

GAO

Report to the Senate Committee on
Homeland Security and Governmental
Affairs, U.S. Senate and the Committee
on Oversight and Government Reform,
U.S. House of Representatives

June 2012

**GAO TELEWORK
REPORT**

Calendar Year 2011



G A O

Accountability * Integrity * Reliability

Highlights of [GAO-12-777SP](#), a report to the Committee on Homeland Security and Governmental Affairs, U.S. Senate and the Committee on Oversight and Government Reform, U.S. House of Representatives

Why GAO Did This Study

Telework has been cited as an important management strategy with benefits for both the organization and employees. These benefits include supporting continuity of operations during emergencies, contributing to a greener environment, increasing employees' ability to balance work and life demands, decreasing facility operating costs, and improving employee retention and recruitment.

For more than a decade, Congress has indicated its desire that agencies create telework programs. Recently, Congress passed the Telework Enhancement Act of 2010 (the Act). The Act established several program requirements, including that federal agencies submit annual reports to OPM on their programs and that GAO issue an annual report to Congress on its program.

This report describes GAO's telework program and provides information on (1) the number and percentage of eligible GAO employees as well as the number and percentage of GAO employees who teleworked by frequency categories, (2) the participation goals for calendar year 2012 and the ways telework has supported other agency goals, and (3) the best practices employed in GAO's telework program.

View [GAO-12-777SP](#). For more information, contact Carolyn M. Taylor at (202) 512-2974 or taylorcm@gao.gov.

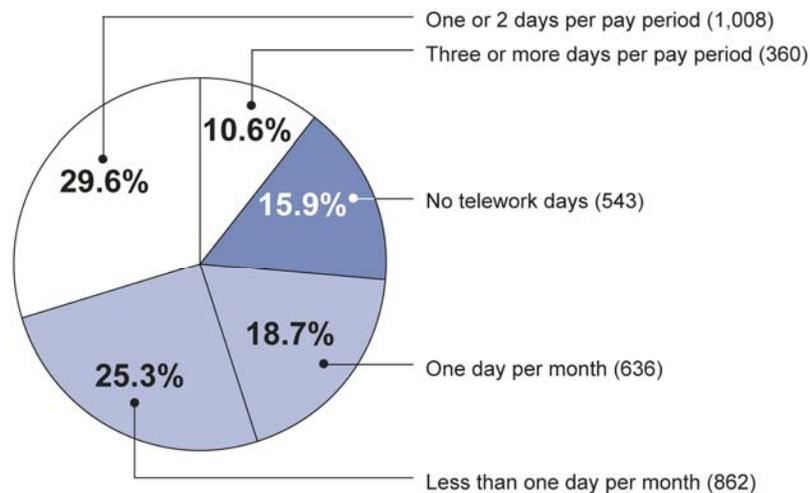
GAO TELEWORK REPORT

Calendar Year 2011

What GAO Found

During calendar year 2011, nearly all GAO employees were eligible to telework and about 84 percent of GAO's employees teleworked to some extent. Specifically, about 40 percent of GAO's employees teleworked one or more days per pay period, and nearly 44 percent teleworked to some extent each month. The remaining employees did not telework. Telework was not conducive for those responsible for providing on-site support and services such as sorting and delivering mail, and greeting visitors. Others did not telework for a variety of reasons, including personal preference, and in accordance with the Act and GAO's policy, certain factors prohibited some employees from teleworking, such as performance or conduct issue. Further, an employee's ability to telework depends on the nature of the position and the needs of GAO's congressional clients.

Percentage of GAO Employees Teleworking in Calendar Year 2011



Source: GAO.

In accordance with the Act, GAO has established telework participation goals for calendar year 2012 and expects the telework program to continue supporting other agency goals. GAO's overall participation goal is that 90 percent of its employees will telework, even if only for a few hours, during calendar year 2012. This will help GAO employees be prepared to telework in case of an emergency. Also GAO expects its telework program to continue to help employees address their worklife needs, and, based on employee's comments, to improve employee morale. Finally, through a pilot program that expands the use of telework in two field offices, GAO has estimated significant future cost savings through infrastructure reductions.

GAO has incorporated best practices and recommendations that it prescribes to other agencies in its telework program. For example, GAO designated a telework program manager, developed a policy, provided technical support for teleworkers, used the same performance standards to evaluate both teleworkers and non-teleworkers and established processes, procedures, and a tracking system to collect data to evaluate the telework program.

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(Snowmagedon)

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Abbreviations

Act	Telework Enhancement Act of 2010
GPRA	Government Performance and Results Act
GSA	General Services Administration
OPM	Office of Personnel Management
SAS	Statistical Analysis System

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G A O

Accountability * Integrity * Reliability

United States Government Accountability Office
Washington, DC 20548

June 28, 2012

The Honorable Joseph I. Lieberman
Chairman
The Honorable Susan M. Collins
Ranking Member
Committee on Homeland Security
and Governmental Affairs
United States Senate

The Honorable Darrell E. Issa
Chairman
The Honorable Elijah Cummings
Ranking Member
Committee on Oversight
and Government Reform
U.S. House of Representatives

Telework has been cited as an important management strategy with several benefits. These benefits include supporting continuity of operations during emergencies, contributing to a greener environment, increasing an employee's ability to balance work and life demands, accommodating people with disabilities, reducing demand for office space, decreasing facility operating costs, and improving employee retention and recruitment.

For more than a decade, Congress, through legislative actions, has indicated its desire that agencies create telework programs. Congress passed Section 359 of Public Law No. 106-346 in October 2000, which mandated that each executive agency establish a policy under which eligible employees may participate in telework to the maximum extent possible without diminishing employee performance. This law provided both the General Services Administration (GSA) and the Office of Personnel Management (OPM) with lead roles for government-wide telework initiatives. More recently, Congress has demonstrated its interest in expanding telework in the federal sector through passage of the Telework Enhancement Act of 2010 (Act). This legislation established several program requirements, including that executive branch agencies, submit annual reports to OPM on their telework program and that GAO

provide a report to Congress on OPM's overall telework report of all federal agencies. Also, the Act required GAO to submit a report on its telework program to Congress.¹ To address this reporting requirement, this report describes (1) the number and percentage of eligible GAO employees as well as the number and percentage of GAO employees who teleworked by frequency categories, (2) the participation goals for calendar year 2012 and ways telework has supported other agency goals, and (3) the best practices employed in GAO's telework program.

To develop the number and percentage of eligible GAO employees, we determined the total number of employees on GAO's rolls at any time during calendar year 2011, and considered the eligibility provisions in the Act and our policy. To develop the number and percentage of GAO employees who teleworked in each frequency category, we analyzed data from our time and attendance system, and divided the number of telework days by the number of pay periods worked to obtain each employee's average level of telework participation. Using OPM's definition, we defined a telework day as a day in which any time was charged to telework. We recognize that the accuracy of telework reporting is dependent upon the accuracy of employee self-certification and

¹The Telework Enhancement Act of 2010 requires GAO to report annually to Congress on the following:

- 1) the degree of participation by employees teleworking during the period covered by the report, including the total number of employees in the agency, the number and percent of employees in the agency who are eligible to telework; and the number and percent of eligible employees in the agency who are teleworking (I) 3 or more days per pay period, (II) 1 or 2 days per pay period, (III) once per month, (IV) on an occasional, episodic, or short-term basis;
- 2) the method for gathering telework data;
- 3) if the total number of employees teleworking is 10 percent or higher or lower than the previous year, the reasons for the positive or negative variation;
- 4) the goal for increasing participation to the extent practicable or necessary for the next reporting period, as indicated by the percent of eligible employees teleworking in each frequency category;
- 5) an explanation of whether or not GAO met the goals for the last reporting period and if not, what actions are being taken to identify and eliminate barriers to maximizing telework opportunities for the next reporting period;
- 6) an assessment of the progress made in meeting participation rate goals during the reporting period and other agency goals relating to telework such as the impact of telework on emergency readiness, energy use, recruitment and retention, performance, productivity, and employee attitudes and opinions regarding telework; and
- 7) the best practices in GAO's telework program.

dependent upon the accuracy of employee self-certification and supervisory verification. We have found the data to be reliable for the purposes of this report.

