professional development and other support to the 48% of ethics officials work outside the DC Metro area. In addition to all of its workshops, lectures and other offerings, OGE was able to offer its 4-month long intensive program for aspiring ethics officials seamlessly to participants outside as well as inside the metro area. In addition to strengthening the ethics program across the nation OGE's capabilities eliminate the costs of travel and the inefficiency of being away from their duty stations for participating agencies. This resulted in a cost savings of over \$44000 on training supplies travel and meeting space.</p>	Tracking of budget reports and HR data.

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Office of Government Ethics	<p>OGE has achieved a cost savings of \$55000 in transit commuting costs.</p> <p>Due to OGE's expanded telework program OGE has saved over \$18000 in office supplies such as paper toner and other office related supplies.</p>	Tracking of budget reports and HR data.
Office of National Drug Control Policy	Smaller real estate footprint. Less commuting which saves on gas and reduces environmental/traffic impacts.	Great retention incentive.
Office of Personnel Management	<p>The Office of Personnel Management's Inspector General (OPM OIG) relinquished office space to the General Services Administration (GSA). In March 2023, the lease for the Chet Holifield Federal Building located in Laguna Niguel California concluded, resulting in a yearly rent saving of \$20,513 for OPM.</p>	Rent cost data is obtained from the GSA Rent on the Web repository.
Office of Science and Technology Policy (EOP)	We don't track cost savings. We have noticed that staff are taking less leave and are more productive.	The Office of Science Technology Policy has a maximum of 33 employees. All 33 employees are eligible. Since we are a very small agency we don't track or record telework.

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Patent and Trademark Office	<p>(RENT/OFFICE SPACE) The full-time telework initiatives have enabled the USPTO to increase the number of total employees without securing additional office space or additional parking facilities. In fiscal year 2023 the agency avoided securing \$68.9 million (annual) in additional office space (less hoteling expenses) as a direct result of all the USPTO’s full-time telework programs.</p> <p>(TRANSIT/COMMUTING COSTS) Each year USPTO’s teleworkers have a dramatic impact on the environment in the Washington D.C. metropolitan area collectively saving \$15.6 million in gas per year and avoid driving 101 million miles a year.</p> <p>(SALARY SAVINGS) Remote employees who participate in the Telework Enhancement Act Program (TEAP) change their duty station to their approved alternate worksite which is greater than 50 miles from the USPTO Alexandria office. Except for Patents employees who are covered under a special nation-wide pay rate table TEAP remote</p>	<p>(RENT/OFFICE SPACE) The USPTO uses a calculation based on square footage determined by grade level that includes both office and common space and the current real estate cost per square foot per position in the Alexandria Virginia area.</p> <p>(TRANSIT/COMMUTING COSTS) The agency used the latest EPA average fuel economy in miles per gallon and average grams of carbon dioxide produced per gallon of gasoline burned; the regional mean commute length from the Metropolitan Washington Council of Governments; the average fuel costs per gallon from the US Energy Information Administration; and the total numbers of routine teleworkers with a twice-bi-weekly reporting requirement and from remote workers.</p> <p>(OTHER COST SAVINGS AREA) Remote employees who participate in the Telework Enhancement Act Program (TEAP) change their duty station to their approved alternate worksite which is greater than 50 miles from the USPTO Alexandria office. Except for Patent’s employees who are covered under a special nation-wide pay rate table TEAP remote employees may receive a salary less than if they were at the Alexandria office due to locality pay differences. The total salary savings is the</p>



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Patent and Trademark Office	employees may receive a salary less than if they were at the Alexandria office due to locality pay differences. The total salary savings is the sum of the difference between the salary in the locality of the remote duty station and the salary based on the Alexandria office. In FY 2023 the agency saved \$1.58 million.	sum of the difference between the salary in the locality of the remote duty station and the salary based on the Alexandria office.
Peace Corps	No exact dollar amounts are available.	Reduction in costs when comparing the utility rent cost numbers between 2022 and 2023.
Pension Benefit Guaranty Corporation	The agency has increased its cost savings with the transit subsidy program as a majority of the employees have reduced their commute into the office. In 2023 the agency saved \$308000 in transit subsidy funds.	The payroll office conducted an analysis of the agency transit subsidy program.
Postal Regulatory Commission	Please find outlined below a description of the cost savings for the Commission along with the specific areas money was saved.	The Commission's method for determining and assessing these cost savings was achieved through internal financial tracking.

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Small Business Administration	<p>The agency avoided over \$300000 in training travel costs in FY2023.</p> <p>Transit subsidy costs were approximately 28% of pre-pandemic totals with average monthly costs of \$33974 in FY2023.</p>	<p>Training travel costs are estimated using the potential number of participants incurring travel costs to attend in-person training and estimated/averaged travel costs. Transit benefit costs are tracked by billing and usage data.</p>
Social Security Administration	<p>Our space sharing strategy is directly dependent on telework. By specifically implementing this strategy we reduced our portfolio by 108000 USF in FY 2023 resulting in annual cost avoidance exceeding \$3.2 million.</p> <p>In FY 2023 we saw transit subsidy participation dramatically decrease from 5586 to 2166 individuals enrolled in the program with 1632 utilizing their monthly benefit. The drastic drop in participation was due to the implementation of auto-withdraw for participants that were not utilizing the program. Transit subsidy realized a savings of \$5.7 million for FY 2023.</p>	<p>The cost savings for rent/office space result from reductions in real property which are tracked through maintaining the agency's comprehensive real property portfolio. We directly determine the tangible cost savings resulting from a real property reduction by tracking through established internal reports. We provide our rent and operating expenses via occupancy agreements with the General Services Administration. The sites included are those where we achieved a real property reduction due to space sharing supported by our telework program.</p> <p>Our Center for Employee Benefits in the Office of Personnel manages the agency's transit subsidy program and tracks usage monthly and via an internal tracking system.</p>

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Surface Transportation Board	During FY 2023 STB saved approximately \$97748 as a result of employee telework participation.	FY 2023 cost savings were projected using data from monthly transit benefit usage reports generated by the Washington Metropolitan Area Transit Authority (WMATA) detailing STB employees' commuting behavior and anticipated costs.
U.S. AbilityOne Commission	We have had success resulting from our decision to remote work. We have shown savings from reduced rent increased staff productivity and lower absenteeism and turnover rates. We have had the opportunity to hire staff from all over the US giving us a more competitive edge when hiring.	We are not tracking the amounts internally from year to year and are currently working with GSA to locate a shared space suitable for AB1's needs at this time.
U.S. Office of Special Counsel	For FY2023 employees approved for remote work in areas with lower locality pay resulted in approximately of \$99558 in cost savings to the agency.	This is tracked internally through bi-weekly payroll data.

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Udall Foundation	In FY 23 the agency decreased its physical footprint and relocated to a smaller headquarters location in Tucson AZ. Due to rising office rental costs it is estimated that the agency saved around \$90000 by downsizing its headquarters. The agency cannot fully attribute this estimated cost savings as solely due to telework and remote work because there are numerous physical differences (lower square footage more energy efficient) between the two spaces.	Internal tracking of operating costs.



## **U.S. Office of Personnel Management**

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