



**DEPARTMENT OF THE ARMY**  
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY  
105 ARMY PENTAGON  
WASHINGTON DC 20310-0105

20 AUG 2015

**MEMORANDUM FOR PRINCIPAL OFFICIALS OF HEADQUARTERS, DEPARTMENT OF THE ARMY (HQDA)**

**SUBJECT:** Revised HQDA Telework Program

**1. References:**

- a. U.S. Office of Personnel Management Washington, DC, Area Dismissal and Closure Procedures, December 2014.
- b. Department of Defense (DoD) Instruction 1035.01 (Telework Policy), 4 Apr 2012.
- c. Memorandum, Administrative Assistant to the Secretary of the Army, 17 Jan 2014, subject: HQDA Dismissal and Closure Guidance (enclosure).
- d. Department of the Army Memo 690-8 (Headquarters, Department of the Army Telework Program), 30 Oct 2009 (hereby rescinded).

**2. Purpose.** This memorandum establishes HQDA policy under which eligible employees may participate in telework, defines a process that increases options for continuity of operations (COOP) during emergency or pandemic situations, and leverages human resource flexibilities that promote HQDA as an employer of choice. The HQDA Telework Program complies with reference 1b and is effective immediately.

**3. Scope.** This memorandum applies to civilian employees, Soldiers, and military and civilian supervisors of HQDA Soldiers and civilian employees working for HQDA Principal Officials, HQDA field operating agencies, the U.S. Army Acquisition Support Center, and direct reporting program executive and product management offices, regardless of their location.

**4. Telework Applicability.** Telework is an effective strategy for accomplishing the mission and ensuring COOP during a crisis. Telework can be used:

- a. on a regular and recurring basis.
- b. on a situational, nonroutine, or ad hoc basis:
  - (1) to perform large projects, tasks that require concentration and uninterrupted blocks of time for successful completion, or routine job tasks when practicable.
  - (2) for supervisor- or manager-directed Web-based distance and continuous learning, including educational requirements mandated by law or regulation. Requested

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training is subject to the supervisor's approval, as applicable, and employees or Soldiers must conform to the provisions of applicable regulations.

(3) when the regular worksite is closed during adverse or inclement weather conditions (for example, snow emergencies, floods, hurricanes), or with supervisor approval when the Office of Personnel Management announces that Federal Government offices are open with the option for unscheduled telework when severe weather conditions or other circumstances disrupt commuting and compromise employee safety. More information on unscheduled telework options is in reference 1c.

c. as a regular or situational arrangement for employees or Soldiers with impairments, as appropriate. In the case of covered employees, telework agreements may be a form of reasonable accommodation within the framework of the Rehabilitation Act of 1973, as amended.

d. as periodic exercise and preparation for COOP and an efficient transition to telework in the event of an emergency situation.

**5. Telework Eligibility**

a. Supervisors will determine the eligibility of all employees to participate in telework. Eligible employees will be permitted to telework to the extent possible without diminished individual or organization performance. All employees will be notified of their eligibility to telework.

b. Supervisors should impartially and consistently apply telework eligibility criteria.

c. Telework is a discretionary workplace flexibility, not an employee entitlement. Additionally, although use of telework is encouraged, employees cannot be ordered to telework, unless the employee's duties are designated in writing as mission-critical and the employee is required to report to an alternative worksite, or the employee's telework agreement specifically addresses this requirement. The following criteria may result in the identification of positions or employees as ineligible for telework:

(1) positions that require employees to directly handle classified materials daily.

(2) positions that require a daily onsite activity or face-to-face personal contacts that an employee cannot handle remotely or at an alternative worksite (for example, hands-on contact with machinery, equipment, or vehicles; direct patient care).

(3) employees whose performance or conduct warrants closer supervisory direction than telework may provide; whose rating of record is below fully successful (or

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its equivalent); whose conduct has resulted in disciplinary action within the past 12 months; or who have unresolved security issues that might influence telework eligibility (for example, based on personal conduct, handling protected information, or use of information technology systems).

(4) employees recently assigned or newly appointed to trainee or entry level positions. The length of time the employee is deemed ineligible for telework is at the discretion of the organization. (For example, the employee may become eligible if his or her performance is at an acceptable level at the midterm review.)

d. Employees in positions determined not normally suitable for telework as cited in paragraph 5c may become eligible to telework in an emergency situation if their functions are designated as mission-critical.

e. Employees will not be authorized to telework consistent with the guidance set forth in section 6502 of Title 5, U.S. Code if the employee has been officially disciplined:

(1) for being absent without permission for more than 5 days in any calendar year.

(2) for violations of subpart G of the Standards of Ethical Conduct of Employees of the Executive Branch for viewing, downloading, or exchanging pornography, including child pornography, on a Federal Government computer or while performing Federal Government duties consistent with the guidance set forth in section 2635.704 of Title 5, Code of Federal Regulations.

## **6. Telework Responsibilities**

a. Administrative Assistant to the Secretary of the Army. The Administrative Assistant is responsible for the HQDA Telework Program. The Administrative Assistant, through subordinate activities, will:

(1) ensure the full and effective implementation of the HQDA Telework Program.

(2) administer policy and guidance applicable to the program and oversee its implementation within HQDA.

(3) disseminate information about the program.

(4) evaluate the program's effectiveness and make certain that reports on the program are compiled and submitted as required by the Office of Personnel Management (OPM).

