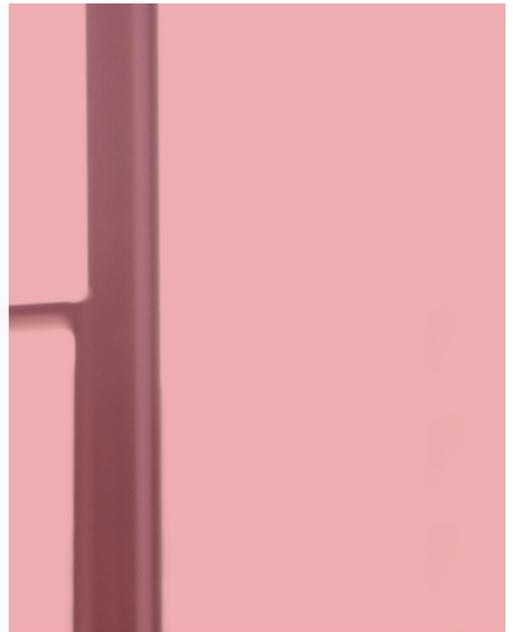
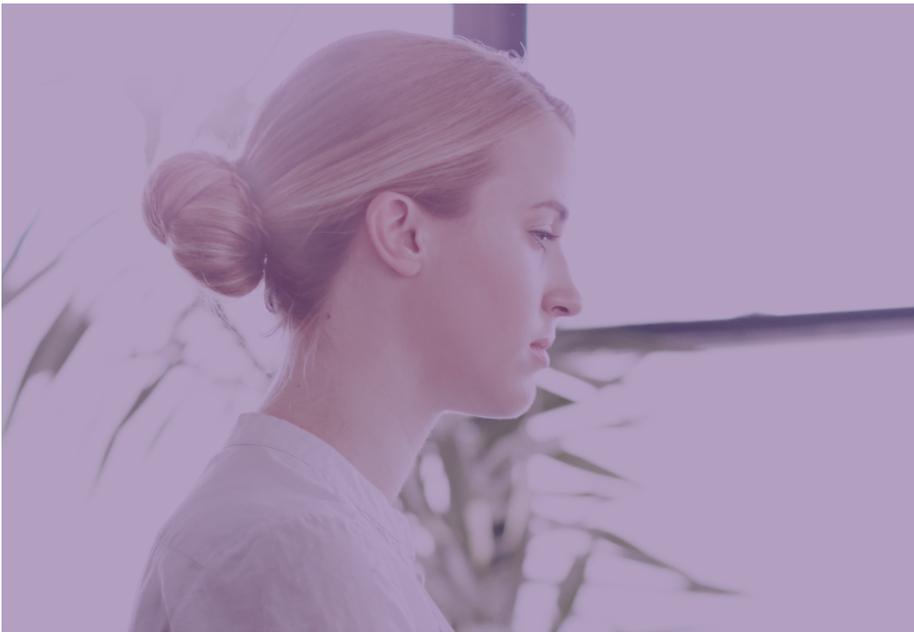


UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

# Federal Work-Life Survey Governmentwide Report





# The Federal Work-Life Survey Governmentwide Report



## Message from the Acting Director

I am pleased to present the results of the U.S. Office of Personnel Management's (OPM) Federal Work-Life Survey. This report highlights key findings and recommendations on the Federal workforce use of workplace flexibilities and participation in work-life programs. Investment in these strategic business practices promotes the recruitment and retention of diverse talent, improves employee morale, and sustains high individual and organizational performance.

OPM's commitment to workplace flexibilities and employee wellness makes the Federal service an ideal place for employees to build their careers and cultivate fulfilling lives outside the workplace. OPM's analysis of the data provides strong evidence that shows a significant relationship between participation in work-life programs and desired organizational outcomes. At the same time, there are opportunities for improvement by expanding supports and reducing barriers to utilizing them.

The results presented in this report will help individual agencies understand their employees' work-life needs and priorities and allow senior leaders and managers to make strategic, evidence-based decisions about investments in these programs. For the Federal Government to remain competitive, I ask that all Federal agencies across Government continue to determine the need for, and evaluate the effectiveness of work-life programs through systematic collection, analysis and use of empirical information to determine how to invest resources and improve decision-making.

Organizations across all sectors of work are consistently challenged by continual changes in the availability of resources, the demand of their mission, and the needs of their workforce. Federal agency and employee values are equally important to the success of Government. These values must be recognized at every level to ensure the Federal workforce is engaged and empowered to best serve the American people.



**Kathleen M. McGettigan**  
Acting Director

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## Who Should Read this Report

This report includes data and information that meets the needs and objectives of multiple audiences.

### *Senior Leaders, Managers, and Supervisors*

Leaders at all levels will learn about the impact of work-life program participation on individual and organizational performance, retention, and morale. Understanding these outcomes provides leaders the information needed to make data-driven decisions which meet organizational and employee needs.

### *Human Resource Practitioners*

Human resources (HR) practitioners include all individuals responsible for the development and implementation of work-life program policies, and work-life program management and evaluation. HR practitioners will learn about Governmentwide work-life program participation trends, employee needs, and employee satisfaction with the use of work-life programs. Furthermore, HR practitioners may leverage this information to optimize the use of work-life programs and better advise senior leaders on designing targeted work-life strategies to most efficiently meet their agency's strategic goals.

### *Federal Employees*

Federal employees will increase their awareness of available work-life opportunities in the Federal Government, having the opportunity to compare these programs with similar programs that may be available in the private sector, and how they may benefit from participating in these programs.



## Executive Summary

In early 2017, OPM administered the first Governmentwide Federal Work-Life Survey. The Survey serves as a comprehensive and systematic tool in support of OPM's commitment to improve performance by evaluating program effectiveness, as prescribed by the Government Performance and Results Modernization Act of 2010, and support to develop and sustain an engaged, innovative and productive workforce. The survey is designed to evaluate the relationship between work-life programs and organizational benefits, and help individual agencies understand their employees' work-life needs and priorities, allowing senior leaders and managers to make evidence-based decisions about investments in these programs. This report also identifies high-performing programs, common barriers, and recommendations to create a culture and work environment that supports the productive and efficient use of work-life programs.

The data presented in this report provides strong evidence of the positive association between employee use of work-life programs and high organizational performance, retention, and job satisfaction. These outcomes emphasize the value of work-life programs as strategic tools that support organizational effectiveness.

### Key Findings

#### ***Work-Life Programs have a Positive Impact on Recruitment, Retention, and Performance***

- Federal employees that use workplace flexibilities and participate in health and wellness programs are more likely to exceed performance standards and positively impact other organizational needs: Employees who telework (76%) or participate in agency wellness programs (74%) were significantly more likely to report ratings that indicate exceeding the standards on their last performance appraisal. Additionally, those who engaged in telework, work schedule flexibilities, or health and wellness programs were more likely to be satisfied with their jobs (75% to 79%) and expressed greater intentions to remain at their agencies (66% to 68%).
- Employee satisfaction with the use of workplace flexibilities is high: Employees are satisfied with their use of work schedule flexibilities (80%), telework (76%), and employee assistance programs (60%), but considerably less satisfied with health and wellness programs (38%) and family and dependent care programs (30%). Program satisfaction is an important factor that contributes to the likelihood of program expected outcomes that improve retention and performance.

#### ***Employee Current and Future Work-Life Needs***

- Work-life conflict is a reality for employees: Most employees (83%) report



that their professional and personal and/or family life needs interfere with each other to some degree. Also, approximately 1 out of every 3 employees report having little to no flexibility to manage his or her work schedule, use an alternative work schedule, or take time off to manage personal and family responsibilities.

- Employees desire work-life supports to manage professional and personal responsibilities: Multiple survey items asked employees whether they desired to use a variety of work-life programs, if they were available. Across all of the items, nearly all of Federal employees (96%) expressed the desire to use one or more work-life programs, highlighting the importance of 1) offering a variety of work-life programs, and 2) understanding the specific needs of employees.
- Rates of adult dependent care needs are significantly rising: The number of employees with adult dependent care responsibilities (i.e., elders, adult dependents) is expected to double over the next five years (from 14% to 31%), while the number of employees with child care responsibilities is expected to remain virtually the same (from 36% to 33%).

### ***Barriers to Work-Life Program Participation***

- Supervisors are supportive of employee needs, but not work-life programs: The majority of employees (82%) perceive their immediate supervisor as responsive to and understanding of employees' personal needs. However, only about half of employees (46%) indicate they experience positive supervisory support for the use of work-life programs.
- Lack of program awareness is the primary barrier to the successful use of programs: Lack of awareness of program availability among all employees is a primary barrier to program participation. The lack of perceived supervisory support for programs may be a contributing factor. Increased program awareness and a greater understanding on how to strategically use programs to support organizational and employee needs may help overcome this barrier.
- Managers recognize the benefits of telework, but indicate they lack the competencies to effectively manage the performance of teleworkers: The majority of teleworkers in the Federal workforce report their participation in telework improved their performance (75% are non-supervisors and 63% are supervisors). Likewise, both non-supervisors and supervisors identify "minimizing distractions" and "maximizing productivity" as the most important reasons they telework. However, only half (53%) of supervisors agree that telework supports their employees' ability to perform work. This may be due to the fact only 48% of supervisors reported being able to manage and assess the performance of teleworkers.



## Introduction

**This report evaluates five broad program areas: Telework, Work Schedule Flexibilities, Employee Assistance Programs, Family and Dependent Care Programs, and Worksite Health and Wellness Programs.**

OPM defines work-life programs as strategic business practices to create a flexible, supportive environment that maximizes organizational performance and engages employees. The work-life programs evaluated in this report are grouped into the following five broad program areas: Telework, Work Schedule Flexibilities, Employee Assistance Programs, Family and Dependent Care Programs, and Worksite Health and Wellness Programs.

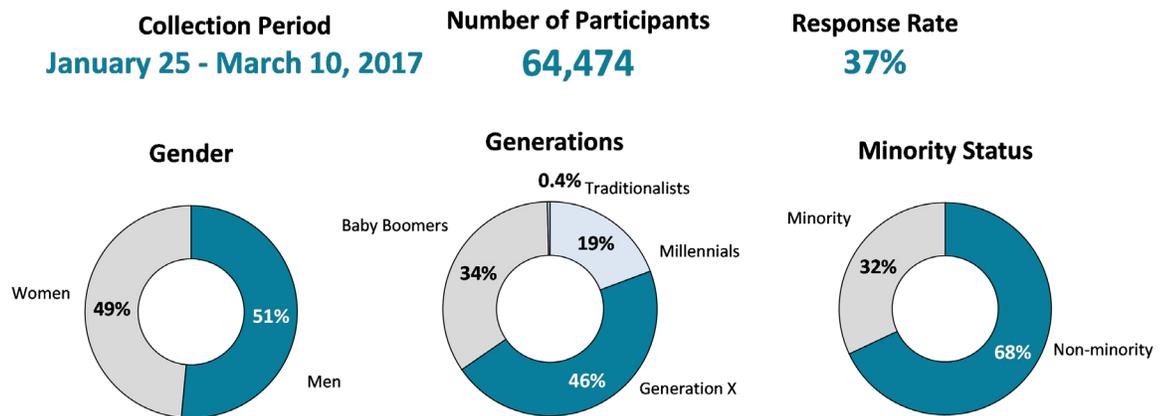
The results presented in this report will help Federal leaders and HR practitioners understand Federal workforce work-life needs, priorities, and organizational benefits, and allow for evidence-based decisions on the strategic program investments. This report presents the findings of OPM's Federal Work-Life Survey that highlights:

- Intended program outcomes that benefit both agencies and employees
- Employee participation and satisfaction with programs
- Current and future needs of agencies and employees
- Barriers that restrict the use of work-life programs
- Research insights from other employment sectors

These findings were obtained through multiple sections throughout the survey that asked employees about personal experiences with their job and workplace needs, family and dependent care responsibilities, and participation and/or desire to use work-life programs.

Additionally, this report includes snapshots from other recent and relevant research across all sectors of employment (private, non-profit, etc.). These insights are intended to show how work-life programs in the Federal Government compare to similar programs in other sectors.

## Figure 1



Data were gathered via an online survey from January 25 to March 10, 2017 (see Appendix 4 for the survey items and individual item responses). The survey was sent to 196,489 employees. OPM used a stratified random sampling method to ensure generalizability of the results. Full-time and part-time permanent, non-seasonal and seasonal employees were eligible to participate in the survey. Summarized in [Figure 1](#), a total of 64,474 Federal employees participated in the survey, for a response rate of 37 percent.

Survey participants represent 101 headquarter and level one component agencies/ departments within the Executive Branch (see Appendix 3 for a list of agencies and response rates). Data were weighted to produce survey estimates that correctly represent all Federal employees by demographic characteristics (e.g., gender, age, ethnicity).

## Use of Work-Life Programs Links to Positive Organizational Outcomes

An analysis of employees who participate in work-life programs compared to those who do not participate was conducted to determine the impact of program participation on various organizational outcomes, including performance, job satisfaction, and intention to stay. Shown in Table 1, employees who telework (76%) or participate in agency wellness programs (74%) were significantly more likely to receive a rating of “exceeds fully successful” or higher on their last performance appraisal than non-participants. Additionally, those who engaged in telework, work schedule flexibilities, or health and wellness programs were more likely to be satisfied with their jobs (75% to 79%) and expressed greater intentions to remain at their agencies (66% to 68%).

**Table 1**

Program	Job Satisfaction		High Performance		Intent to Stay	
	Participant	Non-participant	Participant	Non-participant	Participant	Non-participant
 <b>Telework</b>	79%*	68%	76%*	72%	68%*	62%
 <b>Work Schedule Flexibilities</b>	75%*	69%	73%	74%	66%*	63%
 <b>Employee Assistance Program</b>	72%	72%	71%	74%*	64%	64%
 <b>Family and Dependent Care</b>	70%	72%	73%	72%	62%	66%*
 <b>Health and Wellness</b>	75%*	67%	74%*	71%	66%*	61%

\* Denotes statistically significant difference at  $p < 0.05$ ; only employees with dependent care responsibilities were asked about Family and Dependent Care programs

When employees were asked about program-specific outcomes, 72% or more of respondents indicated their use of work schedule flexibilities and participation in telework improved their performance, morale, and increased their intent to stay at their current agency. Furthermore, employees who participated in any work-life program, including employee assistance programs and family and dependent care programs, reported they were able to better manage stress and experienced improve health. The percent of employees varied greatly by program area.

The results of this analysis demonstrate strong evidence that effective use of workplace flexibilities (i.e., telework, work schedule flexibilities) and support for employee wellness are critical for creating and sustaining a high performance culture. Agencies are encouraged to consider these programs when developing strategies to recruit, retain, and optimize the performance of talent. It is important to note that while Employee Assistant Program (EAP) and Family and Dependent Care program participation showed no significant differences, these programs are significantly under-utilized compared to other programs.

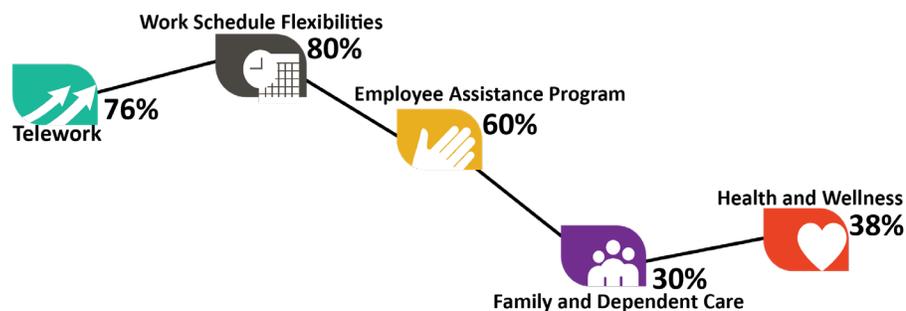
### ***Employees are satisfied with workplace flexibilities***

Employees are satisfied with their use of work schedule flexibilities (80%), telework (76%), and employee assistance programs (60%), but considerably less satisfied with health and wellness programs (38%) and family and dependent care programs (30%) (See [Figure 2](#)). Program satisfaction is an important factor that contributes to improved retention and performance.<sup>1</sup> Having programs or policies does not necessarily ensure a culture of strong work-life support that is conducive to the needs of employees.

**Figure 2**

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## **EMPLOYEE SATISFACTION WITH WORK-LIFE PROGRAMS AND FLEXIBILITIES**



Satisfaction with programs occurs when employees experience the benefits and conveniences offered by the work-life programs. For example, employees experience the convenience of receiving a flu vaccination when available at their worksite or avoid costs when using legal services through the EAP. These conveniences and benefits may also increase employee job satisfaction and commitment to their agency.

Agencies should continually evaluate current employee needs, policies, practices, and organizational culture to identify unnecessary barriers to program participation and to maximize agency and employee benefits.

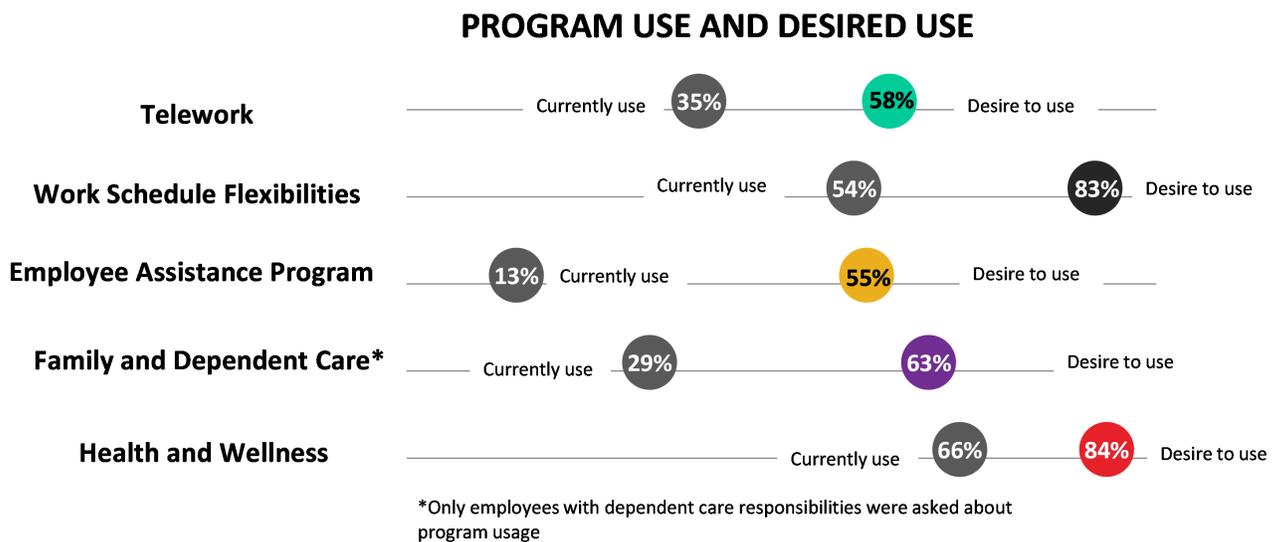
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1 Cailier, J. G. (2016). Does satisfaction with family-friendly programs reduce turnover? A panel study conducted in U.S. federal agencies. *Public Personnel Management, 45*(3), 284-307.

### *Employees desire more work-life supports to manage professional and personal responsibilities*

Multiple survey items asked employees whether they desired to use a variety of work-life programs, if they were available. Across all of the items, nearly all of Federal employees expressed the desire to use one or more work-life programs (see [Figure 3](#)).