We developed telework participation goals based on our analysis of telework data from prior years and other related information. Specifically, we analyzed participation data from calendar years 2007 to 2011. We determined that the total number of employees who teleworked in calendar year 2011 was not 10 percent higher or lower than the previous year and as such did not need to identify reasons for the variation. Also, in establishing our goals, we considered our Continuity of Operations Plan and employees' views about telework taken from our 2011 employee and customer satisfaction surveys.

In addition, our telework participation goals reflect an expectation that more staff will telework to some extent due in part to our recently launched workspace sharing and telework pilot. In October 2011, the Comptroller General announced his intent to pilot a more liberal telework policy, combined with workspace sharing, such as hoteling or hot desking, to allow the agency to cut infrastructure costs and enhance flexibility for employees by allowing some employees to spend the majority of their time working from home or some other suitable telework location. GAO management and the GAO Employees Organization, representatives worked closely together to establish this pilot program in our San Francisco and Boston field offices.² Employees in both offices can expand telework hours up to 90 percent of their schedules. As of April, 2012, almost half of the eligible employees in both offices had opted to telework 50 percent or more of their time. The remaining employees have chosen to spend a majority of their time in the office, although most are teleworking to some extent. Based on a limited review of the telework participation data for staff in the pilot, the percentage of staff teleworking at least 1 day per pay period has increased. Management and Union representatives have agreed to develop an assessment of the implementation of this pilot.

To assess the extent to which GAO's telework program reflects best practices, we reviewed our telework policy and compared it to best

²GAO employees are represented by the International Federation of Professional and Technical Engineers (IFPTE), Local 1921.

practices suggested by OPM and GSA. We also compared our program to the best practices identified in prior GAO reports on telework programs in the federal government. Appendix I includes additional information on our scope and methodology.

The Telework Act Program Requirements

In addition to requiring that agencies report on telework participation rates, goals, and agency practices, the Act includes several other requirements. Specifically, the Act requires that each agency, (1) establish a telework policy, (2) determine and notify employees of eligibility, (3) ensure that telework does not diminish employee performance or agency operations, (4) provide supervisory and employee training, (5) require a written agreement between the employee and management memorializing the terms and conditions of telework, (6) establish a Telework Managing Officer from among senior level management, and (7) incorporate telework into the agency's Continuity of Operations Plan. GAO's telework program addresses these requirements.

GAO first established its telework policy in 1991. The policy has been revised several times to address changes in technology, increased demand for a mobile work environment, government efficiency, readiness, and work-life balance for employees. To address the requirements of the Telework Act, we again revised our policy in June 2012 and it is reprinted in appendix II. Under our policy, all GAO employees are eligible to apply for telework, subject to the limitations stated in the Act and in GAO policy. In addition to the statutory limitations, GAO's telework policy imposes a performance standard and allows management the discretion to cancel a telework agreement when an employee's conduct could have a negative impact. Also, our telework policy addresses position suitability, as well as congressional client and institutional needs.

We have used our intranet to notify employees about the telework policy, including eligibility and program procedures. We have developed a telework web page that provides information about the telework program and policy that is available to all employees. Also, we have adopted a web-based application process. The employee must indicate a specific telework schedule, alternate work place address, and the nature of work to be performed while on telework on the application. Additionally, the application lists the terms and conditions of employment that each employee must agree to in order to telework. Each application is then routed to the appropriate management official for approval. If approved,

the application constitutes the written agreement between the employee and management memorializing the terms and conditions of telework.

Other requirements of the Act are also part of GAO's telework program. In May 2011, we implemented interactive, web-based training for managers of teleworkers. One aspect of the training emphasizes the need for managers to communicate to telework applicants that the same working conditions, including performance standards, apply to employees who telework and those who do not. Our training and policy also make it clear that managers can cancel a telework agreement if there are performance or conduct issues and if there are concerns due to the nature of an employee's work or the accomplishment of the agency's mission. Also, GAO has a designated a Telework Managing Officer and our Continuity of Operations Plan document incorporates telework by addressing times when the normal physical office space of GAO Headquarters or a Field Office becomes unavailable.

Nearly All GAO Employees Were Eligible for Telework, and Over 80 Percent Teleworked to Some Extent in Calendar Year 2011

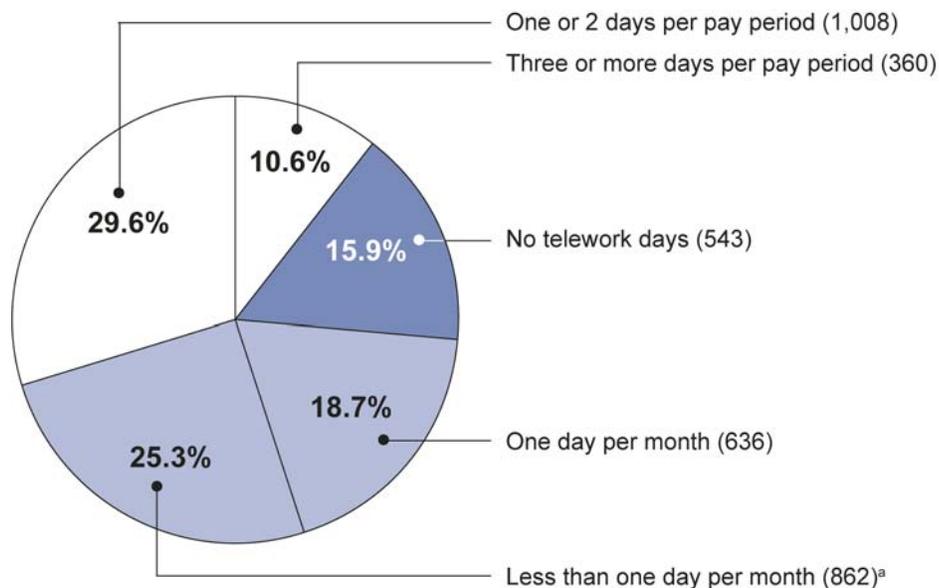
Nearly all GAO employees were eligible to telework at some time in calendar year 2011. The Act prescribes that certain conduct prohibits employees from teleworking and requires that telework not diminish employee performance or agency operations. The GAO policy makes it clear that employees need to have performed at "meets expectations" or better on their most recent performance appraisal to be eligible to telework. Also, to be eligible to telework, employees must not have any conduct issues that would have a negative impact on a telework arrangement. If an employee has performance or conduct issues, when the performance and conduct improves, the employee is again eligible to telework.

However, an employee's ability to telework depends on the nature of the position and the needs of our congressional clients. According to GAO's policy, certain positions may not be suitable for a telework arrangement. These include positions that require extensive face-to-face contact, frequent access to material that cannot be removed from the regular office, such as classified documents, or other security requirements that cannot be duplicated at the alternate workplace. Further, if the absence of the employee from the office would adversely affect either the performance of other employees, or the ability to meet the needs of the client or the agency's institutional needs, a telework arrangement may not be suitable. But given the variability of the GAO work environment, an employee's ability to telework can change. For example, one employee who worked on preparing a classified report for 3 months could not

telework during this time period but could telework the other 9 months of the year when working on other reports that did not include classified information.