**Figure 3**



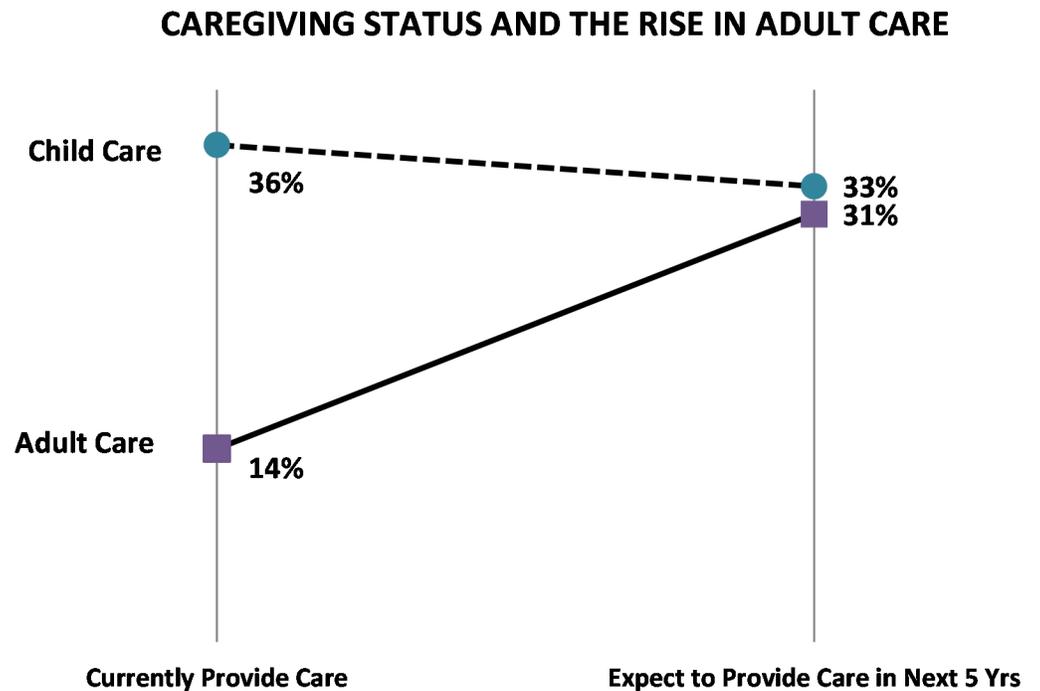
The gap between use and desired use is explained through several additional survey questions. Specifically, 83% of Federal employees report their job and personal life and/or family life interfere with each other to some extent. Also, approximately 1 out of every 3 employees report having little to no flexibility to:

- Take time off during the workday to handle personal or family matters – 28%
- Manage their work schedule to manage personal needs – 24%
- Use alternative work schedules to manage personal/family responsibility – 32%

Federal leaders, at all levels, should evaluate their employees' specific work-life needs to develop the most appropriate work-life policies and programs to maintain a high performing workforce. Federal leaders should be fair and consistent in allowing the use of work-life programs, and, at the same time, understand that every employee has a unique set of needs.

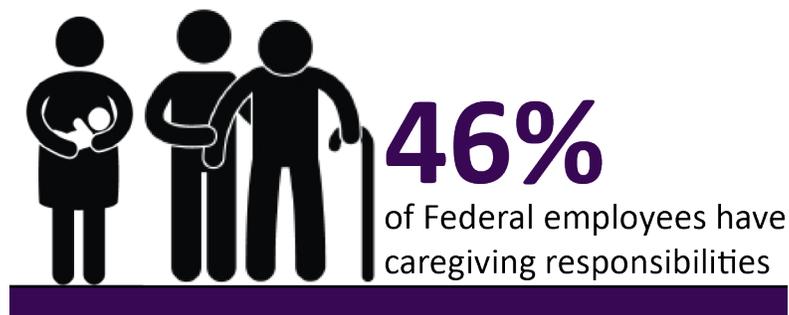
*Rates of adult dependent care needs are rapidly rising*

**Figure 4**



As indicated in [Figure 4](#), the number of employees with adult dependent care (e.g., elders, adult dependents) responsibilities is expected to double to 31% over the next five years, while the number of employees with child care responsibilities is expected to remain the same. Represented in Figure 5, 46% of employees report having some form of family or dependent care responsibilities; 36% are caregivers for children and 14% for adults (NOTE: some of these employees provide care to both children and adults). The anticipated rise in the number employees with adult dependent care responsibilities will increase the need for agencies to provide greater workplace flexibilities and other associated family and dependent care support services.

**Figure 5**



***Insufficient leadership support, lack of awareness, and organizational factors are primary barriers to the successful use of work-life programs:***

Survey results showed significant percentages of respondents perceived a lack of leadership support and awareness of work-life programs – suggesting these areas constitute primary barriers inhibiting participation in various work-life programs and workplace flexibilities. The most commonly reported reasons employees do not participate in work-life programs include:

- Lack of senior leadership and supervisory support
- Lack of program awareness among employees and supervisors
- Agency policies that limit program participation

Shown in Figure 6, only 1 out of every 2 employees (46%) perceives support from their immediate supervisor and only 1 out of every 3 employees (35%) perceives support from senior leadership. However, 82% of employees report their immediate supervisor is responsive to needs to take care of personal or family needs, and 66% agree their supervisor understands personal or family issues.

**Figure 6**



The disparity between employees’ perceived lack of supervisory support for work-life programs and supervisor responsiveness and understanding of personal needs may be a result of various factors. For example, supervisors may lack awareness and understanding of agency-specific work-life programs and how work-life programs can be utilized to simultaneously meet the agency’s strategic goals while supporting employees’ work-life needs. Creating an organizational culture that supports work-life effectiveness requires raising awareness on the use of work-life programs, change management, adopting new approaches to management education, training, and leadership role modeling. Furthermore, agencies should continuously identify opportunities to promote available work-life programs and not rely on new employee orientation as the sole source of information dissemination. This can be accomplished by implementing and highlighting the benefits and effective practices of work-life programs into recurring managerial training.

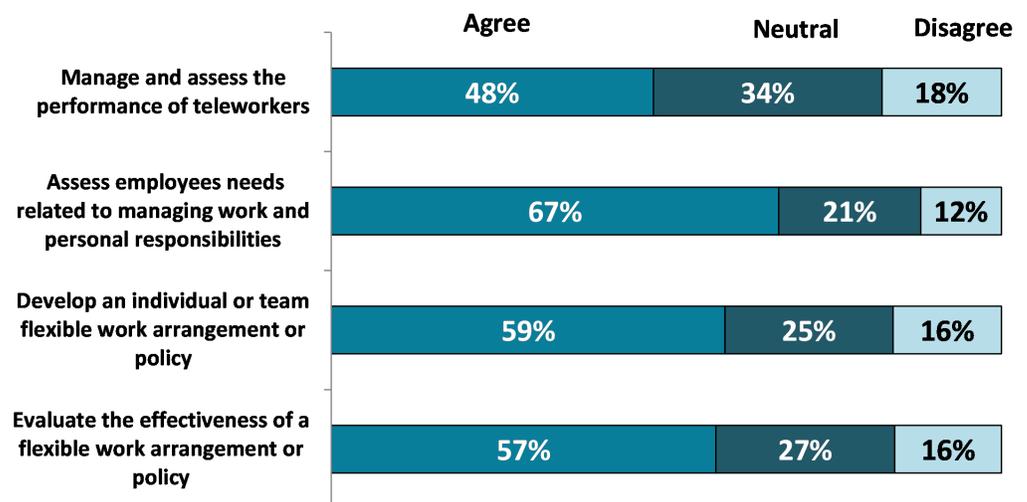
**Managers recognize the benefits of telework, but lack the competencies to effectively manage the performance of teleworkers**

The majority of teleworkers in the Federal workforce report their participation in telework improved their performance (75% are non-supervisors and 63% are supervisors). Likewise, both non-supervisors and supervisors identify “minimizing distractions” and “maximizing productivity” as the most important reasons they telework, yet only half (53%) of all supervisors agree that telework helps employees to perform their work.

Leaders at every level were asked if they were adequately trained to manage the performance of teleworkers, assess employee needs, and develop and evaluate flexible work arrangements or policies. Two-thirds of managers (67%) indicated they were comfortable assessing employees’ work-life needs, and over half (59%) indicated they were comfortable developing a work-life arrangement or policy. Slightly less than half (48%) of all managers report having adequate training to manage and assess the performance of teleworkers, the area where managers were least skilled or comfortable. [Figure 7](#) presents specific results for these survey items. These results indicate areas for improvement, especially in training supervisors on managing the performance of virtual workers. OPM recently provided a two-part webinar for managers on managing virtual workers.<sup>2</sup>

**Figure 7**

**MANAGERS REPORTED HAVING ADEQUATE TRAINING TO...**



<sup>2</sup> The recordings are available to view on Telework.gov: <https://www.telework.gov/training-resources/telework-training/telework-and-performance-management-webcast-trainings/>



The webinars highlight the fact there are no differences when managing the performance of virtual employees and employees who report to the office every day. The Telework Enhancement Act of 2010 explicitly states that performance standards for teleworking employees must be the same as the performance standards for non-teleworking employees. Supervisors should establish clear goals, engage in frequent communication, and maintain consistent accountability to achieve desired performance outcomes. Additionally, agencies should evaluate current performance management training efforts to identify opportunities to better equip senior leaders and immediate supervisors with effective performance management.



A photograph of a man with short hair, wearing a blue denim shirt, looking intently at a laptop screen. He is sitting at a desk in a bright, modern office environment. The background shows a white wall and a window with a view of the outdoors. The overall tone is professional and focused.

# Workplace Flexibilities

Telework & Work  
Schedule Flexibilities

**Insights from the  
American Workforce:**

*Workplaces are becoming more flexible, especially when it comes to schedules and telecommuting.*

*61% of employers offer flexible work schedules in 2017, compared to 36% as recently as 2013. 57% of employers sponsored some form of telecommuting in 2017, compared to 43% in 2013.*

**Health and Well-being Touchstone  
Survey (2017) PwC**

## WORKPLACE FLEXIBILITIES

**Workplace flexibilities** are work schedule programs and policies that support an employee's work-life responsibilities, including telework, alternative work schedules (AWS), flexible hours, part-time schedules, and job-sharing.

### Telework

Telework is a work arrangement that allows an employee to perform work during any part of regular, paid hours, at an approved alternative worksite on a routine or situational basis (e.g., home, telework center).

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

The Telework Enhancement Act of 2010 (the Act) is an important factor in the Federal Government's ability to achieve greater flexibility in managing its workforce through the use of telework. A key provision of the Act requires each Executive agency to establish a policy under which eligible employees are authorized to telework. In doing so, the Act encourages agencies to implement telework as a workplace flexibility that helps to maintain continuity of operations and reduce management costs while also improving Federal employees' ability to balance their work and life commitments.

### Telework - What We Learned

As summarized in the [Telework Dashboard](#) on the following page, 35% of employees currently telework on a routine and/or situational basis, and 58% report a desire to telework more often. Employees report they telework an average of 19 hours or approximately 2½ workdays in a typical two-week pay period.



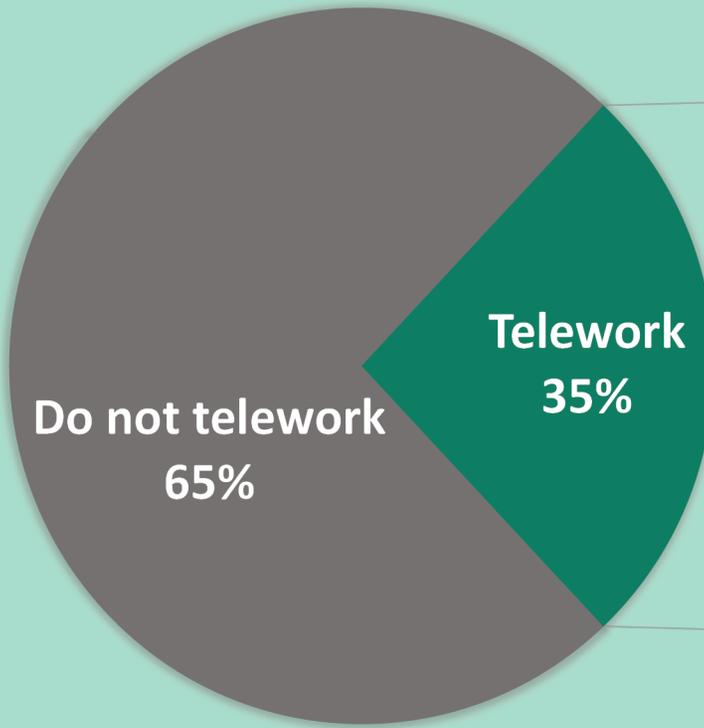
# Telework Dashboard - Governmentwide Results

## Participation

**35%** CURRENTLY USE TELEWORK



**58%** DESIRE TO TELEWORK OR TO TELEWORK MORE OFTEN



## Telework Frequency

Telework on a situational basis  
15%

Telework on a routine basis  
11%

Both  
9%

## Satisfaction



of employees who telework are satisfied with their agency's telework programs

## Employee Outcomes

**76%**



Increased Desire to Stay at Current Agency

**72%**



Improved Performance

**83%**



Improved Morale

**68%**



Improved Health

**77%**

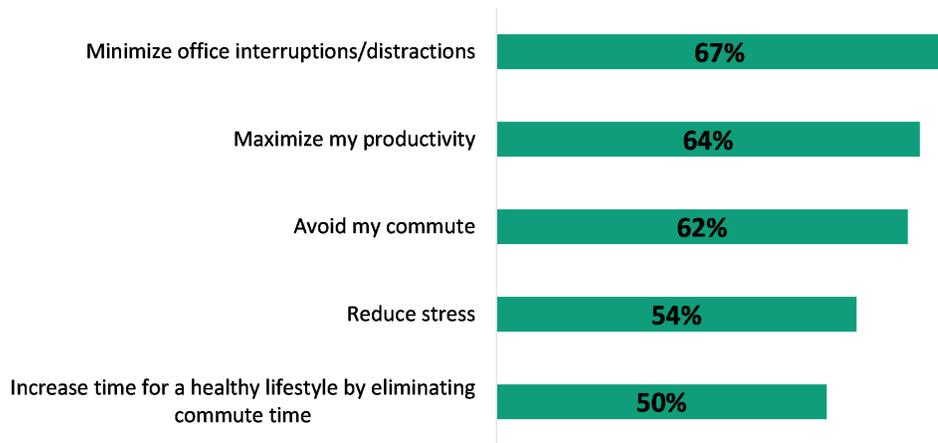


Helped to Better Manage Stress

As noted in the key findings, employees that telework are more likely to exceed performance standards. In addition, the two most important reasons employees choose to telework are to minimize distractions (67%) and improve productivity (64%) (see [Figure 9](#)), resulting in improved morale (83%), better stress management (77%), increased desire to stay at current agency (76%), and other outcomes that benefit both employees and agencies.

**Figure 9**

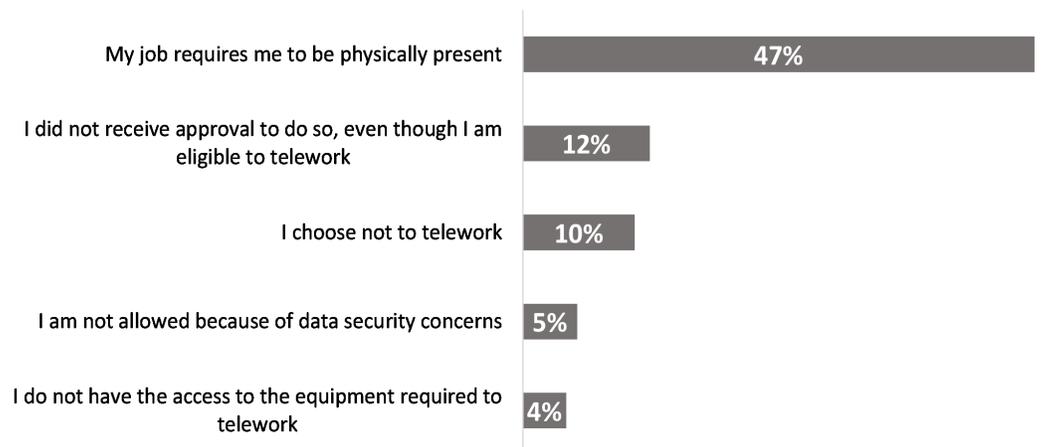
**TOP 5 REASONS EMPLOYEES TELEWORK**



The top reasons employees do not telework are: (1) the need to be physically present to complete job duties (47%), and (2) disapproval to telework despite perceived eligibility (12%) (see [Figure 10](#)). Agencies should consider opportunities to maximize the effective use of telework to experience the positive outcomes highlighted above.

**Figure 10**

**TOP 5 REASONS EMPLOYEES DO NOT TELEWORK**



**Insights from the  
American Workforce:**

*In 2016, on days they worked, 22 percent of employed persons did some or all of their work at home, the U.S. Bureau of Labor Statistics reported.*

**American Time Use  
Survey (2016)** U.S. Bureau  
of Labor Statistics

## Telework - Promising Practices

As a part of OPM's Annual Telework Report to Congress, agencies are asked to provide insights to successful telework practices within their agency programs. Generally, agencies that experienced the greatest organizational benefits from telework used strategic planning to measure retention efforts, implement pilot programs, and set and evaluate participation goals. Additionally, most of the agencies report taking actions at the leadership level to promote telework. Such efforts included emphasizing telework as a part of continuity of operations (COOP) events, advocating telework in agency-wide meetings, sending agency-wide emails of support for telework, and aligning telework with the agency's strategic goals and mission.

Federal agencies are encouraged to continue using a data-driven approach in setting goals for telework programs, as required in the Telework Enhancement Act of 2010. For example, an agency's goal may be to continue to ensure that employees are trained, equipped, and enabled to work from anywhere to reduce the adverse impact on operations during emergency situations that may limit the mobility of employees (e.g., inclement weather). In this example, the agency could evaluate the success of a program through Federal Employee Viewpoint Survey (FEVS) results, anecdotal feedback from employees and managers, and lessons learned from periodic telework drills.



## ***Work Schedule Flexibilities***

The Federal Government offers various work scheduling flexibilities to help employees meet their work and family obligations:

- **Compressed Work Schedule** is a fixed work schedule under which a full-time employee completes an 80-hour biweekly work requirement in less than 10 work days.
- **Flexible Work Schedule** is a work schedule that allows an employee to determine his or her own schedule (e.g., arrival and departure times) within the limits set by the agency.
- **Job Sharing** is a form of part-time employment in which the schedules of two or more part-time employees are arranged to cover the duties of a single full-time position.
- **Part-time Schedule** is an arrangement that allows an employee to work less than full-time.
- **Phased Retirement** is an arrangement that allows an employee to work part-time while drawing partial retirement benefits.

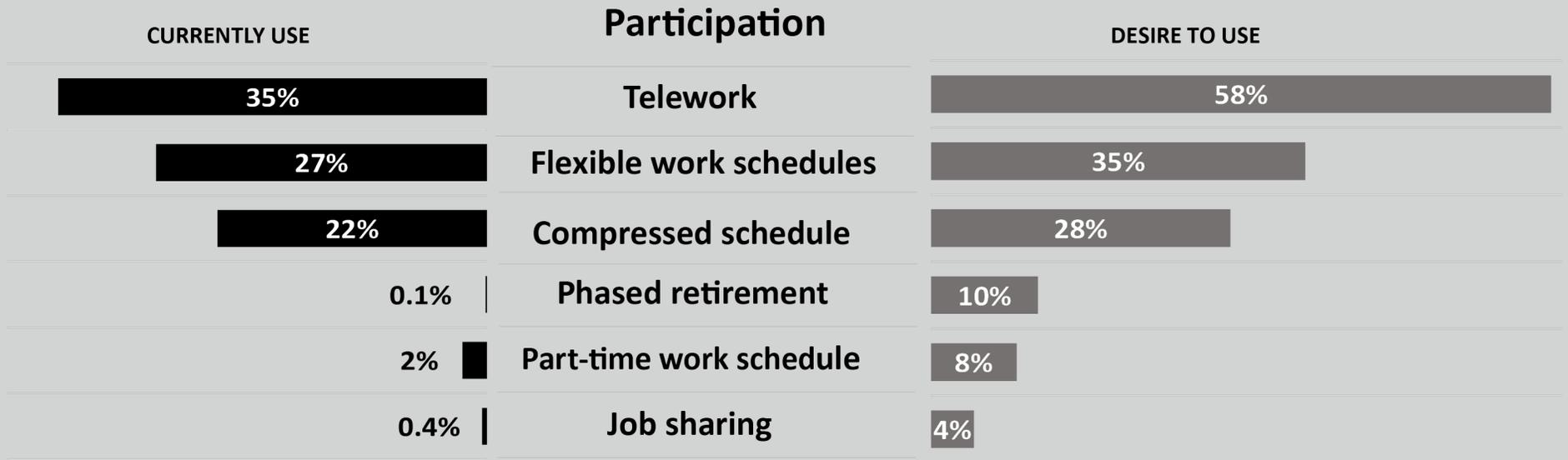
## **Work Schedule Flexibilities - What We Learned**

Approximately 27% of respondents report they use flexible work schedules, 22% use compressed work schedules, 2% use a part-time work schedule, and less than 1% use job sharing and phased retirement schedules. When employees were asked what workplace flexibilities they desire to use, 35% report they desire a flexible work schedule, 28% a compressed work schedule, 10% phased retirement, 8% a part-time schedule, and 4% a job sharing situation. Note, phased retirement work schedules are relatively new, and interest and need may increase as more agencies implement this program.

In addition, as presented in the [Work Schedule Flexibilities Dashboard](#), employee satisfaction with work schedule flexibilities is 80%, the highest out of all work-life programs assessed. These programs also lead to improved morale (83%), increased performance (76%), intent to stay (76%), improved stress management (74%) and improved health (67%).



# Work Schedule Flexibilities Dashboard - Governmentwide Results

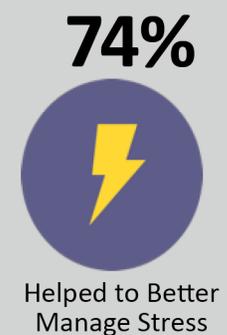


## Satisfaction



80% of employees who participate in workplace flexibilities are **satisfied** with their agency's program

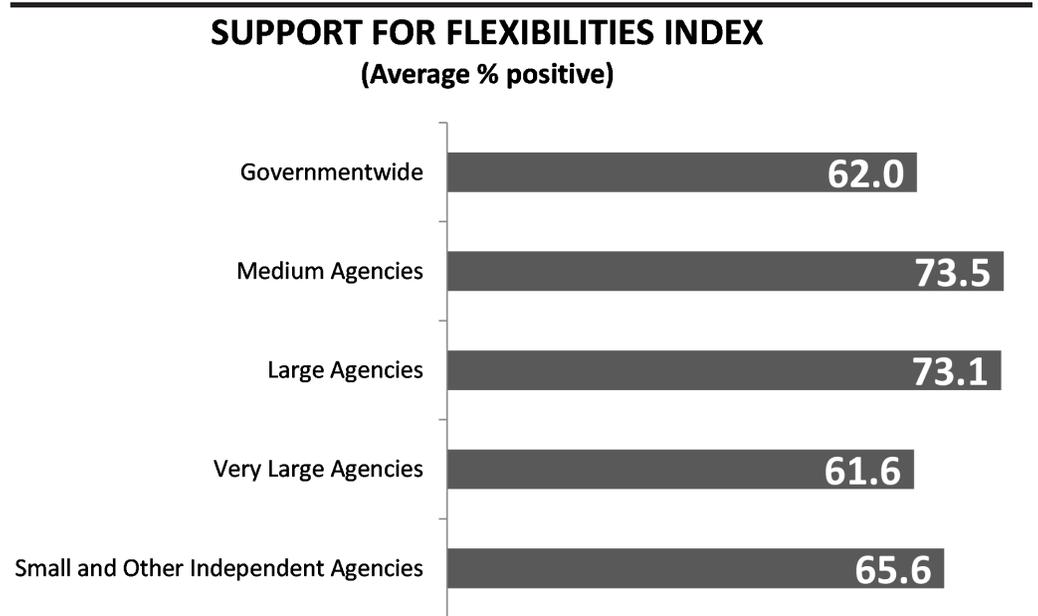
## Employee Outcomes



## Support for Flexibilities Index

The Support for Flexibilities Index<sup>3</sup> measures the degree to which employees feel their workplace affords the flexibility to manage their work and other life responsibilities. Previous research has shown that employees who have high flexibility support are more likely to report higher work engagement, higher job satisfaction, better mental health, and greater intentions to remain in their organizations.<sup>4</sup> When compared at the agency level, medium and large agencies have the highest average percent positive index score – 73.5% and 73.1%, respectively (see [Figure 12](#)).

**Figure 12**



### Survey items considered for index:

- “Overall, how much control would you say you have in scheduling your work hours?”
- “How hard is it for you to take time off during your work day to take care of personal or family matters?”
- “My work schedule or shift meets my needs.”
- “I have the schedule flexibility I need to manage my personal and family responsibilities.”

<sup>3</sup> The index was developed in previous research by the Family and Work Institute and confirmed through factor analysis. Please see Appendix 5 for additional methodological information.

<sup>4</sup> National Study of the Changing Workforce: Time and Workplace Flexibility Report (2008) Family and Work Institute

## **Work Schedule Flexibilities - Promising Practices**

Many agencies report the use of flexible and compressed work schedules as a best practice in their recruitment, retention, and performance efforts. Due to these outcomes, some agencies provide employees maximum scheduling flexibility while still meeting the operational needs and mission requirements. It is recommended that agencies consider whether they can offer expanded hours during the workday for employees to perform their work, provide mid-day flexible periods for employee personal appointments, permit frequent schedule changes as needed by the employee, and offer a variety of schedules from which employees may choose.





# Employee Assistance Program

### Insights from the American Workforce:

Over the past year, Employee Assistance Professionals Association (EAPA) and Chestnut Global Partners have published several reports of scientific studies that showed the correlation between EAP intervention and positive workplace outcomes. They discovered that employees who received EAP services demonstrated:

- **Decreased Absenteeism** – 46%
- **Decreased Presenteeism (working while sick)** – 27%
- **Decreased Work Distress** – 13%
- **Increased Work Engagement** – 7%
- **Increased Life Satisfaction** – 20%

**Trends Report (2017)**  
Chestnut Global Partners

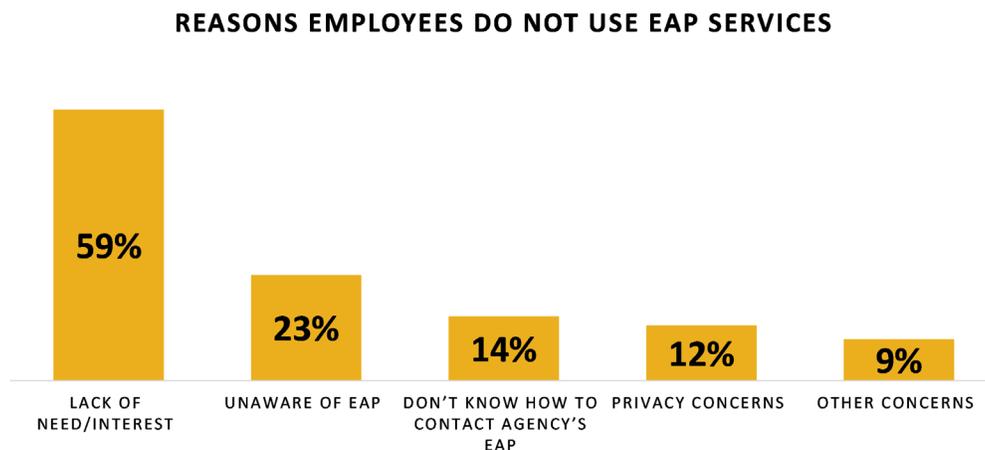
## EMPLOYEE ASSISTANCE PROGRAM

Employee Assistance Programs (EAPs) are voluntary, work-based programs that offer free and confidential assessments, short-term counseling, community referrals, and follow-up services to employees who have personal and/or work-related problems. EAP counselors often consult with managers and supervisors to help address employee and organizational challenges and needs. Many EAPs are active in helping organizations prevent and cope with workplace violence, trauma, and other emergency response situations. Other services may include – and are not limited to – back-up child care, legal advice services, personal financial planning, and realty services.

### EAP - What We Learned

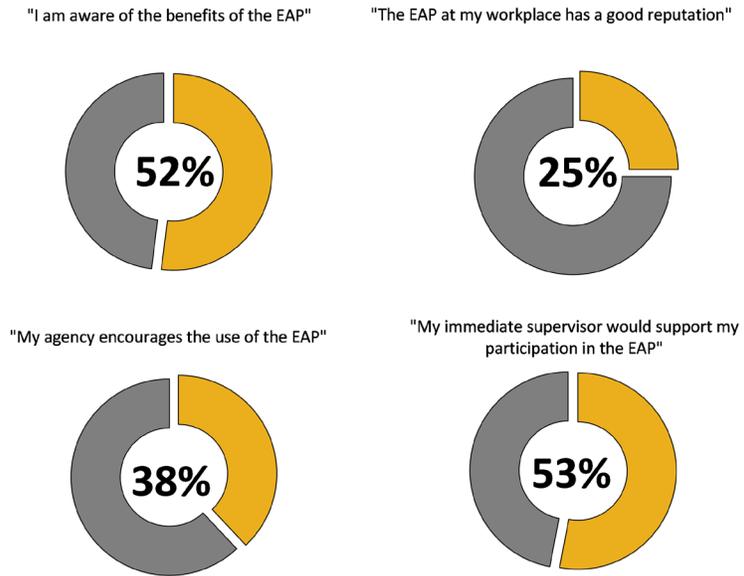
EAP services are the most underutilized work-life program and have the greatest employee use-desire gap. Approximately 13% of Federal employees have used an EAP-related service over the previous 12 months. Over half of employees (55%) indicated their desire to use one or more services provided through EAP – a much-higher rate than the 13% that have actually used an EAP service. Moreover, satisfaction with the use of EAP services is moderately high (60%) – this highlights the value of EAP services and represents missed opportunities for those who do not use such services. In fact, these programs positively impact various outcomes: improved morale (48%), increased performance (41%), intent to stay (40%), improved health (40%), and better stress management (49%). Stigmas associated with EAP reputation and usage, lack of program awareness, and lack of agency support are key drivers to underutilization (see [Figure 13](#) and [Figure 14](#)).

**Figure 13**



**Figure 14**

**EMPLOYEE PERCEPTIONS OF EAP**



Agencies are encouraged to promote the full scope of EAP related services to increase participation. As noted in the [Employee Assistance Program Dashboard](#), increased program participation may offer opportunities to positively impact employees’ work performance, job satisfaction, and intentions to remain with their current agency.

Agencies utilize many mechanisms to improve the awareness of programs, including new employee orientation, agency website/intranet, email communication, and training for human resource professionals, supervisors and managers. Shown in Table 2, employees most often learned about EAP-related opportunities available at their agency through agency-wide emails (32%) and marketing materials such as posters about EAP services (25%).

**Table 2**

Program Awareness - Promotion Source	Percentage
Email announcement	32%
Poster, pamphlet, or other type of promotional information	25%
Agency Intranet	24%
Supervisor	22%
Coworker	20%
Employee Orientation	20%

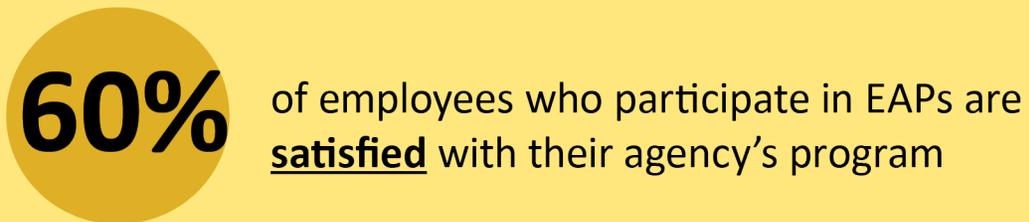


# Employee Assistance Program (EAP) Dashboard - Governmentwide Results

## Participation



## Satisfaction



## Employee Outcomes



## **EAP - Promising Practices**

In addition to maximizing EAP awareness through effective marketing strategies, many agency work-life practitioners find that working with individual managers and intact work groups is highly beneficial. Facilitated group meetings allow for rich discussions to help remove the stigma around EAPs. Group meetings make managers more comfortable in recommending the broad set of EAP services to their staff. Participants in these meetings become aware that EAP supports are useful for every employee.

EAP practitioners and associated HR professionals should also establish and use metrics that capture employee needs, usage, and satisfaction with EAP services. Metrics assist agencies to make evidence-based program decisions that validate agency investments in the services offered. Incorporating metrics also promotes effective action planning and the development of solutions that best reflect employee needs.





# Family & Dependent Care

**Insights from the American Workforce:**

More than four out of 10 employees care for children, and one out of 10 cares for parents or relatives, helping with tasks that are difficult or impossible for them to do on their own.

**Executive Summary:**  
**SHRM's Effective Workplace Index (2017)**  
 Society for Human Resource Management

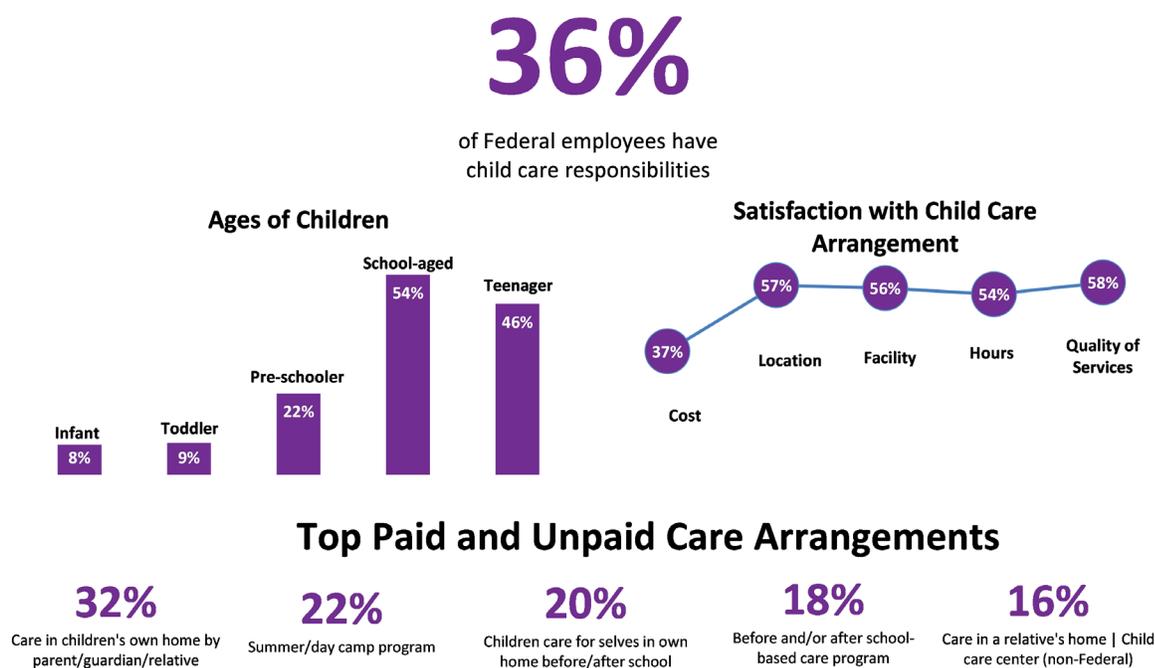
## FAMILY AND DEPENDENT CARE PROGRAMS

Family and Dependent Care (FDC) Programs support Federal employees who have caregiving responsibilities for children, elders, or adults who require assistance with the tasks of daily life. Federal agencies are authorized by law to establish child care centers, provide child care subsidies for “lower income” employees, and offer employees flexible spending accounts to pay for eligible dependent care expenses using pre-tax dollars.<sup>5</sup>

### FDC Programs - What We Learned

#### Employees with Child Care Responsibilities

Figure 16



5 Title 40, United States Code, § 590 - Child care. Learn more at <https://www.irs.gov/pub/irs-pdf/p503.pdf>.

**Insights from the American Workforce:**

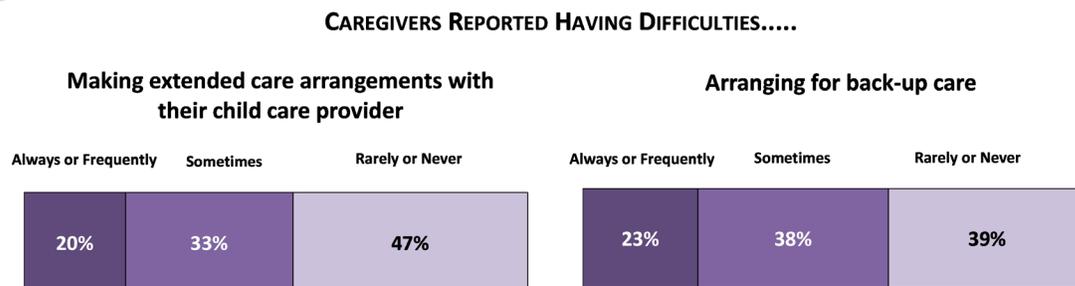
Over a six-month period, 45 percent of parents are absent from work at least once, missing an average of 4.3 days, due to child care breakdowns. In addition, 65 percent of parents' work schedules are affected by child care challenges an average of 7.5 times over a six-month period.

**Parents and the High Cost of Child Care (2016)** Child Care Aware of America

One out of every three employees (36%) provides care for a child. Only about half of these employees (54%) are satisfied with the hours of service from care providers and (37%) are satisfied with the cost of their child care arrangement that allows them to work. These results are summarized in [Figure 16](#).

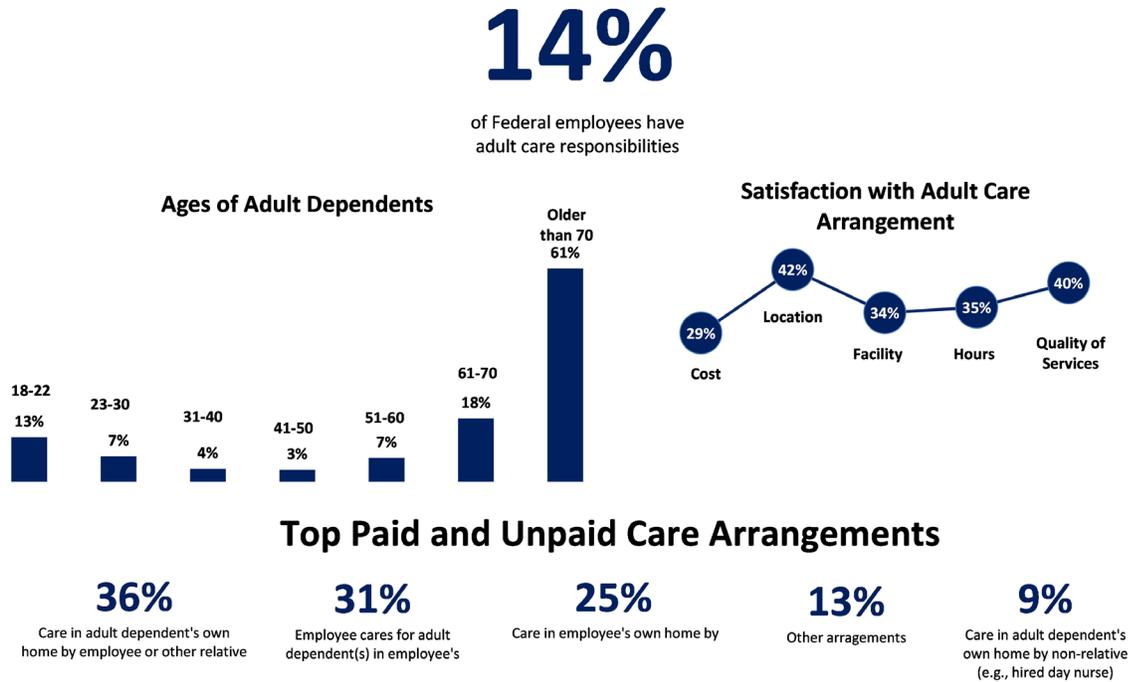
**Work-Life Challenges:** The large majority of caregivers for children (79%) have some level of day-to-day responsibility for child care when not at work, and experience a variety of challenges to meet those needs. Shown in [Figure 17](#), over half of all caregivers (53%) for children experience difficulties with arranging for back-up care when unplanned issues occur with regular care. Likewise, 47% report experiencing difficulties with making extended care arrangements when employees have work or transportation delays. Over two-fifths of Federal employees that pay for some form of child care (42%) report having some level of difficulty paying for care. In spite of reported levels of difficulty, only 3% of employees utilize a Federal child care subsidy to help with cost. Although the majority of caregivers do not need or qualify for a subsidy, nearly 3 out of every 10 employees (29%) report they are unaware of any subsidy programs offered at their agency.