During calendar year 2011, about 84 percent (2,862 out of 3,409) of GAO employees teleworked to some extent.³ Also, about 40 percent of GAO's employees (1,368) recorded teleworking an average of 1 day or more per pay period in calendar year 2011. Figure 1 shows the average participation data in the categories described by the Act.

Figure 1: Number and Percentage of Employees that Teleworked in CY 2011



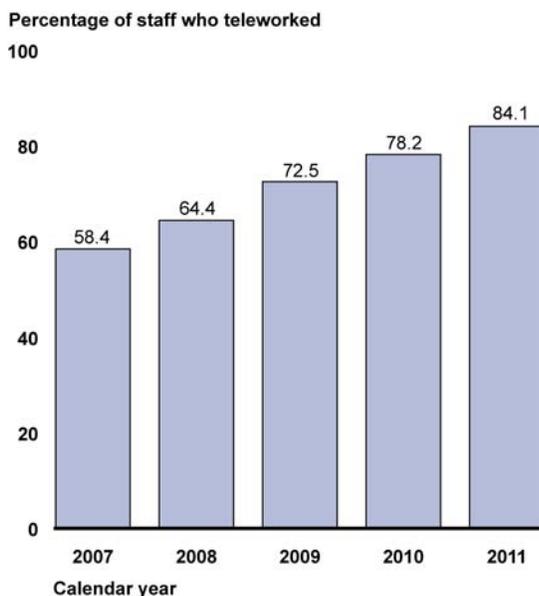
Source: GAO.

^aThe Act does not specify a quantitative frequency for the participation category "occasional, episodic or short term." In order to give meaning to these terms we defined this category to include those employees that teleworked at least 1 hour, but less than once per month during calendar year 2011.

³There were 3,409 individuals employed by GAO at some time during calendar year 2011. We defined the term employee in accordance with 5 U.S.C. section 2105. The total number of employees does not equal the number of full-time equivalent positions reported by GAO for 2011, as it does not take into consideration the departure of employees from the organization or the assignment of multiple individuals to a single position.

The 2011 overall telework participation rate continued an upward trend but did not increase by more than 10 percent from 2010. After accounting for the change in total employees who participated in the telework program, the participation rate between calendar years 2010 and 2011 increased by 5.9 percent. Each year since 2007, the overall average telework participation rate, and the participation rates of those teleworking at least 1 day per pay period, has increased. Figure 2 shows the change in percentage of staff who teleworked from calendar years 2007 to 2011. Table 3, in appendix 3, provides data on our average telework participation rates per frequency category for these years.

Figure 2: Total Telework Participation for Calendar Years 2007-2011



Source: GAO.

Approximately 16 percent of GAO's employees did not telework in calendar year 2011. A certain number of our employees did not telework because they are responsible for work that is not conducive to telework. For example, about 55 percent of our administrative/clerical staff and 100 percent of our employees in Wage Grade pay plans did not telework. These employees often must provide on-site support and services such as sorting and delivering mail, and greeting visitors. Other employees did not telework for a variety of reasons, including personal preference.

GAO’s Goals Are to Increase the Overall Telework Participation Rate and Continue Making Progress in Meeting Other Agency Objectives

We have established an overall participation rate goal for calendar year 2012 as well as goals for various frequency categories. We expect to increase the percentage of employees who telework at least once per month, 3 or more days per pay period, and 1 or 2 days per pay period. In setting these goals, we considered the telework participation rates for the calendar years 2007 to 2011, the requirement to incorporate telework into the agency’s Continuity of Operations Plan and the expected successful implementation of our workspace sharing and telework pilot program in the Boston and San Francisco field offices. With these increases, our overall participation rate goal for calendar year 2012 will be for 90 percent of our employees to participate in the telework program in some way, even if only for a small number of hours.

We have also established a goal for decreasing the percentage of employees who telework less than once a month. This goal is in accordance with best practices identified by OPM, which recommends that all employees have routine experience teleworking in order to ensure familiarity with resources and procedures in support of emergency readiness. Targets for each participation category are listed in table 1, along with the average participation percentages for calendar year 2011 for comparison purposes.

Table 1: Telework Goals for Calendar Year 2012 Compared to Average Participation Percentages for Calendar Year 2011

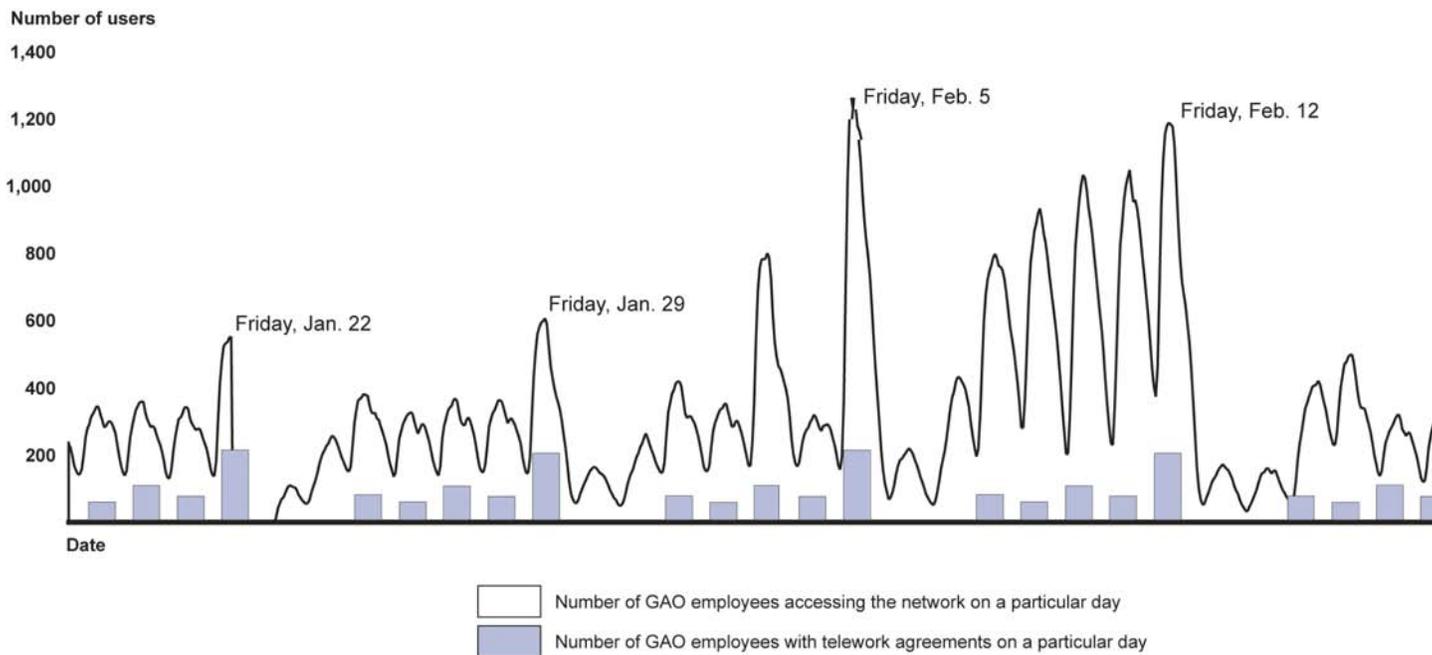
Calendar year	Three or more days per pay period (avg.)	One or 2 days per pay period (avg.)	One day per month (avg.)	Less than 1 day per month	No telework (avg.)
2011 participation	10.6%	29.6%	18.7%	25.3%	15.9%
2012 goals	15.0%	35.0%	17.0%	23.0%	10.0%

Source: GAO.