**Figure 17**



## Employees with Adult Care Responsibilities

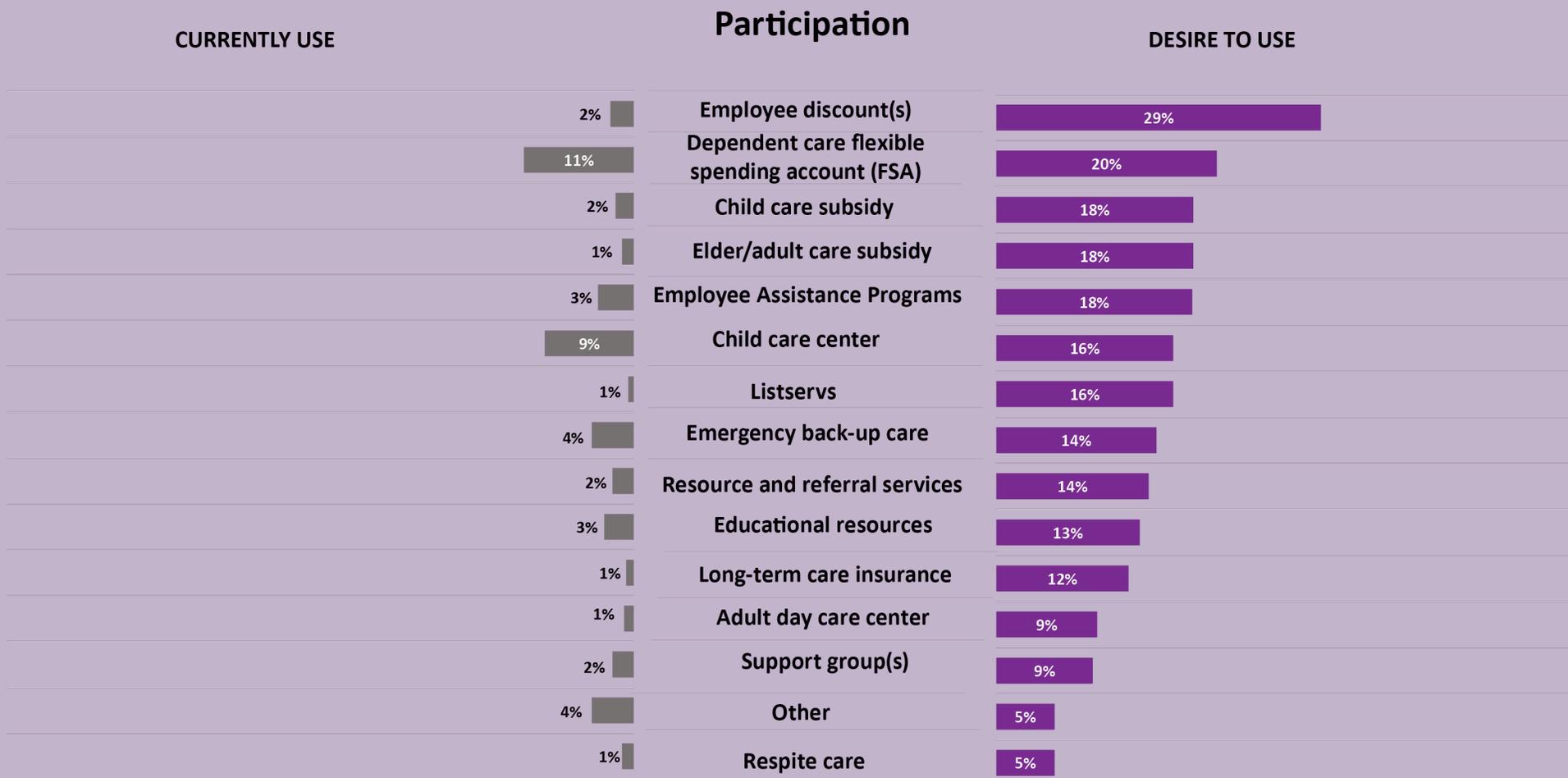
Figure 18



Employees with adult care responsibilities report that 79% of adult dependents requiring their assistance were older than 60, and 13% were between the age of 18 and 22 (see [Figure 18](#)). To get a better understanding of employees' care responsibilities, 77% report their adult dependent needs help with activities of daily living, and 66% report that their adult dependent has a physical and/or cognitive disability. Among these caregivers, 65% of adults who require care reside in the employee's home.



# Family and Dependent Care Dashboard - Governmentwide Results



## Satisfaction



30% of caregivers who participate in family and dependent care programs are **satisfied** with their agency's programs and services

## Employee Outcomes



## ***Summarized Findings for Employees with All Family and Dependent Care Responsibilities***

Employees with Family and Dependent Care (FDC) needs use a variety of leave benefits and workplace flexibilities. Over half of the respondents report using annual leave and sick leave to manage family and dependent care responsibilities (70% of employees used sick leave and 66% used annual leave). However, for all employees with caregiving responsibilities, only about a little over half (53%) agree that they have enough paid leave to manage their family and dependent care needs.

As shown in the [Family and Dependent Care Dashboard](#), satisfaction with FDC support and impact on outcomes is lower than other work-life programs. Overall satisfaction for family and dependent care support is 30% – much lower than satisfaction noted above for other program areas. In addition, these programs have a lower positive impact on various outcomes: improved morale (35%); better stress management (35%); intent to stay (34%); increased performance (28%); and improved health (26%).

Employees indicate a high level of dissatisfaction with costs of child care arrangements (37%) and costs of adult care arrangements (29%). Child care costs are extremely high, and vary across the country. Agencies have the flexibility to adjust the income ceiling to be able to offer child care subsidies to employees, and have the flexibility to have different income ceilings in different localities. Agencies should look for opportunities to expand the availability and increase awareness of child care subsidy programs to help employees pay for care.

Challenges: Eighty percent of caregivers report having issues with family and dependent care that caused an employee to alter their schedule or take leave. Issues resulted in a reported average of 2.4 days missed from work (almost a half a day per pay period) over a 3-month period. Similar absenteeism rates for caregivers are present across other sectors of work. This level of absenteeism can have an impact on individual performance and meeting mission requirements.

### **FDC Programs - Promising Practices**

FDC programs have varied supports, dispersed over multiple work-life program areas. Leaders and work-life practitioners should take a strategic and integrated approach to work-life programs and workplace flexibilities in all situations, and this is particularly important to support employees with care giving responsibilities. To increase awareness and optimize the use of resources, support can be accomplished through networking and partnerships. FDC coordinators and other associated human resource practitioners internal or external to an agency – such as pay and leave practitioners, EAP personnel, and health and wellness practitioners – should regularly consult to develop solutions that best meet the needs of employee caregivers. This approach will create a supportive work environment that encourages caregivers and supports them in achieving optimal performance.





# Health & Wellness

## HEALTH AND WELLNESS PROGRAMS

Worksite health and wellness programs are a set of programs, policies, practices, and environmental supports designed to help employees modify their lifestyles and move towards a state of optimal health. Programs educate and encourage employees to make healthy choices, participate in physical activity, eat nutritious food, receive preventative health screenings, and learn more about healthy behaviors. Figures 20 and 21 highlight the prevalence of key healthy behaviors among Federal employees.

**Figure 20**

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**62%**

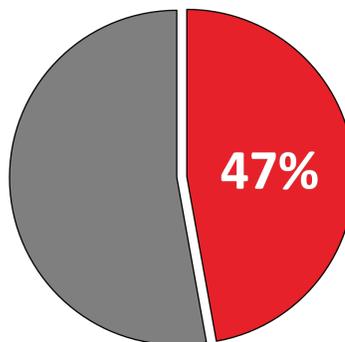
of Federal employees participate in physical activity programs offered through their agency **at least once per week**

**67%**

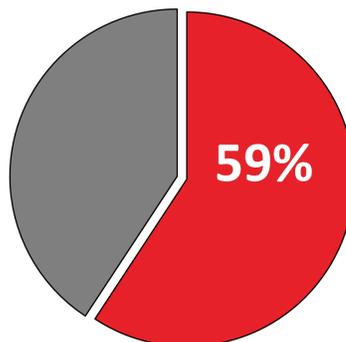
of Federal employees take advantage of health screenings offered by their agency **at least once per year**

**Figure 21**

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of Federal employees spend at least 60 minutes per week engaged in vigorous physical activity

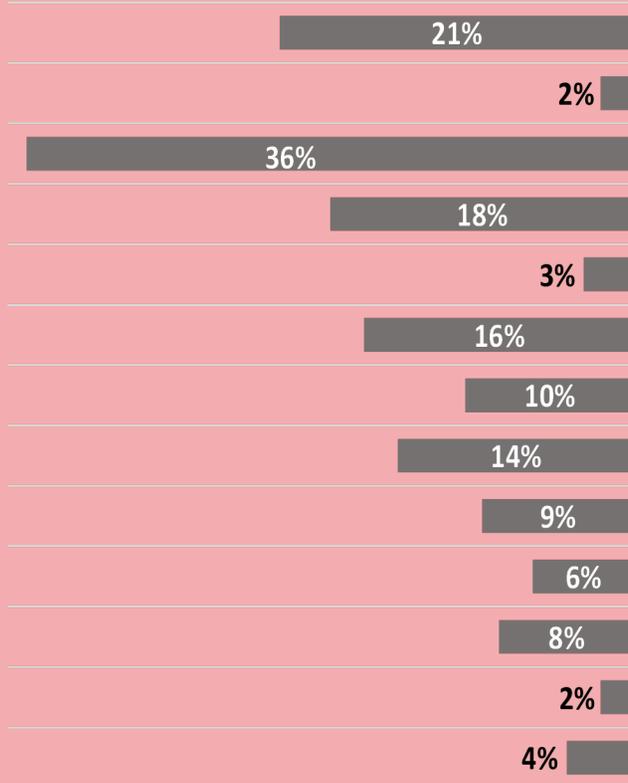


of Federal employees spend at least 60 minutes per week engaged in moderate physical activity



# Health and Wellness Dashboard - Governmentwide Results

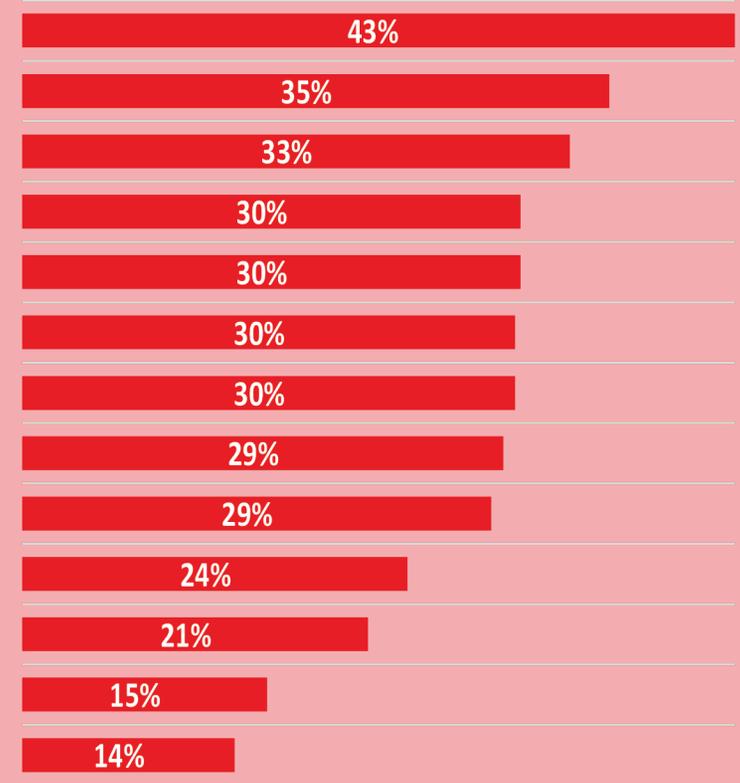
## CURRENTLY USE



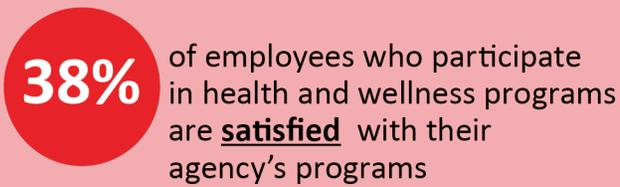
## Participation



## DESIRE TO USE



## Satisfaction



## Employee Outcomes



**Insights from the American Workforce:**

Employee non-participants (EENPs, 60%) named the top barriers keeping them from participating in their employer’s health, wellness and fitness program: inconvenience/non-supportive company culture; trust/privacy concerns with their employer; and lack of information/awareness of available programs. Overall, 69% of EENPs reported lack of information as the primary barrier, impacting their perception of available programs.

**Engage Me (2016)** Health Fitness Corporation

**Health and Wellness Programs - What We Learned**

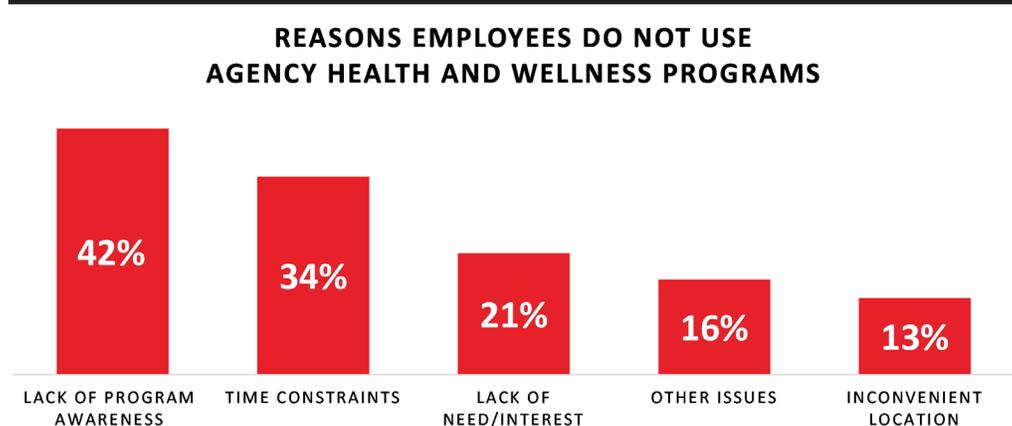
Worksite health and wellness programs are the most used work-life programs, with 66% employee participation; however, lack of awareness (42%) and time constraints (34%) are the top two reported reasons for not using these programs (see [Figure 23](#)). When employees did find out about agency health and wellness programs, they most often learned about these resources through email announcements (52%) or from coworkers (26%) (see Table 3). Research findings indicate lack of program awareness appears to be a common barrier across all sectors of work.

**Table 3**

Program Awareness - Promotion Source	Percentage
Email announcement	52%
Coworker	26%
Agency Intranet	20%
Poster, pamphlet, or other type of promotional information	19%
Supervisor	15%

Respondents indicated the three most desired worksite health and wellness opportunities are onsite exercise facilities (43%), agency sponsored subsidies to commercial fitness facilities (35%), and, worksite flu vaccinations (33%) (See [Health and Wellness Dashboard](#)). To maximize health and wellness program participation, agencies should frequently and effectively promote the availability of health and wellness opportunities along with providing the flexibility to use the available services. As noted in the key findings, increased participation leads to employees experiencing the benefits of convenience and associated cost avoidance for on-site health and wellness services. These experienced benefits increase employee job satisfaction and organizational commitment.

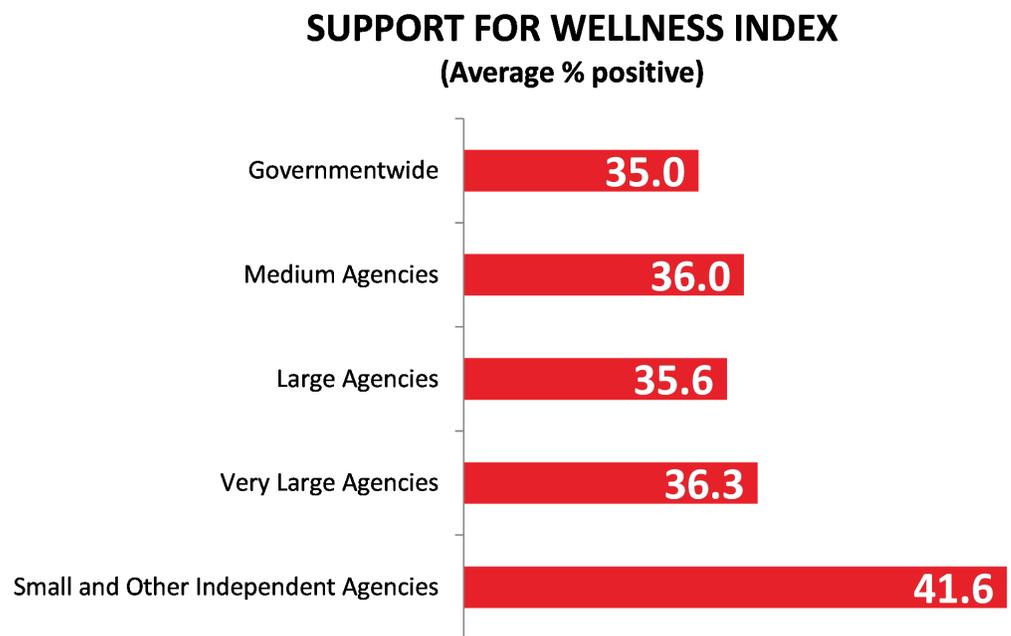
**Figure 23**



## Support for Health and Wellness Index

The Support for Health and Wellness Index<sup>6</sup> was developed through a factor analysis and measures the degree to which employees feel their workplace demonstrates commitment to improving employees' physical, mental, and emotional well-being. A healthier workforce can improve productivity, increase employee engagement, reduce costs associated with healthcare, disability, and workers' compensation, and make each agency an employer of choice for top talent. Shown in [Figure 24](#), Governmentwide and agency-level scores on this index are generally low, and small and independent agencies have the highest average percent positive score (41.6%).

**Figure 24**



**Survey items considered:**

- “My agency promotes/encourages wellness at work.”
- “My agency promotes/encourages wellness at home.”
- “My immediate supervisor supports my participation in wellness activities.”
- “My agency keeps me informed about wellness activities and programs offered.”
- “Senior leaders at my agency support participation in wellness activities.”
- “Senior leaders at my agency are committed to improving employee health.”

<sup>6</sup> The index was developed through a factor analysis of the survey items listed in the table above. Please see Appendix 5 for additional methodological information.

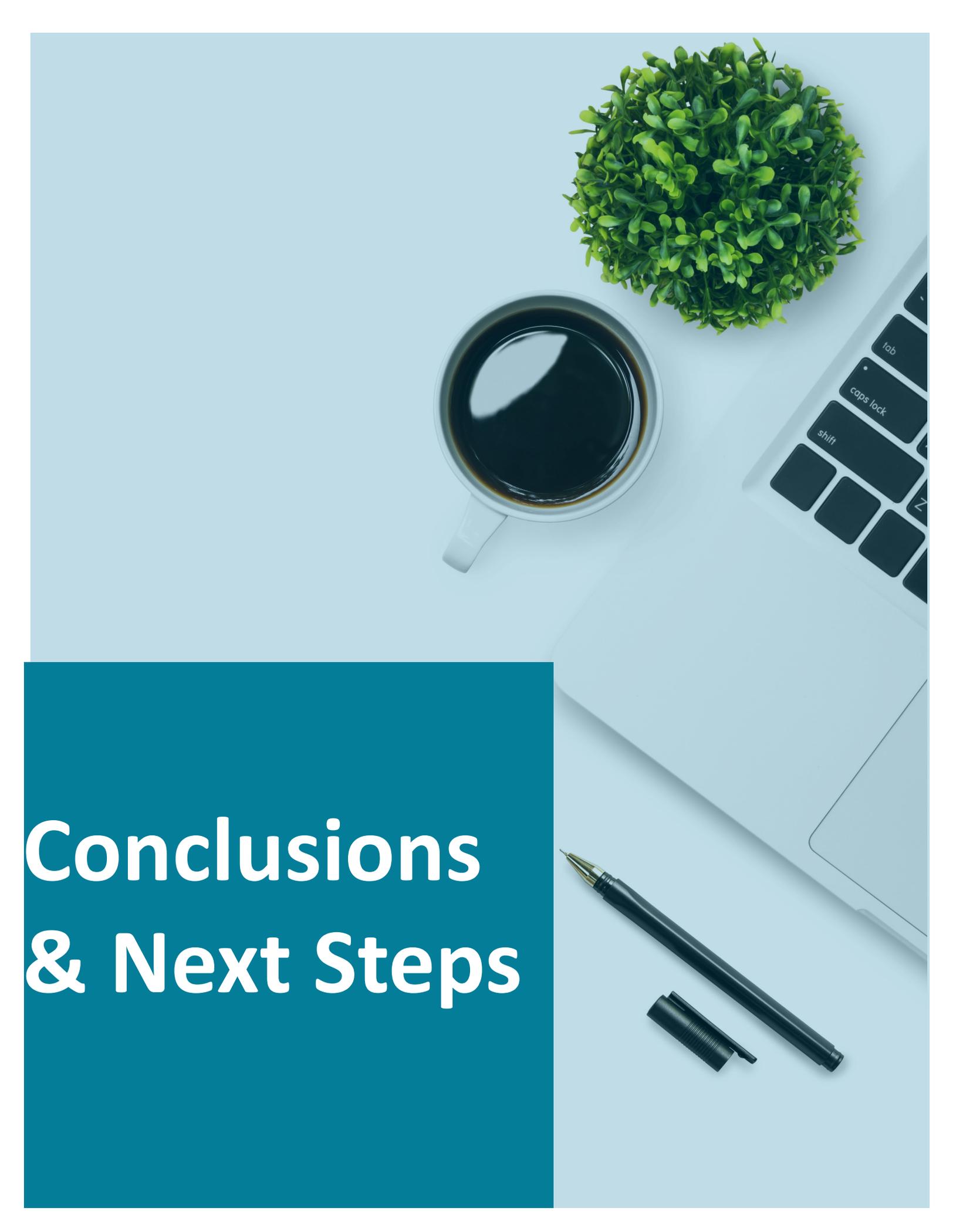


## Health and Wellness Programs - Promising Practices

Worksites are more likely to comprehensively address health topics, such as nutrition, chronic disease prevention and management, and lactation support, when they have strong organizational supports for wellness. Agencies should identify organizational supports with the greatest impact for the agency workforce and create action plans to fully implement those supports. In a [2014 WellCheck results memorandum](#), OPM highlighted 12 wellness strategies required by law and/or strongly correlated to employee health and wellness in the workplace. These strategies include:

- Provide training for managers on identifying and reducing workplace stress-related issues
- Provide training for managers on dealing with employee depression
- Provide training for managers on the value of worksite health and wellness programs
- Have a policy that allows employees to use flexible scheduling or excused absence to participate in worksite health and wellness activities
- Have a written policy on lactation supports for employees
- Provide a private space (other than a restroom) that may be used by an employee to express breast milk
- Provide flexible scheduling, unpaid break times, and/or paid break times to allow mothers to express breast milk
- Ensure more than 50 percent of the food and beverage choices available in vending machines, cafeterias, snack bars, or other purchase points are healthy
- Provide nutritional information (beyond standard nutrition information on labels) on sodium, calories, trans fats, or saturated fats for foods and beverages sold in worksite cafeterias, snack bars, or other purchase points
- Identify healthier food and beverage choices with signs or symbols
- Promote the benefits of influenza (flu) vaccinations through brochures, videos, posters, pamphlets, newsletters or other written or online information
- Provide work-life balance/life-skills programs





# Conclusions & Next Steps

## Conclusions and Next Steps

The results highlighted throughout this report indicate agencies offer a variety of work-life programs and workplace flexibilities, employees are using them, and there is a desire to use more of them. Leadership support is critical to integrating work and personal demands, and the results highlight the need for increased awareness and managerial training.

Results highlighted in this report, and agency-specific information, provide agencies information to develop evidence-based action plans and meet the needs of their organization. The survey results, combined with other program metrics, can be used to develop and implement an effective action plan. It is also important to understand that both agency and employee needs will change over periods of time. Agencies must continually monitor and evaluate the effectiveness of programs to best ensure successful implementation of action plans and achievement of program goals.

Finally, it is imperative that employees at all levels of an organization, including managers and senior leaders, have accurate information about all of their agency programs and policies. Information should include availability of programs and policies within an organization, program benefits, and examples of how to utilize the various programs. By providing a supportive work culture, each agency will help the Federal Government serve as an employer of choice for the modern workforce.

### Next Steps for OPM

OPM is committed to helping agencies further advance the various flexibilities and to cultivating positive work-life integration, improving recruitment and retention of talented employees, and creating a high-performance culture. OPM intends to:

#### *Action Items*

1. Create Governmentwide training and toolkit for Federal supervisors and leaders on the value and specifics of work-life programs.
2. Develop information for work-life coordinators on how to develop, implement, and evaluate their programs using metrics for each of the main work-life program areas – dependent care, health and wellness, telework, and EAP. OPM will highlight how metrics can be used to track program usage and cost-benefits.
3. Develop a comprehensive communications and marketing template for each work-life program area.
4. Continue to highlight and share agency work-life best practices through OPM-hosted forums and webinars.
5. Develop work-life program policy templates.
6. Provide a guide highlighting agency work-life promising practices by program area: telework, EAP, health and wellness, and dependent care.



## Next Steps for Federal Agencies

OPM recommends agencies use the results of this survey and evaluate their workplace flexibilities policies and revise as necessary so that policies are effectively providing the maximum work-life balance and meeting the needs of the contemporary workforce.

### *Action Items*

1. Agencies should continually review and evaluate their workplace flexibilities policies and revise as necessary to ensure those policies are effectively providing the maximum work-life balance and meeting the needs of the contemporary workforce.
2. OPM urges agencies to consider ways in which culture and organizational support for the expanded application of work-life programs can increase and improve.
3. Agencies should identify leadership advocates who can assist with strategic planning around work-life programs and link program application to agency mission.
4. Agencies should consider various ways to increase awareness, provide modes of education, develop marketing materials, and assess employee needs.
5. OPM also encourages agencies to collect and evaluate data on work-life programs, which will form the foundation of action planning around work-life programs.



# Appendices



## Appendix 1. Figure Descriptions and Data

### Figure 1: Participant Demographics Summary

Collection period: January 25 - March 10, 2017

Number of participants: 64,474

Response rate: 37%

Gender	Percent
Men	51%
Women	49%

Generations	Percent
Millennials (born 1981 or later)	19%
Generation X (born 1965-1980)	46%
Baby Boomers (born 1946-1964)	34%
Traditionalists (born 1945 or before)	0.4%

Minority status	Percent
Non-minority	68%
Minority	32%

\* Respondents were able to chose multiple categories

### Figure 2: Employee Satisfaction with Work-Life Programs

Program	Percent
Telework	76%
Work Schedule Flexibilities	80%
Employee Assistance Program	60%
Family and Dependent Care*	30%
Health and Wellness	38%

\*Note: only employees with dependent care responsibilities were asked about program usage

### Figure 3: Work-Life Program Use and Desired Use

Program	Use	Desire to Use
Telework	35%	58%
Work Schedule Flexibilities	54%	83%
Employee Assistance Program	13%	55%
Family and Dependent Care	29%	63%
Health and Wellness	66%	84%

### Figure 4: Employee Caregiving Status and the Rise in Adult Care

Type of Care Arrangement	Currently Provide Care	Expect to Provide Care in Next 5 Years
Child care	36%	33%
Adult care	14%	31%



**Figure 7: Managers Perceptions of Training Adequacy to Manage Employee Flexibilities**

Managers have adequate training to...	Agree	Neutral	Disagree
Manage and assess the performance of teleworkers	48%	34%	18%
Assess employees needs related to managing work and personal responsibilities	67%	21%	12%
Develop an individual or team flexible work arrangement or policy	59%	25%	16%
Evaluate the effectiveness of a flexible work arrangement or policy	57%	27%	16%

## Telework Dashboard

### Telework Participation

- 35% of employees currently telework
- 58% of employees desire to telework or to telework more often

Telework Status	Percentage
Telework	35%
Do not telework	65%
Telework on a situational basis	15%
Telework on a routine basis	11%
Both (routine and situational telework)	9%

### Telework Satisfaction

- 76% of employees who telework are satisfied with their agency’s telework programs

### Telework Employee Outcomes

Employees who participated in program reported...	Percentage
Increased desire to stay at agency	76%
Improved performance	72%
Improved morale	83%
Improved health	68%
Helped to better manage stress	77%

**Figure 9: Top 5 Reasons Employees Telework**

Reasons employees telework	Percentage
Minimize office interruptions/distractions	67%
Maximize my productivity	64%
Avoid my commute	62%
Reduce stress	54%
Increase time for healthy lifestyle by eliminating commute time	50%



**Figure 10: Top 5 Reasons Employees Do Not Telework**

Reasons employees do not telework	Percentage
My job requires me to be physically present	47%
I did not receive approval to do so, even though I am eligible to telework	12%
I choose not to telework	10%
I am not allowed because of data security concerns	5%
I do not have access to the equipment required to telework	4%

## Work Schedule Flexibilities Dashboard

### Work Schedule Flexibilities Participation

Program	Currently Use	Desire to Use
Telework	35%	58%
Flexible work schedules	27%	35%
Compressed	22%	28%
Compressed schedule	0.1%	10%
Part-time work schedule	2%	8%
Job sharing	0.4%	4%

### Work Schedule Flexibilities Satisfaction

- 80% of employees who participate in workplace flexibilities are satisfied with their agency's programs

### Work Schedule Flexibilities Employee Outcomes

Employees who participated in program reported...	Percentage
Increased desire to stay at agency	76%
Improved performance	76%
Improved morale	83%
Improved health	67%
Helped to better manage stress	74%

**Figure 12: Support for Flexibilities Index**

Agency size	Average Percent Positive
Governmentwide	62.0
Medium Agencies	73.5
Large Agencies	73.1
Very Large Agencies	61.6
Small and Other Independent Agencies	65.6

**Figure 13: Reasons Employees Do Not Use EAP Services**

Reasons	Percentage
Lack of need/interest	59%
Unaware of EAP	23%
Don't know how to contact agency's EAP	14%
Privacy concerns	12%
Other concerns	9%

**Figure 14: Employee Perceptions of EAP**

Attitude	Percentage
I am aware of the benefits of the EAP	52%
The EAP at my workplace has a good reputation	25%
My agency encourages the use of the EAP	38%
My immediate supervisor would support my participation in the EAP	53%

**Employee Assistance Program (EAP) Dashboard****EAP Participation**

Program	Currently Use	Desire to Use
Educational seminar, webinar, workshop, or class	4%	28%
Financial services	1%	25%
Legal services	2%	23%
Information and resources	4%	23%
Short-term counseling	4%	16%
Referral to services or treatment	2%	12%
Emergency back-up care	0.2%	11%
Mediation	0.6%	10%
Support group	0.4%	9%

**EAP Satisfaction**

- 60% of employees who participate in EAPs are satisfied with their agency's program

**EAP Employee Outcomes**

Employees who participated in program reported...	Percentage
Increased desire to stay at agency	40%
Improved performance	41%
Improved morale	48%
Improved health	40%
Helped to better manage stress	49%



## Figure 16: Summary Dashboard, Child Care

- 36% of employees have child care responsibilities

### Ages of Children

Age Group	Percentage
Infant	40%
Toddler	41%
Pre-schooler	48%
School-aged	40%
Teenager	49%

### Satisfaction with Child Care Arrangement

Arrangement Aspect	Percent Satisfied
Cost	37%
Location	57%
Facility	56%
Hours	54%
Quality of Services	58%

### Top Paid and Unpaid Care Arrangements

- *Care in children's own home by parent/ guardian/relative - 32%*
- *Summer/day camp program - 22%*
- *Children care for selves in own home before/after school - 20%*
- *Before and/or after school-based care program - 18%*
- *Care in a relative's home AND Child care center (non-Federal) - 16%*

## Figure 17: Difficulties with Child Care Arrangements

Employees have experienced difficulties...	Always or Frequently	Sometimes	Rarely or Never
Making extended care arrangements with their child care provider	20%	33%	47%
Arranging for back-up care	23%	38%	39%



## Figure 18: Summary Dashboard, Adult Care

- 14% of employees have child care responsibilities

### Ages of Adult Dependents

Age Group	Percentage
18-22	13%
23-30	7%
31-40	4%
41-50	3%
51-60	7%
61-70	18%
Older than 70	61%

### Satisfaction with Adult Care Arrangement

Arrangement Aspect	Percent Satisfied
Cost	29%
Location	42%
Facility	34%
Hours	35%
Quality of Services	40%

### Top Paid and Unpaid Care Arrangements

- *Care in adult dependent's own home* - 36%
- *Employee cares for adult dependent(s) in employee's own home without assistance* - 31%
- *Care in employee's own home by spouse/partner or other relative* - 25%
- *Other arrangements* - 13%
- *Care in adult dependent's own home by non-relative (e.g., hired day nurse)* - 9%

## Family and Dependent Care Dashboard

### Family and Dependent Care Participation

Program/Services	Currently Use	Desire to Use
Sick leave	70%	50%
Flexible work schedule	22%	49%
Annual leave	66%	45%
Telework	21%	45%
Compressed work schedule	15%	33%
Family and medical leave	18%	27%
Compensatory time off	17%	27%
Part-time schedule	2%	9%
Leave without pay	6%	7%
Advanced leave	3%	7%
Leave sharing	0.7%	6%
Phased retirement	0%	6%



Program/Services	Currently Use	Desire to Use
Job sharing	0.2%	4%

### Family and Dependent Care Satisfaction

- 30% of caregivers who participate in family and dependent care programs are satisfied with their agency's programs and services

### Family and Dependent Care Outcomes

Employees who participated in program reported...	Percentage
Increased desire to stay at agency	34%
Improved performance	28%
Improved morale	35%
Improved health	26%
Helped to better manage stress	35%

## Health and Wellness Dashboard

### Health and Wellness Participation

Programs/Services	Currently Use	Desire to Use
Onsite exercise facility	21%	43%
Flu vaccination	36%	33%
Agency-sponsored subsidy to commercial fitness facility	2%	35%
CPR training	18%	30%
Stress management program	3%	30%
Health and wellness fair	16%	30%
Health screening or assessment	10%	30%
Educational seminar, webinar, workshop or class on health topics	14%	29%
Farmers market, community-supported agriculture or garden	9%	29%
Organized individual or group physical activity program	6%	24%
Onsite health clinic	8%	21%
One-on-one or group lifestyle counseling	2%	15%
Other vaccination(s)	4%	14%

### Health and Wellness Satisfaction

- 38% of employees who participate in family and dependent care programs are satisfied with their agency's programs



## Health and Wellness Employee Outcomes

Employees who participated in program reported...	Percentage
Increased desire to stay at agency	41%
Improved performance	43%
Improved morale	48%
Improved health	53%
Helped to better manage stress	44%

**Figure 23: Reasons Employees Do Not Use Health and Wellness Programs**

Reasons	Percentage
Lack of program awareness	42%
Time constraints	34%
Lack of need/interest	21%
Other issues	16%
Inconvenient location	13%

**Figure 24: Support for Wellness Index**

Agency size	Average Percent Positive
Governmentwide	35.0
Medium Agencies	36.5
Large Agencies	35.6
Very Large Agencies	36.3
Small and Other Independent Agencies	41.6

## **Appendix 2. Participating Agencies by Employee Population Size Categories**

### **Very Large Agencies ( > 75,000 employees)**

*Department of Agriculture*

*Department of Defense*

*Department of Homeland Security*

*Department of Justice*

*Department of the Treasury*

*Department of Veterans Affairs*

### **Large Agencies (10,000 – 74,999 employees)**

*Department of Commerce*

*Department of Energy*

*Department of Health and Human Services*

*Department of Labor*

*Department of State*

*Department of the Interior*

*Department of Transportation*

*Environmental Protection Agency*

*General Services Administration*

*National Aeronautics and Space Administration*

*Social Security Administration*

### **Medium Agencies (1,000 – 9,999 employees)**

*Department of Education*

*Department of Housing and Urban Development*

*National Science Foundation*

*Office of Personnel Management*

*Small Business Administration*

*U.S. Agency for International Development*

### **Small (> 999 employees)**

*Office of Management and Budget*

### **Other Small and Independent Agencies\***

*African Development Foundation*

*Federal Labor Relations Authority*

*Equal Employment Opportunity Commission*

*Merit Systems Protection Board*

*Pension Benefit Guaranty Corporation*



*Commodity Futures Trading Commission*  
*National Credit Union Administration*  
*Export-import Bank of the United States Trade and Development Agency*  
*Federal Communications Commission*  
*Federal Deposit Insurance Corporation*  
*Chemical Safety and Hazard Investigation Board*  
*Farm Credit Administration*  
*Federal Mediation and Conciliation Service*  
*Court Services and Offender Supervision Agency*  
*Federal Trade Commission*  
*Office of Special Counsel*  
*Overseas Private Investment Corporation*  
*Office of Government Ethics*  
*International Boundary and Water Commission*  
*U.S. Holocaust Memorial Museum*  
*Advisory Council on Historic Preservation*  
*Broadcasting Board of Governors*  
*Inter-American Foundation*  
*Corporation for National and Community Service*  
*Federal Election Commission*  
*Federal Maritime Commission*  
*National Labor Relations Board*  
*National Archives and Records Administration*  
*Nuclear Regulatory Commission*  
*Occupational Safety and Health Review Commission*  
*Office of Navajo and Hopi Indian Relocation*  
*Federal Retirement Thrift Investment Board*  
*Armed Forces Retirement Home*  
*Railroad Retirement Board*  
*Securities and Exchange Commission*  
*Consumer Product Safety Commission*  
*Smithsonian Institution*  
*Selective Service System*  
*National Transportation Safety Board*  
*U.S. International Trade Commission*  
*Office of the U.S. Trade Representative*

*\*Agencies not represented by the Chief Human Capital Officer's Council and evaluated as one group.*



### Appendix 3. Agency Response Rates

Agency	Number Surveyed*	Number Responded	Response Rate
<i>Governmentwide</i>	174832	64474	37%
Department of Agriculture	11222	6310	56.20%
Department of Commerce	6474	2749	42.50%
Department of Defense	74097	18004	24.30%
Department of Education	1001	489	48.90%
Department of Energy	2209	1049	47.50%
Department of Health and Human Services	9034	3618	40.00%
Department of Homeland Security	12804	5550	43.30%
Department of Housing and Urban Development	1350	605	44.80%
Department of Justice	11916	5281	44.30%
Department of Labor	2079	943	45.40%
Department of State	1744	796	45.60%
Department of The Interior	11263	5736	50.90%
Department of The Treasury	4185	1969	47.00%
Department of Transportation	3770	1571	41.70%
Department of Veterans Affairs	7461	2703	36.20%
Environmental Protection Agency	1546	884	57.20%
General Services Administration	2271	1356	59.70%
National Aeronautics and Space Administration	1577	381	24.20%
National Science Foundation	766	491	64.10%
Office of Management and Budget	431	217	50.30%
Office of Personnel Management	1681	908	54.00%
Small Business Administration	1017	615	60.50%
Social Security Administration	2235	1069	47.80%
U.S. Agency for International Development	858	447	52.10%
<i>All Other Small and Independent Agencies</i>	1841	733	39.8%

\*Adjusted total of available and eligible employees during survey administration period. See technical report for the detailed disposition of the full survey sample.