Our telework program will continue to help the agency meet other agency-wide objectives. The telework program has supported our continuity of operations program, allowed employees to address their work-life needs, and been viewed favorably by employees. Additionally, through an expanded use of telework in selected field offices, we have estimated significant cost savings in the future through infrastructure reductions. The following examples illustrate some of the ways our telework program has supported other goals.

- Continuity of Operations: Due to an emergency situation in the fall of 2001, over 1,500 GAO employees were deployed to other locations and continued operating using our telework program.
- Continuity of Operations: During the snow emergency of 2010, popularly known as Snowmageddon, hundreds of GAO employees accessed GAO's remote portal for telework purposes and continued to work even when the federal government was closed.

Figure 3: Users Accessing GAO's Remote Portal during Snow Emergency of 2010 (Snowmageddon)



Source: GAO.

- Employee Attitudes and Opinions: GAO employees generally shared positive views about telework in our employee feedback and customer satisfaction surveys.⁴ For example, one employee commented in the

⁴The annual internal customer satisfaction survey on administrative services gathers information on how well GAO's internal operations help employees get their jobs done and improve employees' quality of work life. GAO's annual employee feedback survey helps measure how well we are supporting our staff and providing an environment that fosters professional growth.

2011 customer satisfaction survey that “being able to remain equally productive when not being in the office is a major benefit. The current program is excellent and should be expanded further.” Another employee wrote, “Telework flexibility really improves quality of work life.” Our 2011 Employee Feedback Survey also found overall positive comments encouraging the expanding of our telework program. However, some comments in this survey focused on areas of improvement, like additional telework policy training and more consistent application of the program across GAO.

- **Cost Savings:** GAO estimated cost savings of approximately \$1.2 million from the workspace sharing and telework pilot developed jointly by GAO Management and the GAO Employees Organization in the Boston and San Francisco field offices. These savings will result from relinquished space and equipment, as well as reduced costs for utilities and transit benefit subsidies. Plans are under way to expand the pilot to GAO’s Seattle and Los Angeles field offices in 2012. We are planning to develop other metrics to monitor outcomes from our field office pilot.

Our Telework Program Includes Nearly All of the Best Practices

In 2003, GAO identified 25 key practices for successful implementation of telework initiatives and, as shown in table 2, we have fully implemented 23 of them.⁵ The other two practices, training employees and establishing measurable telework goals, will be completed this calendar year. Specifically, we will provide telework training for all employees by the end of calendar year 2012 to complement the supervisory telework training that we implemented in June 2011. As for measureable goals, while we did not set specific participation goals in prior years, we encouraged all employees to have telework agreements and we have established participation goals for calendar year 2012. Also, we will develop measures to evaluate these goals in accordance with the Government Performance and Results Modernization Act.

⁵GAO, *Human Capital: Further Guidance, Assistance and Coordination Can Improve Federal Telework Efforts*, [GAO-03-679](#) (Washington, D.C.: July 18, 2003.)

Table 2: Extent to Which GAO Has Implemented Key Telework Practices

Categories and practices	
Program planning	
Designate a telework coordinator.	●
Establish a cross-functional project team, including, for example, IT, Union representatives, and other stakeholders.	●
Establish measurable telework program goals.	◐
Develop an implementation plan for the telework program.	●
Develop a business case for implementing a telework program.	●
Provide funding to meet the needs of the telework program.	●
Establish a pilot program.	●
Telework policy	
Establish an agencywide telework policy.	●
Establish eligibility criteria to ensure that teleworkers are selected on an equitable basis using criteria such as suitability of tasks and employee performance.	●
Establish policies or requirements to facilitate communication among teleworkers, managers, and co-workers.	●
Develop a telework agreement for use between teleworkers and their managers.	●
Develop guidelines on workplace health and safety issues to ensure that teleworkers have safe and adequate places to work off-site.	●
Performance management	
Ensure that the same performance standards, derived from a modern, effective, credible, and validated performance system, are used to evaluate both teleworkers and nonteleworkers.	●
Establish guidelines to minimize adverse impact on nonteleworkers before employees begin to work at alternate work sites.	●
Managerial support	
Obtain support from top management for a telework program.	●
Address managerial resistance to telework.	●
Training and publicizing	
Train all involved, including, at a minimum, managers and teleworkers.	◐
Inform workforce about the telework program.	●
Technology	
Conduct assessment of teleworker and organization technology needs.	●
Develop guidelines about whether organization or employees will provide necessary technology, equipment, and supplies for telework.	●
Provide technical support for teleworkers.	●
Address access and security issues related to telework.	●
Establish standards for equipment in the telework environment.	●
Program evaluation	
Establish processes, procedures, and/or a tracking system to collect data to evaluate the telework program.	●
Identify problems and/or issues with the telework program and make appropriate adjustments.	●

- GAO has fully implemented this practice
- ◐ GAO has taken some steps to implement this practice
- GAO has not implemented this practice

Source: GAO.

Subsequently, in 2007, GAO identified four practices agencies should adopt as they implement telework programs.⁶ These practices place greater focus on managing for program results. Our efforts to implement these practices are summarized as follows.

- 1) **Develop a business case for telework:** The GAO business case for telework is summarized in our policy. The policy states that telework can (1) increase employee morale and productivity by helping employees balance their work and family life while at the same time achieving the goals of GAO; (2) improve GAO's ability to recruit and retain employees; (3) help to reduce traffic congestion, energy consumption, and air pollution; and (4) allow GAO to respond to the changing demands of the workplace and respond to emergency situations where physical access to a GAO building or work site may not be possible. Additionally, the workspace sharing and telework pilot program is an opportunity to reduce our infrastructure-related fixed costs by supporting a more mobile workforce.
- 2) **Establish measurable telework program goals.** We established telework participation goals for 2012 based on our analysis of the data from the prior 5 years, as well as consideration of our Continuity of Operations Plan, employee views about telework, and anticipated participation in our field office pilot.
- 3) **Establish processes, procedures, and/or a tracking system to collect data to evaluate the telework program.** We have established processes and procedures that govern our telework program and post information about our program on our intranet. Also, we have two systems that help us manage the program. One system supports the approval process for all telework applications. This system enables tracking and monitoring of telework applications by the Telework Managing Officer and produces certain reports. The other system—our time and attendance system—tracks actual participation data. Employees are required to enter job codes that identify time spent in a telework status on their bi-weekly time and attendance reports.

⁶GAO, *Human Capital: Telework Programs Need Clear Goals and Reliable Data*, [GAO-08-261T](#) (Washington, D.C.: Nov. 6, 2007).

-
- 4) **Identify problems and/or issues with the telework program and make the appropriate adjustments.** GAO's Telework Managing Officer is responsible for overseeing the telework application process for consistency with GAO policy. Also, the Telework Managing Officer conducts periodic reviews of telework data to identify trends and problem areas across the agency, as well as program changes needed to better comply with legal and regulatory requirements. In addition, we have a communications strategy that includes various methods of providing telework policy guidance to staff and managers to minimize problems. For example, we maintain an intranet page with information on our telework policy, technology resources, and frequently asked questions; we issue notices and advertise our annual telework open season, during which employees must submit telework applications; we hold briefings for staff and managers as well as answer individual questions throughout the year, as needed.

Conclusion

GAO has embraced telework. Our first telework policy was implemented more than 15 years ago, and the available data show that our overall telework participation rates have increased each year over the last 5 years. Our current telework program includes nearly all of the recommended practices and we have actions underway to implement the remaining ones. We have demonstrated our ability to support teleworkers during emergencies, and we have helped our employees balance work and family life. Our employees have said that the program is an important benefit. Building on our past data, we have established specific telework goals for calendar year 2012 that are expected to further increase participation while maintaining our capacity to perform our mission. In addition, as we manage in these times of fiscal constraints, we anticipate that telework will yield important cost savings.

We are sending copies of this report to the Chairman and Ranking Members of the Committee on Homeland Security and Governmental Affairs, United States Senate and Committee on Oversight and Government Reform, U.S. House of Representatives.

In addition, this report is available at no charge on the GAO website at www.gao.gov. Our point of contact for this report is Carolyn M. Taylor, Chief Human Capital Officer, (202) 512-2974 or taylorcm@gao.gov.

A handwritten signature in black ink that reads "Gene L. Dodaro". The signature is fluid and cursive, with a large, stylized "D" at the end.

Gene L. Dodaro
Comptroller General
of the United States

Appendix I: Objectives, Scope, and Methodology

This report addresses the requirements of the Telework Enhancement Act of 2010 and describes (1) the number and percentage of eligible GAO employees as well as the number and percentage of GAO employees who teleworked by frequency categories, (2) the participation goals for calendar year 2012 and the ways telework has supported other agency goals, and (3) the best practices employed in GAO's telework program. In addressing these objectives, we used definitions and terms that were used by the executive branch agencies in order to aid comparisons. Specifically, we used the calendar year because it provides the most complete cycle year of data and we adopted the OPM definition of a telework day as a day in which any time was charged to telework.

To address the number and percentage of eligible employees, we first defined the term employee and then determined the total number of GAO employees. We defined "employee" pursuant to 5 U.S.C. 2501. We included all employees on GAO's rolls at any time during the calendar year who were eligible for telework. This included permanent staff, re-employed annuitants, consultants appointed as mission support staff, intermittent staff, and interns. We then determined that the number of unique individuals employed by GAO during calendar year 2011 totaled 3,409. The term "unique individuals" represents the total number of employees, as defined, on-board during the calendar year and thus available to telework during the annual cycle. The total number of unique individuals is distinct from the 3,159 full-time-equivalent (FTE) positions that we reported during fiscal year 2011. For example one FTE count could account for two unique part-time individuals who were available for telework. In another example, a new hire could count as the second unique individual to occupy a full-time position that was vacated during the fiscal year.

To assess the number and percentage of employees who teleworked, and the frequency, we extracted data from our time and attendance system, webTA. This system allows time and attendance information, including telework hours, to be entered, verified, electronically approved, and collected for transmission to the National Finance System, GAO's payroll processing agent. We recognize that the accuracy of telework reporting is dependent upon the accuracy of employee self-certification and supervisory verification.

We analyzed all available webTA data from calendar years 2007 to 2011 and the first four pay periods of calendar year 2012. This data extract consisted of multimillion records. We used Statistical Analysis System (SAS), which is an integrated system of software products provided by

the SAS Institute Inc., to analyze telework participation per webTA data. Our SAS programming code was independently executed and reviewed, and output results were verified. For each GAO employee for each calendar year, we totaled the number of telework days and the number of pay periods worked. We then divided the number of telework days by the number of pay periods worked to obtain each employee's average level of telework participation in the calendar year, and placed each into one of 5 categories: an average of 3 or more telework days per pay period, an average of 1 to 2 telework days per pay period, an average of 1 telework day per month, an average of less than 1 telework day per month (or occasional, episodic, or short term), and no telework days. For each year, we then aggregated the number of employees in each category and calculated the percentage of each category based on the total number of unique employees.

To develop our participation goals for calendar year 2012, we analyzed the data for prior years and considered our other agency-wide programs, including GAO's strategic plan and our annual performance and accountability report.¹ Specifically, we reviewed the trend of increasing telework participation at GAO over the past 5 years and the telework participation for the first four pay periods of calendar year 2012. We then determined the projected number of "unique" staff in 2012, incorporating projected hires. This analysis is the basis for developing our telework goals for calendar year 2012. Also, we considered other agency objectives and goals. We considered the requirement to incorporate telework into the agency's GAO's Continuity of Operations Plan (5 U.S.C. §6504(d)(1)), and OPM's recommendation that all employees have routine experience teleworking in order to ensure familiarity with resources and procedures in support of emergency readiness. Further, our participation goals reflect the expectation that our workspace sharing and telework pilot in our field offices will be successful and help us reduce costs. Additionally, we reviewed comments from GAO's 2011 employee and customer service satisfaction surveys to gauge employee attitude and opinions regarding telework. These surveys are voluntary and conducted annually by GAO.

¹GAO, *2012 Update to GAO Strategic Plan, 2010-2015* (Washington, D.C.: February 2012); and *Strategic Plan 2010-2015*, [GAO-10-559SP](#) (Washington, D.C.: July 2010); and *Performance and Accountability Report*, [GAO-11-2SP](#) (Washington, D.C.: Nov. 15, 2010).

To identify best practices we reviewed information from several sources. We reviewed reports from OPM² and GSA,³ on incorporating telework into continuity or emergency planning and other best practices. Also we reviewed several prior GAO reports⁴ on telework programs in the federal government.

We believe that the data and information used in this report provide a reasonable basis for our findings and conclusions.

²OPM, *OPM Guide to Telework in the Federal Government* (Washington, D.C.: April 2011); and *Status of Telework in the Federal Government: Report to Congress* (Washington, D.C.: February 2011).

³GSA, *Telework Best Practices*, (Washington, D.C.: October 2001).

⁴GAO, *Federal Telework: Program Measurement Continues to Confront Data Reliability Issues*, [GAO-12-519](#) (Washington, D.C.: Apr. 19, 2012); *Emergency Preparedness: Agencies Need Coordinated Guidance on Incorporating Telework into Emergency and Continuity Planning*, [GAO-11-628](#) (Washington, D.C.: July 2011); *Human Capital: Greater Focus on Results in Telework Programs Needed*, [GAO-07-1002T](#) (Washington, D.C.: June 2007); *Human Capital: Telework Programs Need Clear Goals and Reliable Data*, [GAO-08-261T](#) (Washington, D.C.: Nov. 6, 2007); *Human Capital: Key Practices to Increasing Federal Telework*, [GAO-04-950T](#) (Washington, D.C.: July 2004); and *Human Capital: Further Guidance, Assistance, and Coordination Can Improve Federal Telework Efforts*, [GAO-03-679](#) (Washington, D.C.: July 2003).

Appendix II: GAO's Telework Policy

U.S. Government
Accountability Office



Order

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Distribution: GAO Intranet

Initiated by: Human Capital
Office (HCO)

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Chapter 1. Introduction

1. Purpose, Scope, and Applicability.

This order establishes the U.S. Government Accountability Office's (GAO) telework policy that allows employees to work at an approved location away from their assigned office.

2. Supersession.

This order supersedes GAO Order 2300.5, GAO's Telework Program, dated January 9, 2009. Changes have been made pursuant to The Telework Enhancement Act of 2010, to incorporate organizational changes; add a definitions section; make minor revisions to terms and improve consistent use of terms; clarify approving and reviewing officials for short-term telework arrangements; and ensure continuity of GAO operations during closures or emergency situations.