## Appendix 4. Federal Work Life Survey Item Responses

### Workplace Flexibilities

WF1. Which of the following work schedule flexibilities have you used in the last 12 months?	Percent
Alternative work schedule (AWS) - Compressed work schedule	23%
Alternative work schedule (AWS) - Flexible work schedule	29%
Job sharing	<1%
Part-time schedule	2%
Phased retirement	<1%
Other	5%
None	46%

WF2. Which of the following work schedule flexibilities would you like to use in the future if they were available to you?	Percent
Alternative work schedule (AWS) - Compressed work schedule	43%
Alternative work schedule (AWS) - Flexible work schedule	54%
Job sharing	6%
Part-time schedule	12%
Phased retirement	15%
Other	8%
None	17%

WF3. Participation in my agency's work schedule flexibilities has...	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Improved my performance	43%	33%	20%	3%	2%
Improved my morale	54%	28%	12%	3%	2%
Improved my health	41%	26%	27%	4%	2%
Helped me to better manage stress	46%	29%	19%	4%	2%
Increased my desire to stay at my agency	48%	28%	17%	4%	3%

WF4. How satisfied are you with the work schedule flexibilities in your agency?	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
All respondents	28%	35%	20%	11%	6%
Program participants only	40%	40%	11%	7%	3%

WF5. How much do you agree or disagree with the following statements?	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I understand my agency's telework policy	29%	31%	23%	9%	7%



<b>WF5. How much do you agree or disagree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
My immediate supervisor actively supports telework	23%	20%	36%	10%	10%
My agency's senior leaders actively support telework	17%	21%	38%	12%	11%
My agency's telework eligibility requirements are reasonable	19%	25%	40%	8%	7%
I have access to the equipment I need to telework (either my own or agency-supplied)	26%	25%	32%	9%	9%

<b>WF6. Are you eligible to telework?</b>	<b>Percent</b>
Yes	45%
No	36%
Don't know	19%

<b>WF7. Do you have a written agreement with your immediate supervisor allowing you to telework?</b>	<b>Percent</b>
No	64%
Yes	36%

<b>WF8. Which of the following best describes your current telework participation?</b>	<b>Percent</b>
I do not telework	65%
I telework on a regularly scheduled, routine basis (for example, once or twice every work week or pay period)	11%
I telework only in specific situations (e.g., when I have a doctor appointment or when OPM announces unscheduled telework)	15%
I telework BOTH on a routine basis and for specific situations	9%

<b>WF9. Do you telework as often as you would like?</b>	<b>Percent</b>
Yes	32%
No, I would prefer to telework more often	58%
No, I would prefer to telework less often	10%

<b>WF10. What are the reasons you telework?</b>	<b>Percent</b>
Better coordinate my family and dependent care needs	38%
Reduce stress	54%
Minimize office interruptions/distractions	67%
As a reasonable accommodation	19%
Avoid my commute	62%
Maximize my productivity	64%
In response to a workplace initiative to reduce office space/costs	14%
Increase time for a healthy lifestyle by eliminating commute time (for example, exercise, diet)	50%



WF10. What are the reasons you telework?	Percent
Increase time for personal interests (for example, hobbies, volunteer work)	26%
Personal comfort (for example, clothes, space)	40%
Reduce personal costs	40%
It's not necessary to be in the office	38%
Inconvenient work hours (for example, late meetings with clients in other time zones, weekend work)	10%
Personal medical/illness (for example, minimize the need to take leave while recovering from a medical procedure or condition)	26%
Other	12%

WF11. How many hours in a typical two-week work period do you usually telework?	Percent
1-8	36%
9-16	14%
17-24	18%
25-32	4%
33-40	10%
41-48	4%
49-56	3%
57-64	2%
65-72	3%
73-80	4%

WF12. Participation in my agency's telework program has...	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Improved my performance.	43%	30%	24%	3%	1%
Improved my morale.	54%	28%	14%	2%	1%
Improved my health.	41%	27%	28%	3%	1%
Helped me to better manage stress.	47%	30%	20%	3%	1%
Increased my desire to stay at my agency.	49%	26%	19%	3%	2%

WF13. I do not telework because...	Percent
I choose not to telework	10%
My job requires me to be physically present	47%
I am not allowed because of data security concerns	5%
My agency's policy does not allow me to combine telework with other schedule flexibilities	4%
I do not have access to the equipment required to telework (for example, agency computer, mobile phone)	4%
I am prevented by technical issues (for example, Internet connectivity)	1%



<b>WF13. I do not telework because...</b>	<b>Percent</b>
I did not receive approval to do so, even though I am eligible to telework and have the kind of job where I can telework	12%
Other	17%

<b>WF14. Overall, how much control would you say you have in scheduling your work hours?</b>	<b>Percent</b>
Complete control	19%
A lot	16%
Some	32%
Very little	27%
None	6%

<b>WF15. How hard is it for you to take time off during your work day to take care of personal or family matters?</b>	<b>Percent</b>
Very hard	10%
Somewhat hard	18%
Not too hard	40%
Not at all hard	32%

<b>WF16. How much do you agree or disagree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
My work schedule or shift meets my needs.	30%	46%	13%	8%	3%
I have the schedule flexibility I need to manage my personal and family responsibilities.	28%	40%	15%	11%	6%

<b>WF17. What is your supervisory status?</b>	<b>Percent</b>
Non-supervisor: You do not supervise other employees	67%
Team leader: You are not an official supervisor. You provide employees with day-to-day guidance on work projects but do not have supervisory responsibilities or conduct performance appraisals	15%
Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval	11%
Manager: You are in a management position and supervise one or more supervisors	5%
Senior leader: You are the head of a department/agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/ agency. May hold either a political or career appointment and typically a member of the Senior Executive Service or equivalent	1%

<b>WF18. What factors have been important in your decision to approve employees' requests to telework?</b>	<b>Percent</b>
Agency telework policy	47%
Telework eligibility	44%



<b>WF18. What factors have been important in your decision to approve employees' requests to telework?</b>	<b>Percent</b>
Access to necessary equipment	32%
Agency senior leadership support for telework	23%
My prior experience managing teleworkers	14%
Data security	14%
Employee's past performance	34%
Desire to improve employee's performance	16%
Employee recruitment	9%
Employee retention	26%
Perceptions of fairness among employees	22%
Employee's need to manage work and personal responsibilities	30%
Enhancing workplace flexibility for employees who use other work schedule flexibilities	22%
Not applicable (I have not approved any requests to telework)	44%
Other	4%

<b>WF19. What factors have been important in your decision to deny employees' requests to telework?</b>	<b>Percent</b>
Agency telework policy	16%
Telework eligibility	14%
Access to necessary equipment	9%
Lack of agency senior leadership support for telework	6%
My prior experience managing teleworkers	4%
Data security	7%
Employee's past performance	22%
Concern about adverse impact on employee's performance	11%
Employee's status as an intern, trainee, or new employee	12%
Office coverage	18%
Need for team collaboration	11%
Perceptions of fairness among employees	6%
Employee uses another work schedule flexibility	4%
Not applicable (I have not denied any requests to telework)	59%
Other	4%

<b>WF20. The following programs support your employees' ability to perform their work...</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Telework	23%	30%	32%	8%	7%
Work schedule flexibilities	37%	43%	14%	4%	2%
Family and dependent care programs	24%	38%	32%	4%	2%

<b>WF20. The following programs support your employees' ability to perform their work...</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Worksite health and wellness programs	22%	37%	32%	6%	3%
Employee Assistance Program	20%	39%	35%	4%	2%
Leave benefits	39%	43%	15%	2%	1%

<b>WF21. How much do you agree or disagree that you have adequate training to perform the following?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
You have adequate training to... Manage and assess the performance of teleworkers	18%	30%	34%	11%	7%
You have adequate training to... Assess employees needs related to managing work and personal responsibilities	21%	46%	21%	9%	3%
You have adequate training to... Develop an individual or team flexible work arrangement or policy	19%	39%	25%	11%	5%
You have adequate training to... Evaluate the effectiveness of a flexible work arrangement or policy	19%	38%	27%	11%	4%

<b>WF22. How satisfied are you with the telework program in your agency?</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neither satisfied nor dissatisfied</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>
All respondents	14%	20%	49%	10%	7%
Program participants only	33%	43%	14%	8%	2%



## Family and Dependent Care: Child Care

CC1. Do you expect to have, or will you continue to have, child care needs at any point in the next 5 years?	Percent
No	67%
Yes	33%

CC2. Are there any children younger than age 18 currently living in your household?	Percent
No	60%
Yes	40%

CC3. How old are those children?	Percent
Infant (newborn to 12 months)	8%
Toddler (more than 12 months but less than 24 months)	9%
Preschooler (2 to 4 years old)	22%
School-aged (5 to 12 years old)	54%
Teenager (13 to 17 years old)	46%

CC4. If you are not the parent or legal guardian of any children who live in your home, do you still take responsibility for the care of a child in your household?	Percent
No	5%
Yes	15%
Not applicable (I am the parent or legal guardian of a child who lives in my home)	80%

CC5. What is your relationship to the child(ren) in your household?	Percent
Parent (includes foster, step)	93%
Grandparent (includes foster, step)	6%
Other relative	1%
Legal guardian	3%
Not related	1%

CC6. Which of the following best describes your level of responsibility for the day-to-day care of the child(ren) in your household?	Percent
I am not responsible for day-to-day care	3%
My spouse or another adult in the household has primary responsibility for day-to-day care	15%
Responsibility for day-to-day care is split evenly with (an)other adult(s)	49%
I have primary responsibility for day-to-day care	30%
Other	2%

CC7. For what period of your scheduled work time do you currently use paid child care for any of your children?	Percent
I never use paid child care	47%
Full-day care (for example, 8:00 a.m. until 5:00 p.m.)	22%



<b>CC7. For what period of your scheduled work time do you currently use paid child care for any of your children?</b>	<b>Percent</b>
Part-day care (for example, you or another adult works part day)	5%
Before and/or after school care (school-based)	18%
Before and/or after school care (not school-based)	9%
24-hour care (for example, overnight work travel)	1%
Summer care, full-day	22%
Summer care, part-day	5%
Night/weekend care	4%
School holidays	15%
Other	5%

<b>CC8. Think of the paid and unpaid child care arrangements that allow you to work. Which of the following child care options do you use most often now?</b>	<b>Percent</b>
Federal child care center	4%
Child care center (non-Federal)	16%
Care in child(ren)'s own home by parent/guardian/relative	32%
Care in child(ren)'s own home by non-relative	7%
Care in a relative's home	16%
Care in the home of a non-relative (licensed)	4%
Care in the home of a non-relative (unlicensed)	6%
Before and/or after preschool care	6%
Full/part-day preschool	10%
Summer/day camp program	22%
Full-day kindergarten	6%
Half-day kindergarten	1%
Before and/or after school-based care program	18%
Before and/or after school care (not school-based)	10%
Child(ren) care(s) for self(ves) in own home before/after school	20%
Other	10%

<b>CC9. How satisfied are you with each of the following aspects of your current child care arrangement?</b>	<b>Very satisfied</b>	<b>Satisfied</b>	<b>Neither satisfied nor dissatisfied</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>
Cost	20%	29%	26%	16%	10%
Location	35%	39%	19%	5%	2%
Facility	32%	42%	22%	3%	1%
Hours	31%	40%	20%	7%	2%
Quality of services	35%	41%	20%	3%	1%



<b>CC10. Have you used a Federal Child Care Center in the last 12 months?</b>	<b>Percent</b>
Yes	4%
No	92%
Don't know if the center is federally-sponsored	3%

<b>CC11. How satisfied are you with the Federal Child Care Center you use?</b>	<b>Percent</b>
Very satisfied	42%
Satisfied	40%
Neither satisfied nor dissatisfied	8%
Dissatisfied	7%
Very dissatisfied	3%

<b>CC12. From the list below, choose the reasons you do not use a Federal Child Care Center.</b>	<b>Percent</b>
I do not need one	52%
None available to me	28%
I did not know about them	19%
Prefer different arrangement(s)	8%
Currently on waiting list	2%
Center is too expensive	7%
Center is inconvenient when I telework	3%
I need to have children of different ages use the same child care arrangement	2%
Child(ren) too old to attend	7%
Center is in an inconvenient location (for example, too far from home/ work)	7%
Center does not provide transportation to/from my child	4%
I am concerned about the safety of Federal buildings	2%
Center provides poor quality services	1%
Center hours do not fit my work schedule	2%
Center cannot provide the care necessary for the special needs of my child(ren)	1%
Other	4%

<b>CC13. From the list below, choose the reasons you do not use a Federal Child Care Center.</b>	<b>Percent</b>
I do not pay for child care	48%
\$1-\$50 per week	4%
\$51-\$100 per week	8%
\$101-\$150 per week	9%
\$151-200 per week	8%
\$201-\$250 per week	5%



CC13. From the list below, choose the reasons you do not use a Federal Child Care Center.	Percent
\$251-\$300 per week	4%
\$301-\$350 per week	2%
\$351-\$400 per week	2%
\$401-\$500 per week	3%
\$501-\$600 or per week	2%
\$601 or more per week	2%
Don't know	3%

CC14. Do you currently participate in a Federal Child Care Subsidy Program?	Percent
No	97%
Yes	3%

CC15. Please choose the most important reason you do not participate in the Federal Child Care Subsidy Program.	Percent
I do not need it because I do not pay for child care	44%
Subsidy program is not available in my agency	3%
I do not qualify (for example, household income)	19%
It is too difficult to apply	1%
I am on a waiting list	0%
I am not aware of the Federal Child Care Subsidy Program	29%
Other	5%

CC16. How often have you experienced difficulties...	Always	Frequently	Sometimes	Rarely	Never
Being able to afford the care your child(ren) need(s)?	13%	12%	25%	20%	30%
Making extended care arrangements with your child care provider (in case of work or transportation delays)?	8%	12%	33%	25%	22%
Arranging for back-up care (for example, when something unplanned happens with your regular care)?	9%	14%	38%	23%	16%

CC17. In the last 12 months, have you breastfed or pumped breast milk?	Percent
No	95%
Yes	5%

CC18. In the last 12 months, have you used the nursing mothers facility at your agency?	Percent
No	62%
Yes	38%



CC19. What is the reason you did not use the nursing mothers facility at your agency?	Percent
Was not pumping milk	18%
Another space was available to me (for example, personal office)	37%
Unaware of the availability of such facilities	27%
Lack of private space	16%
Lack of support from my manager/supervisor	4%
Lack of support from my coworkers	3%
Space was unclean	4%
Equipment was unclean and/or unfamiliar	1%
Lack of equipment	3%
Time constraints	17%
Location was inconvenient	17%
Space is frequently occupied by other users	6%
Other	24%

CC20. How much do you agree or disagree with the following statements?	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I was able to find a private place to pump milk at work.	40%	31%	7%	17%	6%
I was able to arrange break time for pumping milk at work.	34%	39%	13%	9%	5%
I was able to arrange a place to store pumped milk at work.	37%	44%	9%	7%	4%
I was worried about continuing to breast-feed because of my job.	24%	31%	11%	18%	17%
My agency provided the support I needed to breastfeed my child for as long as I wanted to.	25%	27%	24%	17%	7%

### Family and Dependent Care: Adult Care

AC1. Do you expect to have, or will you continue to have, adult dependent care needs at any point in the next 5 years?	Percent
No	69%
Yes	31%

AC2. Do you or someone in your household currently provide regular care for any adult dependents (age 18 and older) now? Include those adults living in your household and living separately.	Percent
No	85%
Yes	15%

AC3. How old is/are those adult dependent(s)?	Percent
18-22 years old	13%
23-30 years old	7%



<b>AC3. How old is/are those adult dependent(s)?</b>	<b>Percent</b>
31-40 years old	4%
41-50 years old	3%
51-60 years old	7%
61-70 years old	18%
Older than 70	61%

<b>AC4. Do any of these adult dependents have physical and/or cognitive disabilities?</b>	<b>Percent</b>
No	40%
Yes	60%

<b>AC5. Do any of these adult dependents need help with activities of daily living, such as things that are difficult or impossible for them to do themselves?</b>	<b>Percent</b>
No	23%
Yes	77%

<b>AC6. Approximately how many hours do you spend per week providing help to the adult dependent(s) for whom you provide regular care?</b>	<b>Percent</b>
1-4	18%
5-8	18%
9-12	22%
13-16	12%
17-20	4%
21-24	11%
25-28	3%
29-32	3%
33-36	1%
37-40	8%

<b>AC7. How do you currently handle the care needs of your adult dependents who need help with activities of daily living?</b>	<b>Percent</b>
I care for my adult dependent(s) in my own home by myself	31%
Care in my own home by spouse/partner or other relative	25%
Care in my own home by a non-relative (for example, nurse, therapist)	4%
Care in adult dependent's own home by me or other relative	36%
Care in adult dependent's own home by non-relative (for example, hired day nurse)	9%
Care in other relative	8%
24-hour adult dependent care facility (for example, nursing and rehabilitation residence)	8%
Part-day adult dependent care facility	2%
Part-day/full-day group home residence	1%



AC7. How do you currently handle the care needs of your adult dependents who need help with activities of daily living?	Percent
Part-day care by volunteer/community organization (for example, church, YMCA)	1%
Back-up care for unplanned needs (for example, facility snow days)	7%
Back-up care for planned needs (for example, scheduled facility holidays)	7%
Other	13%

AC8. How satisfied are you with each of the following aspects of your current adult dependent care arrangement?	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Cost	9%	27%	39%	16%	9%
Location	15%	37%	33%	10%	5%
Facility	13%	34%	43%	7%	3%
Hours	10%	33%	40%	12%	4%
Quality of services	14%	37%	37%	8%	3%

### Managing Work and Family Dependent Care

MW1. During the last 3 months, approximately how often have issues with your family and dependent care (for both children and adults) caused you to alter your schedule or take leave?	Percent
Never	21%
1 to 3 times	45%
4 to 6 times	22%
7 to 9 times	6%
10 or more times	6%