3. References.

- a. Public Law 111-292, The Telework Enhancement Act of 2010 (the Act).
- b. GAO Order 0410.1, GAO Records Management Program.
- c. GAO Order 0510.2, Information Systems Security Policy.
- d. GAO Order 0645.1, Limited Personal Use of Government-Provided Office and IT Equipment, Including Internet.
- e. GAO Order 0910.1, GAO Security Program.
- f. GAO Order 2306.1, Employment of Individuals with Disabilities.
- g. GAO Order 2500.1, Compensation Administration in the Government Accountability Office.
- h. GAO Order 2540.2, Pay Administration in the Attorney Performance-Based Compensation System.
- i. GAO Order 2540.3, Pay Administration in the Analyst Performance-Based Compensation System.
- j. GAO Order 2540.4, Pay Administration in the Administrative Professional and Support Staff Performance-Based Compensation System.
- k. GAO Order 2550.1, Compensation for Overtime Work.
- l. GAO Order 2620.1, GAO Maxiflex Alternative Work Schedules Program.
- m. GAO Order 2630.1, Leave Policies and Procedures.
- n. GAO Order 2751.1, Discipline.
- o. GAO Order 2810.1, Line-of-Duty Injury Benefits for Government Accountability Office Employees under the Federal Employees' Compensation Act.
- p. GAO Directive 0910.1-03, Information Security Requirements for Sensitive Information.
- q. GAO Order 0130.7, Office of Emergency Preparedness (OEP).
- r. OEP Continuity Program Document.

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4. Definitions.

For the purpose of this order, the following definitions apply:

- a. **Telework:** The term telework or teleworking refers to a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee's position, and other authorized activities, from an approved **alternate work site** (i.e., home or other satellite work location) other than the location from which the employee would otherwise work. The term telework does not include work performed while in an official travel status or on a temporary duty (TDY) assignment.
- b. **Teleworker:** An employee who works at an **alternate work site** under the terms and conditions of a telework agreement either on a regular and reoccurring schedule for a minimum of 1 day a pay period or on an episodic basis when the day or number of hours per day vary during the pay period .
- c. **Telework agreement:** A written agreement that outlines the terms and conditions of the telework arrangement, signed by the employee and appropriate officials in the employee's mission area/staff office, which is mandatory in order for any employee to participate in telework.
- d. **Official work site/duty station:** The official work site is the location of the regular work site or duty station for the employee's position of record (i.e., the place where the employee would normally work absent a telework agreement). An employee who teleworks is expected to spend the majority of his or her time at his or her official work site, except in temporary short-term arrangements such as when the employee is recovering from an injury or illness that prevents the employee from commuting to that site.
- e. **Unit Head:** The term unit head refers to managing directors, regional directors, or heads of mission support offices or staff offices.
- f. **Manager:** The term manager refers to assistant director, assistant general counsel, and MS-II or MS-I.
- g. **Telework Managing Officer (TMO):** The term TMO under the Act refers to a senior official of an agency with direct access to the head of an agency who is devoted to policy development and implementation related to the telework program, advisor to agency leadership, including the Chief Human Capital Officer, a resource for managers and employees, and the primary contact for the Office of Personnel Management on telework matters.

5. Basic Principles.

- a. Telework can (1) increase employee morale and productivity by helping employees balance their work and family life while at the same time achieving the goals of GAO; (2) improve GAO's ability to recruit and retain employees; (3) help reduce traffic congestion, energy consumption, and air pollution; and (4) allow GAO to respond to the changing demands of the workplace and respond to emergency situations where physical access to a GAO building or work site may not be possible.
- b. When reviewing the suitability of a telework arrangement, GAO will consider the needs of the client and GAO's organizational needs. Therefore, an employee must be flexible and willing to adjust his or her telework arrangements to meet these needs.

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- c. An employee who teleworks should work the majority of his or her hours at his or her official work site, usually located in the GAO building or at a GAO work site, except in temporary short-term arrangements such as when the employee is recovering from injury or illness that prevents the employee from commuting to that office.
- d. Telework is primarily an arrangement established to facilitate the accomplishment of work and is not an employee entitlement.
- e. Employee participation is voluntary except under specifically designated emergency situations.
- f. An employee must have an approved and current telework agreement to telework.
- g. An employee must adhere to the terms of his or her telework agreement.
- h. An employee requesting a telework arrangement must submit an application to his or her designated unit head (managing directors, regional directors, or heads of mission support offices or staff offices). A new application must be submitted at least once per calendar year during the annual renewal process or upon expiration of the agreement.
- i. As part of the arrangement application, the teleworking employee applicant and manager (assistant director, an assistant general counsel, or an MS-II or MS-I) must agree to the tasks to be performed and other specifics of a telework arrangement. If the manager changes, the employee and the manager should discuss any existing telework arrangements and affirm that any existing approved telework arrangements are still valid. If there is a need to change any item in an existing arrangement or if the employee's unit changes, a new application must be completed and submitted for approval. There is no automatic right of an employee to continue the arrangement in his or her current or new unit. A new agreement also is necessary if there are significant changes to any item in the agreement (i.e., changes to type of telework arrangement, telework days, alternate work site, etc.).
- j. Either the employee or the unit head, subject to TMO review, may cancel the telework arrangement via the automated telework system. If the unit head cancels the telework arrangement, the unit head or manager will give appropriate notice to allow the employee time to make alternative arrangements.
- k. Teleworking does not change the terms and conditions of employment (i.e., work scheduling, leave, etc.). An employee working under telework arrangements is subject to the same performance and conduct standards and performance appraisal systems as other employees. An employee who is teleworking must protect equipment and records and maintain the necessary level of computer and other security. A teleworking employee must be available to management, co-workers, and others for employer business by telephone, voice mail, or e-mail for contact during his or her official duty hours. The employee must provide the manager with a telephone number where he or she can be reached. The employee must check frequently for any voice mail or e-mail messages.
- l. A telework arrangement must not place an undue burden on nontelework staff. Work should be distributed equitably among teleworkers and nonteleworkers in the unit.
- m. While telework arrangements may provide valuable assistance in the management of work-family schedules and family responsibilities, telework may not be used as a substitute for dependent care. To the extent that dependent care interferes with working at home, the

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employee is responsible for recording the appropriate leave charges for the time during which care is provided.

Chapter 2. Eligibility Requirements and Approval Process

1. Employee Eligibility.

An employee who has performed at "meets expectations" or better on all competencies for which the employee was rated on his or her most recent performance appraisal is eligible to participate and may submit a request for a telework arrangement. An employee who has not yet received a performance appraisal at GAO must be performing at "meets expectations" at the time the employee requests a telework arrangement on all competencies for which the employee will be rated in the next performance appraisal.

An employee in a performance improvement opportunity period is not eligible to request a telework arrangement. In addition, the employee must not have any conduct issues that would have a negative impact on a telework arrangement (see the Act and GAO Order 2751.1, Discipline, for a discussion of conduct issues).

2. Position Suitability.

The nature of the employee's work must be suitable for teleworking. Work that requires analysis, development of written products, telephone-intensive tasks, or computer-oriented tasks are examples of work that would be feasible for a telework arrangement. Positions that may not be suitable are those that require

- a. face-to-face contact;
- b. frequent access to material that cannot be removed from the regular office, such as classified documents; or
- c. a level of computer or other security that cannot be duplicated at the alternate work site.

A position would not be suitable if the absence of the employee from the office would adversely affect the performance of other employees.

3. Needs of the Client and GAO.

In considering an application for a telework arrangement, GAO will consider the effect the arrangement could have on meeting the needs of the client and the agency's institutional needs.

4. Types of Telework Arrangements.

There are three types of telework arrangements.

a. Continuing arrangements.

In a continuing arrangement, the employee works at home (or other approved location) on a regular, recurring basis as part of the regular work schedule. There must be sufficient

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ongoing work available to support this type of arrangement. In the event that unforeseen dependent care situations arise while an employee is teleworking, the employee should record appropriate leave charges for the time spent providing the dependent care.

b. Episodic arrangements.

In episodic arrangements, the employee teleworks on an "as-needed" basis when it is advantageous for the employee to complete segments of a project away from the office. Some tasks might be completed more easily at home without the interruptions typically experienced in the office. Other situations may occur when the manager and employee agree that an episodic arrangement would be beneficial. This type of arrangement could accommodate circumstances such as inclement weather, a need to be at home waiting for repair services, or an unforeseen need to provide dependent care. If dependent care interrupts the employee's work time, the employee should claim the hours worked and charge the appropriate leave code for the remaining hours. For emergency preparedness planning purposes, all employees are encouraged to have an approved episodic arrangement on file.

c. Short-term arrangements.

Short-term arrangements are time-limited arrangements to accommodate an employee's special circumstance (i.e., personal hardship) in the interest of accomplishing work. These arrangements are for a specific period of time (for example, 30 days, 3 months, etc.), not to exceed 1 year for the same event. Special circumstances include, but are not limited to, convalescence from an illness or injury or situations where the office is not usable.

5. Approval of Telework Arrangements.

All telework arrangements require approval prior to the employee teleworking.

- a. Continuing telework applications must be submitted to the unit head during an announced "open season." Requests may be submitted outside the open season if circumstances occur to warrant the request. The unit head makes a recommendation for approval or disapproval that is forwarded to the TMO, with a final decision by the TMO to ensure consistency with agency orders and policies. The outcome of the review process will be noted on the application, and the applicant will be notified. If the request for a continuing arrangement is denied, the reasons for the denial will be documented and the request will be forwarded to the Telework Managing Officer (TMO) for review to ensure consistency with agency orders and policies. If the request is denied, the reasons for the denial will be communicated to the employee.
- b. Episodic telework applications must be submitted to the unit head. An employee who would like to telework occasionally on an "as-needed" basis (episodic arrangement) may apply at any time. Approval authority may be delegated to a level no lower than an assistant director, an assistant general counsel, or an MS-II manager. The outcome of the review process will be noted on the application and the applicant will be notified. If the request for an episodic or short-term arrangement is denied, the reasons for the denial will be communicated to the employee.
- c. Short-term telework applications must be submitted to the unit head. An employee who seeks a telework arrangement to accommodate a special circumstance for a single continuous period of time (short-term arrangement) may apply at any time. The unit head makes a recommendation for approval or disapproval that is forwarded to the TMO, with a

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final decision by the TMO to ensure consistency with agency orders and policies. The outcome of the review process will be noted on the application, and the applicant will be notified. If the request for a short-term arrangement is denied, the reasons for the denial will be communicated to the employee.

6. Telework Application and Agreements.

- a. An employee applies to telework by completing the application for the Telework Program that is available on the GAO intranet. The employee must agree to and complete electronic GAO Form 558, Telework Application/Terms and Conditions, according to the instructions provided and submit it online. Log in and password security protections apply.
- b. By submitting the request, the employee agrees to the terms and conditions of the telework arrangement that cover such items as the voluntary nature of the arrangement; official work site; performance requirements; leave approval; overtime; proper use and safeguards of government property; safety standards that apply to the alternate work site; and policies and procedures for capturing, managing, and controlling audit documentation, agency records, and classified or sensitive information.
- c. Applicants should provide information covering the nature of the work activities; tasks to be performed; agreement ending date, if any; the frequency and methods of contact required between the employee, co-workers and managers; and days and hours (may be specific or general) to be worked at the alternate work site. The description of the work to be performed while at the alternate site may be general or more specific as the situation requires.
- d. An employee who has been approved for an episodic telework arrangement is not required to submit a new form each time the employee teleworks. However, the employee must obtain oral or written permission from the employee's manager as far in advance as possible for each episode prior to teleworking. In unexpected circumstances, such as inclement weather or other emergencies, it may be difficult to reach a manager. If the employee has work available that can be done at home, the employee is required to make a good faith effort to contact the manager to request approval, such as by e-mail or voice mail message with a brief description of the work to be performed.
- e. As part of the arrangement application, the teleworking employee applicant and manager should agree to the tasks to be performed and other specifics of a telework arrangement. If the manager changes, the employee and new manager should discuss any existing telework arrangements and affirm that any existing approved telework arrangements are still valid. If there is a need to change any item in an existing arrangement or if the employee's unit changes, a new application must be completed and submitted for approval. A new agreement also is necessary if there is a significant change (i.e., changes to type of telework arrangement, telework days, alternate work site, etc.) to any item in the agreement.
- f. If an employee requests a short-term telework arrangement for medical reasons, the employee should complete that portion of GAO Form 558 and provide medical documentation per GAO Order 2630.1, Leave Policies and Procedures, and GAO Order 2306.1, Employment of Individuals with Disabilities.

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- g. An applicant will receive an e-mail acknowledgement that summarizes his or her request. The applicable unit head and manager designated by the applicant will receive a notice of submission. When the TMO completes the review of the requested telework arrangement, the applicant will be notified as to the outcome.

7. Change or Cancellation of Telework Arrangement.

The approving official has the right to recommend a change or cancellation of a telework arrangement for such reasons as a decline in the employee's performance, changes in duties or client or organizational needs that require the employee's continued presence, or failure of the employee to adhere to the agreement or follow regulations or procedures. For short-term and continuing arrangements, applications that have been disapproved or canceled will be forwarded to the TMO for review and final decision. The employee will be notified via the automated telework system, and sufficient time will be provided to make alternate plans. The employee may terminate the arrangement at any time.

Chapter 3. Pay and Leave Issues

1. Work Schedules.

- a. A teleworking employee is permitted to tailor his or her work hours, including earning carryover credit hours with management approval and within the framework permitted by GAO's maxiflex policy (see GAO Order 2620.1, GAO Maxiflex Alternative Work Schedules Program).
- b. A teleworking employee may not work overtime or "compensatory time in lieu of overtime" or additional credit hours apart from the approved maxiflex schedule without prior management approval.
- c. An employee on a continuing or episodic telework arrangement should schedule the majority of his or her approved maxiflex work schedule time during the pay period at their official work site. In consultation with the Human Capital Office and the Reasonable Accommodation Coordinator, the approving official may make exceptions to this policy. For example, a medical condition may prevent the employee from commuting to the GAO office.

2. Pay and Leave.

Existing rules on pay and leave administration apply to a telework employee. Pay policies are contained in GAO Order 2500.1, Compensation Administration in the Government Accountability Office; GAO Order 2540.2, Pay Administration in the Attorney Performance-Based Compensation System; GAO Order 2540.3, Pay Administration in the Analyst Performance-Based Compensation System; and GAO Order 2540.4, Pay Administration in the Administrative Professional and Support Staff Performance-Based Compensation System. Policies and procedures on leave administration are contained in GAO Order 2630.1, Leave Policies and Procedures.

3. Time and Attendance.

Time and attendance will be documented in accordance with current policies and procedures. The employee must use the appropriate time and attendance code to record time spent

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teleworking. The employee is responsible for ensuring that time and attendance is accurately recorded, including the hours worked at the official work site. A manager is responsible for certifying the time and attendance record. Management determines the reasonableness of the work output for the time spent.

4. Official Work Site.

The official work site/duty station for an employee who teleworks is the employee's main or reporting office. An employee who teleworks is expected to spend the majority of his or her approved maxiflex work schedule time during the pay period at his or her official work site, except under an approved short-term telework arrangement, such as when the employee is recovering from an injury or illness that prevents the employee from commuting to that office. The location where the work is performed is designated as the alternate work site. GAO will not reimburse the employee for local travel costs that are solely a result of the telework arrangement.