MW2. Thinking back over the last 3 months, approximately how many work days have you missed because of last-minute family and dependent care problems?	Percent
0	25%
1-2	36%
3-5	28%
6-8	6%
9-11	3%
12-14	1%
More than 14	2%

MW3. Which of the following leave and workplace flexibilities have you used in the last 12 months to manage your family and dependent care responsibilities?	Percent
Alternative work schedule (AWS) - Compressed work schedule	15%
Alternative work schedule (AWS) - Flexible work schedule	22%
Part-time schedule	1%



<b>MW3. Which of the following leave and workplace flexibilities have you used in the last 12 months to manage your family and dependent care responsibilities?</b>	<b>Percent</b>
Job sharing	0%
Phased retirement	0%
Telework	21%
Annual leave	66%
Sick leave	70%
Advanced leave	3%
Family and medical leave	18%
Leave without pay	6%
Leave sharing (for example, leave bank or transfer)	1%
Compensatory time off	17%
Other	3%
None	8%

<b>MW4. Which of the following leave and workplace flexibilities would you like to use in the future to manage your family and dependent care responsibilities if they were available to you?</b>	<b>Percent</b>
Alternative work schedule (AWS) - Compressed work schedule	33%
Alternative work schedule (AWS) - Flexible work schedule	48%
Part-time schedule	9%
Job sharing	4%
Phased retirement	6%
Telework	45%
Annual leave	45%
Sick leave	50%
Advanced leave	7%
Family and medical leave	27%
Leave without pay	7%
Leave sharing (for example, leave bank or transfer)	6%
Compensatory time off	27%
Other	4%
None	8%

<b>MW5. How much do you agree or disagree with the following statement?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
I have enough paid leave to meet my family and dependent care needs.	15%	37%	19%	18%	11%



<b>MW6. Which of the following agency programs and services have you used in the last 12 months to manage your family and dependent care responsibilities?</b>	<b>Percent</b>
Child care subsidy	2%
Elder/adult care subsidy	1%
Child care center	9%
Adult day care center	1%
Respite care	1%
Emergency back-up care	4%
Long-term care insurance	1%
Employee discount(s)	2%
Dependent care flexible spending account (FSA)	10%
Support group(s)	2%
Educational resources for dependent care (for example, seminars, resource libraries, caregiving fairs)	3%
Resource and referral services for dependent care	2%
Employee Assistance Program	3%
Listservs	1%
Other	4%
None	71%

<b>MW7. Which of the following agency programs and services would you like to use in the future to manage your family and dependent care responsibilities if they were available to you?</b>	<b>Percent</b>
Child care subsidy	19%
Elder/adult care subsidy	18%
Child care center	16%
Adult day care center	9%
Respite care	5%
Emergency back-up care	14%
Long-term care insurance	12%
Employee discount(s)	29%
Dependent care flexible spending account (FSA)	20%
Support group(s)	9%
Educational resources for dependent care (e.g., seminars, resource libraries, caregiving fairs)	13%
Resource and referral services for dependent care	14%
Employee Assistance Program	18%
Listservs	2%
Other	5%
None	37%



MW8. Participation in my agency's family and dependent care programs and services has...	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Improved my performance	9%	19%	60%	7%	5%
Improved my morale	11%	24%	53%	7%	5%
Improved my health	8%	18%	60%	8%	5%
Helped me to better manage stress	11%	24%	52%	8%	5%
Increased my desire to stay at my agency	13%	21%	54%	7%	5%

MW9. How satisfied are you with your agency's family and dependent care programs and services?	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
All respondents with FDC responsibilities	5%	16%	65%	8%	6%
Program participants only	7%	22%	51%	12%	8%

## Worksite Health and Wellness

HW1. Which of the following health and wellness programs have you participated in or used at your agency in the past 12 months?	Percent
Educational seminar, webinar, workshop, or class on health topics	14%
Health and wellness fair	16%
Onsite exercise facility	21%
Agency-sponsored subsidy to commercial fitness facility	2%
Organized individual or group physical activity program (other than use of an exercise facility)	6%
One-on-one or group lifestyle counseling	2%
Stress management program	3%
Farmers market, community-supported agriculture, or garden	9%
Onsite health clinic	8%
Health screening or assessment	10%
CPR training	18%
Flu vaccination	36%
Other vaccination(s)	4%
Other	3%
None	34%

HW2. Which of the following agency programs and services would you like to use in the future to manage your family and dependent care responsibilities if they were available to you?	Percent
Educational seminar, webinar, workshop, or class on health topics	29%
Health and wellness fair	30%
Onsite exercise facility	43%
Agency-sponsored subsidy to commercial fitness facility	35%



<b>HW2. Which of the following agency programs and services would you like to use in the future to manage your family and dependent care responsibilities if they were available to you?</b>	<b>Percent</b>
Organized individual or group physical activity program (other than use of an exercise facility)	24%
One-on-one or group lifestyle counseling	15%
Stress management program	30%
Farmers market, community-supported agriculture, or garden	29%
Onsite health clinic	21%
Health screening or assessment	30%
CPR training	30%
Flu vaccination	33%
Other vaccination(s)	14%
Other	4%
None	16%

<b>HW3. How did you find out about health and wellness programs offered through your agency?</b>	<b>Percent</b>
Coworker	26%
Supervisor	15%
Agency intranet	20%
Email announcement	52%
Friend or family member	4%
Workshop or training session	4%
Poster, pamphlet, or other type of promotional information	19%
Employee orientation	10%
Other	6%
Don't know	15%

<b>HW4. Participation in my agency's health and wellness programs has...</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Improved my performance	14%	28%	50%	5%	2%
Improved my morale	17%	31%	44%	5%	3%
Improved my health	19%	34%	40%	5%	2%
Helped me to better manage stress	16%	28%	47%	6%	3%
Increased my desire to stay at my agency	15%	26%	49%	7%	4%

<b>HW5. What are the reasons you do not participate in your agency's health and wellness programs?</b>	<b>Percent</b>
Unaware of programs	42%
Cost	5%
Privacy concerns	6%



HW5. What are the reasons you do not participate in your agency's health and wellness programs?	Percent
Lack of support from immediate supervisor	8%
Time constraints	34%
Insufficient incentives	4%
Inconvenient location	13%
Prefer going elsewhere for similar services and programs	11%
Do not want to participate with other employees	5%
Current injury or ill-health	3%
No need/interest	21%
Other	16%

HW6. How often do you participate in physical activity programs offered through your agency?	Percent
Several times a week	1%
Once a week	62%
Fairly regularly but less than once a week	11%
Once a month	7%
Twice a year	5%
Once a year	2%
Less than once a year	8%
Prefer not to answer	5%

HW7. How often do you get any health screenings at your agency?	Percent
Daily	<1%
Several times a week	<1%
Once a week	1%
Fairly regularly, but less than once a week	3%
Once a month	5%
Once a year	58%
Less than once a year	26%
Prefer not to answer	7%

HW8. In the past 12 months, have you had a screening for any of the following?	Yes, at a Federal agency	Yes, at a different location	No	Prefer not to answer
Diabetes	21%	37%	40%	2%
Blood pressure	43%	43%	13%	1%
Cholesterol	32%	44%	22%	1%
Osteoporosis	7%	20%	72%	2%
Weight	32%	36%	31%	2%
Depression	9%	17%	72%	3%



HW8. In the past 12 months, have you had a screening for any of the following?	Yes, at a Federal agency	Yes, at a different location	No	Prefer not to answer
Other	12%	27%	56%	4%

HW9. For this question, think about your activities both inside and outside of work. In a typical week, how many total minutes of vigorous physical activity do you do?	Percent
Never	11%
30 minutes a week or less	22%
More than 30 minutes, but less than 60 minutes a week	15%
More than 60 minutes but less than 75 minutes a week	11%
75 minutes (1 hour, 15 minutes) a week or more	36%
Prefer not to answer	5%

HW10. Again, think about your activities both inside and outside of work. In a typical week, how many minutes of moderate-intensity do you accumulate?	Percent
Never	6%
30 minutes a week or less	15%
More than 30 minutes, but less than 60 minutes a week	15%
More than 60 minutes but less than 75 minutes a week	14%
75 minutes (1 hour, 15 minutes) a week or more	46%
Prefer not to answer	4%

HW11. I currently...	Percent
Smoke cigarettes	6%
Use chewing tobacco, snus, or snuff	2%
Use other tobacco products	1%
None of the above, but I have used tobacco products in the past	28%
None of the above, and I have never used tobacco products	58%
Prefer not to answer	5%

HW12. Thinking of my actions both inside and outside of work in the past 12 months, my agency's health and wellness programs have helped me to...	Percent
Start, maintain, or improve a physical activity program	18%
Control my weight	16%
Manage my stress	17%
Eat more healthy foods	14%
Quit using tobacco products	1%
Include family members/significant others in health and wellness activities	5%
Read books or articles on health, nutrition, and wellness	8%
Discuss health issues with a healthcare provider	7%



HW12. Thinking of my actions both inside and outside of work in the past 12 months, my agency's health and wellness programs have helped me to...	Percent
Take any other specific action to prevent disease (for example, immunizations, increased use of sunscreen, regular adherence to medication schedule, or any other change in behavior to prevent a disease is applicable)	11%
None of the above	64%

HW13. Who supports your healthy lifestyle goals at work?	Percent
No one	63%
Health coach	1%
Occupational nurse	2%
Coworker in my immediate group	16%
Peer or friend outside of your immediate group	14%
Immediate supervisor	11%
Leader, other than your supervisor	4%
Other	8%

HW14. How much do you agree or disagree with the following statements?	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
My agency promotes/encourages wellness at work.	11%	32%	31%	17%	9%
My agency promotes/encourages wellness at home.	9%	25%	40%	18%	9%
My immediate supervisor supports my participation in wellness activities.	12%	26%	42%	12%	8%
My agency keeps me informed about wellness activities and programs offered.	9%	31%	33%	17%	10%
Senior leaders at my agency support participation in wellness activities.	9%	22%	44%	15%	11%
Senior leaders at my agency are committed to improving employee health.	8%	19%	47%	15%	12%

HW15. How satisfied are you with your agency's health and wellness programs?	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
All respondents	7%	22%	45%	16%	10%
Program participants only	10%	28%	39%	15%	8%

## Employee Assistance in the Workplace

EAP1. Which of the following Employee Assistance Program (EAP) services have you used in the past 12 months?	Percent
Short-term counseling	4%
Referral to services or treatment	2%
Information and resources	4%
Educational seminar, webinar, workshop, or class	4%



<b>EAP1. Which of the following Employee Assistance Program (EAP) services have you used in the past 12 months?</b>	<b>Percent</b>
Support group	0%
Mediation	1%
Financial services	1%
Legal services	2%
Emergency back-up care	0%
Other services	1%
None	87%

<b>EAP2. Which of the following Employee Assistance Program (EAP) services would you like to use in the future if they were available to you?</b>	<b>Percent</b>
Short-term counseling	16%
Referral to services or treatment	12%
Information and resources	23%
Educational seminar, webinar, workshop, or class	28%
Support group	9%
Mediation	10%
Financial services	25%
Legal services	23%
Emergency back-up care	11%
Other services	6%
None	45%

<b>EAP3. In the past 12 months, what led you to use your agency's Employee Assistance Program (EAP)?</b>	<b>Percent</b>
Family/relationship issue	28%
Alcohol or drug misuse	2%
Workplace difficulties (for example, coworker issues, relationship with supervisor)	20%
Caregiving support	7%
Personal difficulties	22%
Career support	13%
Health issues	11%
Traumatic event	11%
Event(s) related to domestic violence, sexual assault, and/or stalking	2%
Financial issues	7%
Legal issues	9%
Other	18%
Prefer not to answer	10%



<b>EAP4. Thinking of your most recent Employee Assistance Program (EAP) experience, how would you rate the following?</b>	<b>Very good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very poor</b>
The knowledge shown by the EAP professional(s) in helping you solve your problem	32%	38%	22%	5%	3%
The level of respect and courtesy shown to you by the EAP professional(s)	44%	38%	14%	2%	2%
How your concerns were addressed	33%	38%	20%	5%	3%

<b>EAP5. If referrals were made for further services (for example, therapists, self-help groups), did you pursue the referral(s)?</b>	<b>Percent</b>
Yes	28%
No	8%
No referrals were made	59%
Prefer not to answer	5%

<b>EAP6. How did you find out about your agency's Employee Assistance Program (EAP)?</b>	<b>Percent</b>
Coworker	20%
Supervisor	22%
Agency Intranet	24%
Email announcement	32%
Friend or family member	4%
Workshop or training session	11%
Poster, pamphlet, or other type of promotional information	25%
Employee orientation	20%
Other	10%
Don't know	9%

<b>EAP7. Participation in my agency's Employee Assistance Program (EAP) has...</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Improved my performance	14%	27%	49%	7%	3%
Improved my morale	15%	33%	41%	6%	4%
Improved my health	14%	27%	49%	7%	4%
Helped me to better manage stress	15%	34%	39%	8%	3%
Increased my desire to stay at my agency	15%	25%	47%	7%	5%

<b>EAP8. What are the reasons you have not participated in your agency's Employee Assistance Program (EAP) in the past 12 months?</b>	<b>Percent</b>
I did/do not know how to contact my agency's EAP	14%
Unaware of EAP services	23%
No need/interest	59%
Privacy concerns	12%
Inconvenient location	4%



Inconvenient hours of operation	4%
Lack of support from immediate supervisor	4%
Prefer going elsewhere for similar services and programs	8%
Other	9%

EAP9. How much do you agree or disagree with the following statements?	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am aware of the benefits of the EAP.	13%	39%	24%	16%	8%
The EAP at my workplace has a good reputation.	8%	17%	63%	7%	5%
My agency encourages use of the EAP.	10%	28%	45%	11%	6%
My immediate supervisor would support my participation in the EAP.	17%	36%	39%	5%	4%

EAP10. How satisfied are you with your agency's Employee Assistance Program (EAP)?	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
All respondents	7%	16%	67%	6%	4%
Program participants only	24%	37%	31%	5%	3%

## Your Job and Workplace

JW1. How much do you agree or disagree with the following statements about your workplace?	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I have the support I need in my workplace to manage my work.	20%	44%	20%	11%	6%
Employees who put their family or personal needs ahead of their jobs are not looked on favorably.	10%	18%	36%	27%	9%
Employees have to choose between advancing in their jobs or devoting attention to their family or personal lives.	11%	22%	35%	24%	8%

JW2. How much do you agree or disagree with the following statements?	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
My supervisor is fair and does not show favoritism in responding to employees personal or family needs.	31%	39%	16%	7%	6%
My supervisor is responsive to my needs when I have family or personal business to take care of.	39%	43%	12%	4%	3%
My supervisor is understanding when I talk about personal or family issues that affect my work.	31%	35%	25%	5%	4%
I feel comfortable bringing up personal or family issues with my supervisor.	27%	32%	20%	12%	9%



<b>JW2. How much do you agree or disagree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
My supervisor really cares about the effects that work demands have on my personal and family life.	27%	31%	26%	9%	8%

<b>JW3. How much do you agree or disagree with the following statements?</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
My supervisor supports the use of work-life programs.	17%	30%	45%	5%	4%
My agency's senior leaders support the use of work-life programs.	11%	24%	52%	8%	6%

<b>JW4. What locations did you work from during the last 3 months?</b>	<b>Percent</b>
Headquarters	40%
Field office or annex - Domestic location	44%
Field office or annex - Foreign location	2%
Home - Telework arrangement	25%
Home - Full-time remote work arrangement	2%
At an alternative fixed location, but not my home (e.g., telework center)	2%
At a public location (café, library)	3%
Client/customer place of business	7%
While traveling (for example, from a car, truck, train, plane, hotel/motel room)	13%
Other	12%

<b>JW5. In an average week when you travel to work, what form of transportation do you normally use to get to and from work?</b>	<b>Percent</b>
I never travel to work (e.g., work from home every work day)	2%
Drive alone	84%
Carpool/vanpool	9%
Public transportation (e.g., bus, subway)	12%
Walk/run	3%
Bicycle	2%
Other	2%

<b>JW6. How many hours in an average week do you usually spend commuting to and from work?</b>	<b>Percent</b>
0	3%
1-3	31%
4-6	30%
7-9	12%
10-12	16%
13-15	3%



<b>JW6. How many hours in an average week do you usually spend commuting to and from work?</b>	<b>Percent</b>
More than 15	4%

<b>JW7. Considering everything, how satisfied are you with your job?</b>	<b>Percent</b>
Very satisfied	25%
Satisfied	47%
Neither satisfied nor dissatisfied	14%
Dissatisfied	10%
Very dissatisfied	4%

<b>JW8. How satisfied are you with the promotion opportunities in your job?</b>	<b>Percent</b>
Very satisfied	11%
Satisfied	24%
Neither satisfied nor dissatisfied	21%
Dissatisfied	23%
Very dissatisfied	21%

<b>JW9. On my last performance appraisal I was rated...</b>	<b>Percent</b>
Outstanding	36%
Exceeds Fully Successful	30%
Fully Successful	23%
Minimally Successful	1%
Unacceptable	<1%
Pass (Pass/Fail systems only)	4%
Fail (Pass/Fail systems only)	<1%
My performance rating is not represented on this list	3%
Not applicable	2%
Prefer not to answer	2%

<b>JW10. How much do you agree or disagree with the following statement? My last performance rating was a fair reflection of my job performance.</b>	<b>Percent</b>
Strongly agree	42%
Agree	35%
Neither agree or disagree	8%
Disagree	8%
Strongly Disagree	6%

<b>JW11. How much would you say your job and your personal life and/or family life interfere with each other?</b>	<b>Percent</b>
A lot	12%
Somewhat	33%
Not too much	38%
Not at all	16%

## Demographics

D1. What is the highest level of education you have completed?	Percent
Less than high school	<1%
High school diploma/GED or equivalent	5%
Trade or technical certificate	3%
Some college (no degree)	17%
Associate's degree (for example, AA, AS)	11%
Bachelor's degree (for example, BA, BS)	34%
Master's degree (for example, MA, MS, MBA)	24%
Doctoral/professional degree (for example, PhD, MD, JD)	7%

D2. What is your current marital or cohabiting status?	Percent
Married	67%
Not married but living (cohabiting) with a partner	6%
Widowed	2%
Divorced or separated	13%
Never been married	10%
Prefer not to answer	3%

D3. If you are married or living with a partner, does he/she currently work for pay?	Percent
Yes, full-time	48%
Yes, part-time	7%
Yes, intermittently	2%
No	17%
I am not married or living with a partner	20%
Prefer not to answer	5%

D4. Please provide your total household income. For purposes of this survey, total family income is defined as the combined income of household adults before taxes.	Percent
Less than \$20,000	<1%
\$20,000 to \$39,999	2%
\$40,000 to \$59,999	9%
\$60,000 to \$79,999	13%
\$80,000 to \$99,999	14%
\$100,000 or more	50%
Prefer not to answer	12%



## Appendix 5. Detailed Methodology Description

### ***Administration***

OPM developed the survey sample by using a stratified random sampling method to obtain generalizable results intended to represent the Federal Government. A total of 64,474 employees responded to the survey out of the 196,489 to whom it was sent, for a response rate of 37%. Survey participants represent 101 headquarter and level one component agencies/departments within the Executive Branch across the Federal Government. Full-time and part-time permanent, non-seasonal and seasonal employees were eligible to participate in the survey. Data were weighted to produce survey estimates that correctly represent all federal employees by demographic characteristics (gender, age, ethnicity, etc.).

Survey administration period began on January 25, 2017 and concluded on March 10, 2017 for a total administration period of six weeks. Each Federal employee selected to participate in the Federal Work-Life Survey was sent an electronic invitation by email containing a personalized link to access the questionnaire. There were 160 possible questions on the survey with programmed skip patterns routing participants only to questions appropriate to the previously selected response. Based on participants experience with work-life programs and current work-life needs, the estimated time to complete the survey was 15-25 minutes. Weekly reminders were sent to each participant who did not complete the survey during each week of the administration. The survey was accessible for 24 hours per day during administration; however, taking the survey during official work hours was authorized. Participants had the option to save their current responses and return to the survey if they were interrupted or wanted to take a break while taking the survey. The survey was completely voluntary and did not have any tangible incentives offered to participants.

### ***Sample Design and Weighting***

#### ***Study Population***

The population of employee records was selected from the Enterprise Human Resources Integration- Statistical Data Mart (EHRI-SDM). The population for the survey includes active permanent employees in the Executive Branch as of March 2016. See Attachment I for SDM coverage.

#### ***Population Stratification***

For nineteen of the largest agencies, subcomponents with 5000 or more employees were defined as separate strata, while all other agency employees were grouped to form an additional stratum. For eight other larger agencies the agency population formed a single stratum. Employees in all other Executive Branch agencies were grouped to form an “All Other Agencies” stratum. This process resulted in 101 agency-defined strata. In each stratum the population was further broken down by salary and age into four substrata. These resulting substrata were:

- (1) Age under 50 years and annualized salary less than \$60,000;
- (2) Age under 50 years and annualized salary \$60,000 or greater;
- (3) Age more than 50 years and annualized salary less than \$60,000;
- (4) Age more than 50 years and annualized salary \$60,000 or greater.

#### ***Sample Size Specifications***

In substrata (1) the sample size was selected to obtain estimates of item percentages with a 95 percent confidence level resulting in a margin of error of no more than plus or minus five percent. In the other three substrata the sample size was selected to obtain estimates of item percentages with a 95 percent confidence level resulting in a margin of error of no more than plus or minus seven percent. Larger samples were taken in substratum (1) to assure reliable estimates of percentages on items related to childcare, since employees in this substratum were more likely to have child care needs compared to the other three substrata. To account for the reduction in the returned sample size due to nonresponse, sample sizes were inflated by a factor of 2.5, which requires a 40 percent response rate in each substratum to achieve the required sample size.



## ***Weighting***

### Post-Stratification

In some agencies there are groups of employees that are significantly less likely to have valid work email addresses. Since the survey is administered to employees via their work email, these groups will be underrepresented in the sample, which could possibly introduce bias in the estimates from the survey. A statistical analysis revealed that male employees at Department of Homeland Security (DHS) were significantly more likely to have email addresses than female employees. At the Department of the Navy veterans were more likely to have an email address than non-veterans. In order to reduce possible bias, substrata within DHS were further stratified by gender, and substrata in Navy by veteran's status.

### Weighting

When combining strata to obtain estimates for population aggregates, such as by agency, data need to be weighted to account for stratum sample sizes that are disproportionate to their share of the population. In each of the 479 strata, population weights were calculated by dividing the stratum population by the returned sample size. This process adjusts both for systematic disproportionate representation and for nonresponse.

As an example, if a stratum have a population of 500 and a returned sample size of 125, each member of that stratum would have a population weight of  $500/125$  equal to 4.

## ***Factor Analysis***

Informed by theory and past research by the Families and Work Institute (FWI), a factor analysis was conducted using maximum likelihood estimation with four factors followed by promax (oblique) rotation. This is consistent with factor analysis methods used by the FWI in similar analyses of the National Study of the Changing Workforce.

## ***Indices***

Using the results of the factor analysis, analysts created two organization-level scales: support for flexibility and support for wellness. Variables were selected for inclusion based on FWI's prior work and theoretical expectations. After factors were defined, Percent positive scores were created by aggregating all positive responses for each individual item in the scale across groups based on agency size. These unrounded percent positive scores were then averaged to create the index score. Items were reverse coded when needed. The alpha reliability coefficients for the support for flexibility index, support for wellness index, and supervisory support index were 0.75 and 0.86, respectively.

## ***Significance Testing***

The following procedure was implemented to conduct significance tests on subgroup comparisons, which are presented in the key findings of this report. Original responses to the survey items relating to Job Satisfaction, High Performance, and Intention to Remain with Current Organization, were coded into numeric dichotomous values of "0" and "1". The original coded responses of "0" and blank were coded as missing values. The resulting numeric values of "1" represent, respectfully; satisfied with job, a performance rating of exceeds successful or outstanding, and intention to remain with their current organization.

The variables Work Schedule Flexibilities, Telework Participation, Employee Assistance Program (EAP) Participation, Family and Dependent Care (FDC) Program Participation, and Health and Wellness Participation were coded such that a value of "1" indicates participation and "0" non-participation, where these variables are considered to be categorical.

For each of the two levels of each categorical variable, estimates of the percentage of positive responses for each dependent variable were computed. The difference between the two percentages was computed and a hypothesis test was performed to test whether that difference was statistically significant from zero at the .05 level of significance



## **Appendix 6. Terms and Definitions**

### **Activities of Daily Living**

Basic self-care tasks of everyday life, such as feeding, toileting, selecting proper attire, grooming, maintaining continence, putting on clothes, bathing, walking, and transferring (such as moving from bed to wheelchair).

### **Adult Dependent Care**

The responsibilities of providing services essential to the health, well-being, and/or activities of daily living for another adult (aged 18 and older). This includes, but is not limited to, elder care.

### **Advanced Leave**

Sick or annual leave that may be granted in advance to an employee for the same reasons sick or annual leave would be granted, in accordance with agency policy and subject to limitation.

### **Agency**

Any Executive department or independent establishment of the Federal Government that has the authority to hire employees in the competitive, excepted, and senior executive service.

### **Alternative Work Schedule (AWS) - Compressed Work Schedule**

A fixed work schedule under which a full-time employee completes an 80-hour biweekly work requirement in less than 10 work days.

### **Alternative Work Schedule (AWS) - Flexible Work Schedule**

A work schedule that allows an employee to determine his or her own schedule (e.g., arrival and departure times) within the limits set by the agency.

### **Annual Leave**

Leave an employee may use for any reason, including vacations, rest and relaxation, and personal business or emergencies.

### **Back-up Care**

Caregiving services provided when an employee's regular or primary care arrangement is unavailable. This may include child care, elder care, care for an adult with special needs, or care for oneself.

### **Child Care**

The responsibilities of providing services essential to the health and well-being of children living with you who are up to age 18 (but not including age 18).

### **Child Care Subsidy**

A program that provides financial support for child care through subsidies to employees.

### **Compensatory Time Off**

Time off with pay in lieu of overtime pay for irregular or occasional overtime work, or when permitted under agency flexible work schedule programs, time off with pay in lieu of overtime pay for regularly scheduled or irregular or occasional overtime work.

### **Counseling**

A professional relationship that empowers diverse individuals, families, and groups to accomplish mental health, wellness, education, and career goals.

### **Dependent**

A child or adult for whom you are responsible for providing services essential to the health, well-being, and/or activities of daily living. For the purposes of this survey, a dependent may or may not be someone you claim as a dependent for tax purposes.

### **Dependent Care Flexible Spending Account (DCFSA)**

A tax savings account that allows employees to set aside pre-tax salary to pay for eligible dependent care expenses.



**Elder Care**

The responsibilities of providing services essential to the health, well-being, and/or activities of daily living for a parent or other elderly person.

**Elder/Adult Care Subsidy**

A program that provides financial support for elder or adult dependent care through subsidies to employees.

**Employee Assistance Program**

A voluntary, work-based program that offers free and confidential assessments, short-term counseling, community referrals, and follow-up services to employees who have personal and/or work-related problems. EAP counselors also work in a consultative role with managers and supervisors to help address employee and organizational challenges and needs. Many EAPs are active in helping organizations prevent and cope with workplace violence, trauma, and other emergency response situations. Other services may include but are not limited to back-up child care, legal advice services, personal financial planning, realty services, etc.

**Family and Dependent Care**

Care for a child, relative, or other adult who requires assistance essential to health, well-being, and/or activities of daily living.

**Family and Medical Leave**

Most employees are entitled to up to 12 work weeks of job-protected, unpaid leave during any 12-month period for the birth and care of a son or daughter of an employee; placement with the employee of a son or daughter for adoption or foster care; the care of an employee's spouse, son, daughter, or parent who has a serious health condition; to take medical leave when the employee is unable to work because of a serious health condition; or any qualifying exigency arising out of the fact that the spouse, son, daughter, or parent of the employee is on covered active duty (or has been notified of an impending call or order to covered active duty) in the Armed Forces.

**Federal Child Care Center**

A center-based group care for children, often at the worksite, that is sponsored by a Federal agency employer.

**Federal Child Care Subsidy Program**

A program through which agencies use appropriated and revolving funds to directly subsidize licensed child care for lower-income Federal employees.

**Health and Wellness Program**

A program that helps participants modify their lifestyles and move towards a state of optimal health by encouraging and/or providing opportunities for employees to make healthy choices, participate in physical activity, eat nutritious food, receive preventative health screenings, and learn more about healthy behaviors.

**Health Coach**

A wellness authority and supportive mentor who motivates individuals to cultivate positive health choices. Health coaches educate and support clients to achieve their health goals through lifestyle and behavior adjustments.

**Health and Wellness Fair**

An event where organizations have an opportunity to disseminate health information at booths and/or to provide health screenings.

**Health Education Program**

Educational programs focused on helping individuals learn and use health-enhancing skills. Examples include seminars, lunch and learns, webinars, presentations, and similar activities offered at workplaces.

**Job Sharing**

An arrangement that allows two employees to coordinate schedules/assignments to share a work role.

**Leave without Pay**

A temporary non-pay status and absence from duty that, in most cases, is granted at the employee's request.



**Leave Sharing**

Leave employees receive through donations as part of an agency's Voluntary Leave Transfer Program, (VLTP), Voluntary Leave Bank Program (VLBP), or Emergency Leave Transfer Program (ELTP).

**Legal Guardian**

A person with the legal authority and duty to care for the personal and property interests of a minor child or incompetent adult.

**Lifestyle Coaching**

A communication process between a trained health professional and an individual or group. The stages of coaching include 1) building a relationship, 2) making an informed assessment, 3) establishing agreed upon goals and objectives, and 4) developing an implementation plan.

**Listserv**

An electronic mailing list that is used to communicate with a group of people via email.

**Long-term Care Insurance**

The Federal Long Term Care Insurance Program (FLTCIP) provides long-term care insurance to help pay for costs of care when enrollees need help with activities they perform every day or have a severe cognitive impairment.

**Mediation**

An assisted negotiation in which a trained, neutral third party helps two or more parties negotiate to resolve a dispute in a safe environment.

**Moderate-Intensity Physical Activity**

On an absolute scale, physical activity that is done at 3.0 to 5.9 times the intensity of rest. On a scale relative to an individual's personal capacity, moderate-intensity physical activity is usually a 5 or 6 on a scale of 0 to 10. Examples of moderate-intensity activities include walking briskly, biking slower than 10 miles an hour, general gardening, and ballroom dancing.

**Nursing Mothers' Facility**

A private space that is set aside for employees to express breast milk at work.

**Onsite Exercise Facility**

A gym, fitness class, studio, or space dedicated to physical activity at your worksite.

**Onsite Health Clinic**

A medical facility located at your worksite that offers health services, such as consultations with a health care provider and onsite medication.

**Part-time Schedule**

An arrangement that allows an employee to work less than full-time.

**Phased Retirement**

An arrangement that allows an employee to work part-time while drawing partial retirement benefits.

**Physical Activity Program**

Activities that promote any bodily movement produced by the contraction of skeletal muscle that increases energy expenditure above a basal level, such as fitness classes, competition, walks, and agency-sponsored athletic groups.

**Referral**

The process of directing someone to resources, information, or services.

**Respite Care**

Care that is provided for a child or adult with special needs to provide temporary relief to the caregiver(s).

**Screening**

An assessment to detect a disease when signs or symptoms may not be visible. Examples include, but are not limited to, screening for bone density, sun exposure, diabetes, or blood pressure readings, similar "hands on" checks, and



questionnaire type screening, such as depression or substance abuse screening.

### **Senior Leaders**

The heads of departments/agencies and their immediate leadership team. These individuals may hold either a political or career appointment and are typically members of the Senior Executive Service or equivalent.

### **Sick Leave**

Leave an employee is entitled to use for personal medical needs, family care or bereavement, care of a family member with a serious health condition, and adoption-related purposes.

### **Stress Management Program**

Activities that promote strategies to deal with stress and adversity, such as educational classes, guided meditation programs, social events, relaxation activities, and mindfulness training.

### **Supervisor**

First-line supervisor who is typically responsible for an employee's performance appraisals and approval of leave.

### **Support Group**

A group of people with common experiences or concerns who provide each other with encouragement, comfort, and advice.

### **Telework**

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 worksite other than the location from which the employee would otherwise work.

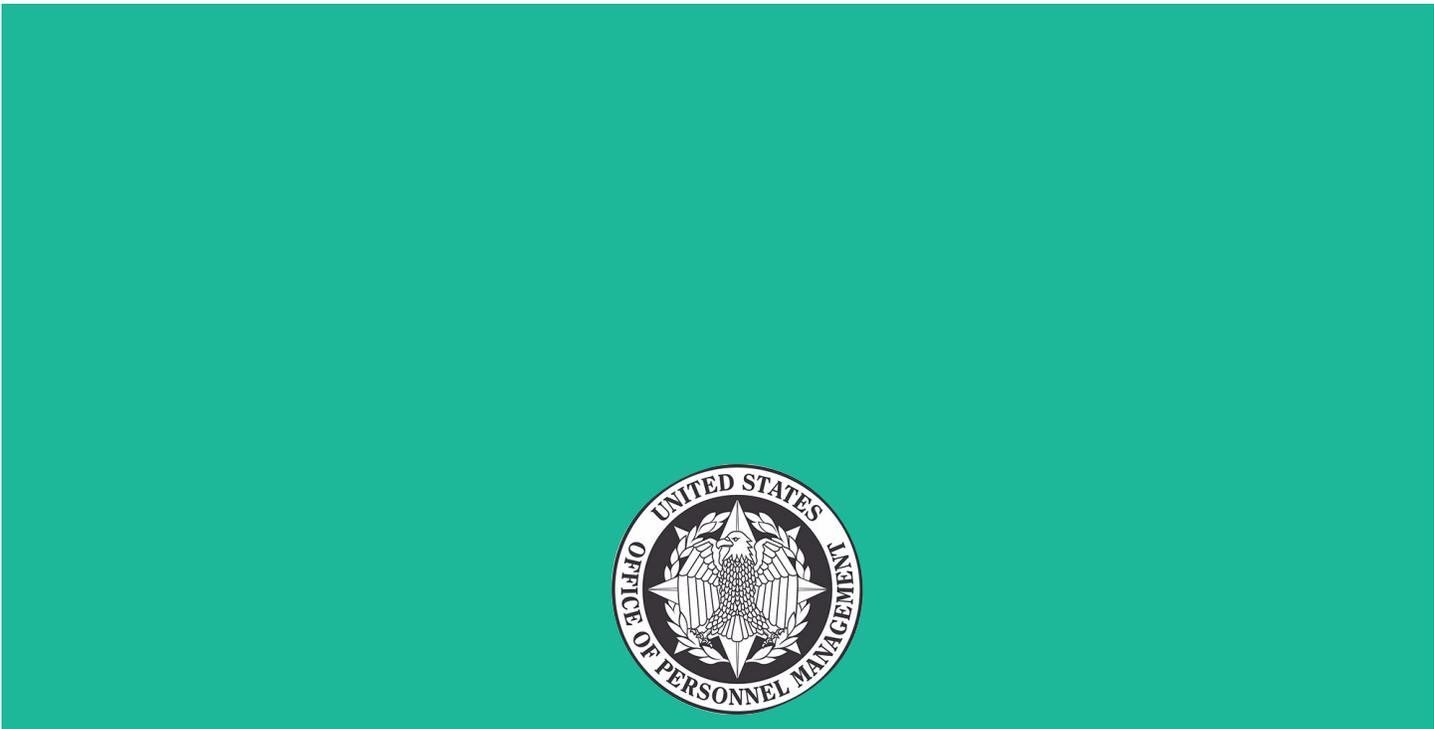
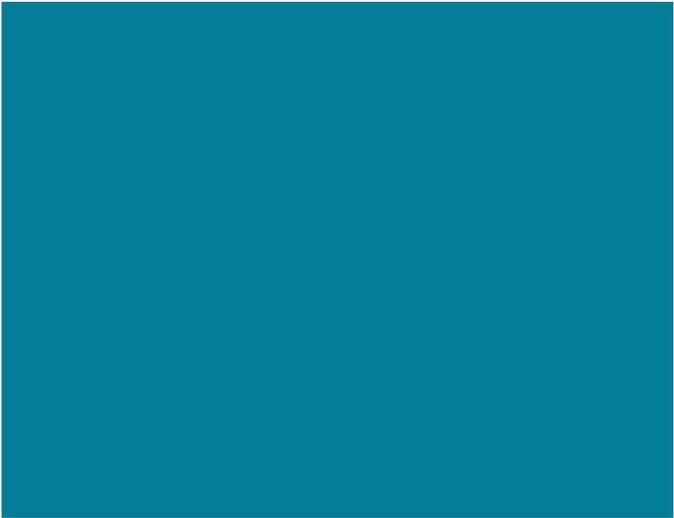
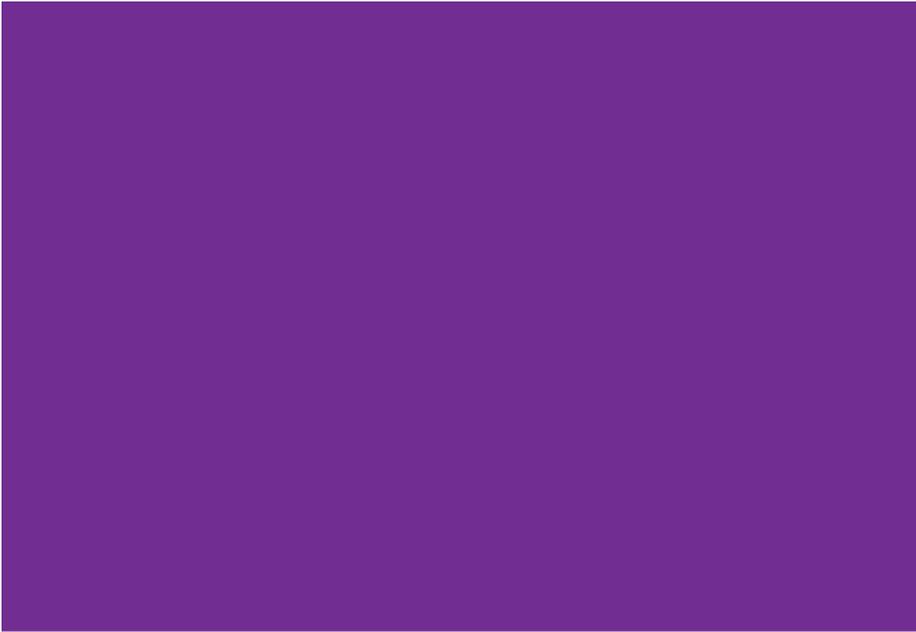
### **Vigorous Physical Activity**

On an absolute scale, physical activity that is done at 6.0 or more times the intensity of rest. On a scale relative to an individual's personal capacity, vigorous-intensity physical activity is usually a 7 or 8 on a scale of 0 to 10. Examples of vigorous intensity activities include race walking, jogging, running, swimming, jumping rope, and hiking uphill.

### **Work Schedule Flexibilities**

Schedules that permit flexibility in work hours, including but not limited to compressed work schedules, flexible work schedules, job sharing, part-time schedules, and phased retirement or return to work.







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

Employee Services

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