5. Closures and Emergency Situations.

If the GAO headquarters building or field office location becomes inaccessible, a teleworking employee at an alternate work site is required to continue working if the inaccessibility occurs on his or her normal telework day, unless the emergency adversely affects the alternate work site (i.e., disruption of electricity, loss of heat, etc.), or if the teleworking employee faces a personal hardship that prevents him or her from working successfully at the alternate work site, or if the teleworker's duties are such that he or she cannot continue to work due to a loss of contact with the official work site.

If GAO closes the headquarters building or a field location becomes inaccessible, an employee with a telework agreement may be required to telework during the closure even if it is not his or her normal telework day, unless the emergency adversely affects the alternate work site (i.e., disruption of electricity, loss of heat, etc.), if the teleworking employee faces a personal hardship that prevents him or her from working successfully at the telework site, or the teleworker's duties are such that he or she cannot continue to work due to a loss of contact with the official work site.

When an emergency or other unforeseen circumstance, such as loss of electricity or connectivity, affects the alternate work site, but not the official work site, the circumstances and timing dictate the course of action. Options include having the employee report to the official work site or other approved location, approving the use of leave, or granting excused absence (administrative leave). If the employee was scheduled to report to the official work site when the building becomes inaccessible, excused absence may be granted, as it would be to a nonteleworking employee.

In certain emergency situations, the Comptroller General or designee may issue a general telework approval to all employees in the affected unit or location to promote continuity of operations.

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6. Workers' Compensation.

An employee working at an alternate work site is covered under the Federal Employees Compensation Act. Applicable policy is contained in GAO Order 2810.1, Line-of-Duty Injury Benefits for Government Accountability Office Employees under the Federal Employees Compensation Act.

Chapter 4. Facilities, Records, and Equipment Issues

1. Facilities.

- a. The employee must have a safe and adequate place to work off site that is free from interruptions and provides the necessary level of security and protection for government property.
- b. GAO may inspect the off-site workspace to ensure compliance with safety requirements. Such inspections will be scheduled in advance and made during normal working hours.
- c. GAO will not be responsible for any operating costs associated with an employee using his or her home as an alternate work site, such as home maintenance, insurance, or utility expenses.

2. Telecommunications, Records, and Equipment.

- a. Whenever possible, GAO work must be captured in the GAO network. Documentation and records (whether paper or electronic) may be used, but not maintained, off site and must be integrated into the appropriate GAO paper file or electronic repository. Specific precautions need to be taken when audit documentation and other sensitive materials are outside GAO-controlled space or the safeguards provided within GAO's LAN. When unattended, sensitive materials need to be secured in a key-locked desk, cabinet, or other key-locked location. If arrangements cannot be made to adequately safeguard sensitive materials in such locations, the appropriate managing director is informed so that suitable measures can be taken to protect the documentation (see GAO Order 0910.1, GAO Security Program; GAO Order 0510.2, Information Systems Security Policy; and GAO Directive 0910.1-03, Directive: Information Security Requirements for Sensitive Information; also see para. 3 of this chapter for additional details).
- b. All GAO business-related files and documentation must be managed in accordance with GAO's established policies and procedures for capturing, managing, and controlling audit documentation, agency records, and classified or sensitive information.
- c. The use of GAO-issued equipment by employees is preferred.
- d. An employee may, with advance management approval, be reimbursed for business-related phone calls or provided with a government-issued phone card.
- e. GAO will service and maintain any government-owned equipment issued to a telework employee. If GAO provides government-owned computers and telecommunications equipment for home use, GAO retains ownership and control of hardware, software, and data. All property loaned to the employee must be brought in for any required inventory control. The telework employee may be held liable if equipment is damaged through negligence.

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- f. All files, papers, and machine-readable materials created using GAO-owned equipment are property of the U.S. government.
- g. An employee may, consistent with GAO Order 0645.1, Limited Personal Use of Government- Provided Office and IT Equipment, Including Internet, use government-owned equipment for limited personal use. Limited personal use means that the equipment must be used during nonwork time, must not interfere with office needs or result in a loss of productivity, and must involve only minimal additional expense to GAO or result in only normal wear and tear on the equipment. An employee must not permit anyone else to use his or her government-owned equipment. In addition, unauthorized software may not be loaded on such equipment.
- h. GAO will provide necessary office supplies.

3. Security and Restricting Access to Data and Records.

- a. Classified information may not be taken to, accessed from, or processed at an alternate work site.
- b. The processing of unclassified sensitive data is not recommended on off-site systems. The data may be processed on off-site systems only when ISTS officials certify that the system adequately protects records and that such use conforms to applicable laws, regulations, and policies.
- c. An employee with access to records that contain sensitive information, including records subject to GAO's privacy regulations, must maintain appropriate administrative, technical, and physical safeguards to ensure the security of the records.
- d. The authorization of the manager is required when sensitive information, whether in hard copy or electronic media form, is used by an employee working at an alternate work site. In addition, the manager must ensure that the telework employee knows the appropriate and necessary safeguards.
- e. Official, irreplaceable, and permanent records may not be taken to the alternate work site. This would include, among other things, historical documents, official personnel folders, and one-of-a-kind correspondence files.
- f. An employee must safeguard access to the GAO network, including the protection of the SecurID passcode and token and any other passwords used to access the network.
- g. When away from the office, an employee must secure his or her notebook computer at all times; never leave it unattended; and use hotel security safes or vaults when on travel. The ISTS Web site contains information about employee responsibilities regarding GAO equipment as stated in GAO Order 0510.2, Information Systems Security Policy.
- h. Portable media such as CDs, DVDs, flash drives, and hard drives must be encrypted or appropriately safeguarded. The ISTS Web site contains information about employee responsibilities regarding storage media as stated in GAO Order 0510.2, Information Systems Security Policy.

Appendix III: Telework Participation Rates from Calendar Year 2007 to 2011

Table 3: GAO Telework Participation Rates from Calendar 2007-2011

Calendar year	3 or more days per period (Avg.)		1-2 days per pay period (Avg.)		1 day per month (Avg.)		Less than 1 day per month (Avg.) ^a		Avg. none		Total staff eligible to telework	Staff who teleworked	
	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Num	Pct
2007	99	2.8%	468	13.3%	416	11.8%	1,069	30.4%	1,463	41.6%	3,515	2,052	58.4%
2008	135	3.8%	575	16.0%	518	14.4%	1,086	30.2%	1,277	35.6%	3,591	2,314	64.4%
2009	210	5.6%	755	20.2%	625	16.7%	1,123	30.0%	1,029	27.5%	3,742	2,713	72.5%
2010	285	7.6%	922	24.6%	695	18.5%	1,035	27.6%	818	21.8%	3,755	2,937	78.2%
2011	360	10.6%	1,008	29.6%	636	18.7%	862	25.3%	543	15.9%	3,409	2,866	84.1%

Source: GAO.

^a“Num” stands for “number,” “Pct” stands for “percentage,” and “Avg.” stands for average.

Appendix IV: GAO Contact and Staff Acknowledgments

GAO Contact

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Staff Acknowledgments

In addition to the contact named above, Kenneth Carroll, Deputy Chief Human Capital Officer; Masha Pastuhov-Pastein, Management Analyst; Shannon Schmidt, Human Capital Specialist; and Marvin Miller, Management Analyst, led the development of this report. Sara Cytron, Alice Feldesman, Amy Hale, William R. Mowbray, and Jean Nazzaro made significant contributions to this report. George Duncan verified the information in the report.

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