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(5) designate an HQDA Telework Program Coordinator.

b. HQDA Principal Officials. HQDA Principal Officials will:

(1) administer a telework program for their respective organizations and subordinate elements subject to policy and guidance applicable to the HQDA Telework Program, including this memorandum, references 1a–1c, and other applicable DoD policies.

(2) identify an official(s), usually a supervisor, to serve as the approval authority for telework activities for their organization.

(3) require employees to complete DD Form 2946 (Department of Defense Telework Agreement), available on the DoD Forms Management Program Web site at <http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>, before they may be authorized to telework. Telework agreements are not required for Soldiers.

(4) designate positions to indicate telework eligibility and require documentation in the position record in the Defense Civilian Personnel Data System or equivalent human resource system. Principal Officials will determine whether a position is telework eligible when establishing new positions or filling vacant positions that were not previously designated as telework eligible. They will notify employees of their telework eligibility.

(5) designate in writing employees whose duties are mission-critical and identify their associated telework responsibilities.

(6) designate a telework coordinator to administer and oversee implementation and evaluate the organization's telework program for compliance with this memorandum and reference 1b. The telework coordinator will:

(a) serve as the organization's point of contact for the HQDA Telework Program Coordinator.

(b) administer and oversee the organization's telework program.

(c) submit annual or special reports on telework to the HQDA Telework Program Coordinator using the prescribed formats and within the requested timelines.

(d) establish annual telework participation goals, track employee participation, monitor the use of Government-furnished equipment (GFE), monitor goal progress, and

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provide information about employee telework eligibility and participation for the organization.

(7) require employees or Soldiers who are eligible to telework and their supervisors to be fully trained in telework procedures, including information technology, data security, and safety requirements consistent with the guidance in DoD Directive 8000.01 (Management of the Department of Defense Information Enterprise); DoD Directive 8100.02 (Use of Commercial Wireless Devices, Services, and Technologies in the Department of Defense (DoD) Global Information Grid (GIG)); DoD Directive 5400.11 (DoD Privacy Program); DoD Instruction 8500.01 (Cybersecurity); DoD 5400.11-R (Department of Defense Privacy Program); Army Regulation 25-1 (Army Information Technology), Army Regulation 340-21 (The Army Privacy Program), and Army Regulation 380-5 (Department of the Army Information Security Program).

(8) promote telework within their respective organizations, consistent with accomplishing their respective assigned missions, and make every effort to overcome artificial barriers to program implementation by educating and training leadership and supervisors on the benefits of telework, performance in a telework environment, and the value of integrating telework into COOP activities.

(9) establish internal controls and work plan performance standards for telework with meaningful and measurable productivity, accountability and responsiveness metrics.

(10) provide GFE for those employees whose duties have been designated in writing as mission-critical.

(11) prioritize based on available resources, GFE to Teleworkers that are not designated as mission critical.

c. Supervisors. Supervisors will:

(1) determine employee eligibility for regular and recurring or situational telework consistent with the requirements of reference 1b, paragraph 5 of this memorandum, and collective bargaining agreements, as applicable.

(2) notify employees of their eligibility to telework.

(3) complete telework training before approving employees' telework agreements and allowing employees to telework consistent with the requirements of reference 1b and this memorandum. Telework training certificates will be filed with the approved telework agreements.

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(4) approve or deny requests for telework based on mission requirements, employee performance, current disciplinary actions, inappropriate work habits, or organizational needs. Supervisors will complete, sign, and maintain a telework agreement (DD Form 2946), consistent with the requirements of reference 1b and paragraphs 6f(1)–(6) of this memorandum, when an employee's request to telework is approved. They will provide a copy of the completed and signed agreement along with supervisor and employee telework training certificates to the organization's telework coordinator and time and attendance program manager. Denial of telework requests will be based on mission requirements, performance, conduct, or organizational needs (for example, office coverage). The basis for the denial or termination of telework will be justified, in writing, on the agreement.

(5) ensure adequate worksite coverage during business hours so that mission operations continue to be carried out efficiently and effectively.

(6) ensure that teleworkers are held accountable for GFE and comply with proper security procedures.

(7) terminate telework arrangements if an employee's performance or conduct does not comply with the terms of the telework agreement or if the teleworking arrangement fails to meet organizational needs.

(8) establish meaningful and measurable employee work plan performance, accountability, responsiveness, and productivity metrics.

(9) provide GFE for those employees whose duties have been designated in writing as mission-critical.

(10) prioritize based on available resources, GFE to Teleworkers that are not designated as mission critical.

d. Employees. Employees will:

(1) complete telework training before entering into a written telework agreement consistent with the requirements of reference 1b and this memorandum. The training certificate will be filed with the approved telework agreement.

(2) complete DD Form 2946 detailing the location of the alternative worksite consistent with the requirements of reference 1b and this memorandum. If requesting telework at home, the employee will designate one area in the home as the official work station for purposes of telework, ensure that the designated area complies with safety requirements, and complete the self-certification safety checklist and file it with their

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telework agreement. The employee must report any work-related accident or injury occurring at the alternative worksite and provide the supervisor with medical documentation related to the accident or injury.

(3) protect all controlled unclassified information (CUI) as defined in DoD Instruction 5200.01 (DoD Information Security Program and Protection of Sensitive Compartmented Information), including Privacy Act and For Official Use Only data.

(4) safeguard and ensure appropriate use of GFE consistent with reference 1b and Department of the Army Pamphlet 25-1-1 (Army Information Technology Implementation Instructions).

(5) work at the regular worksite on scheduled telework days if called for by mission requirements.

(6) contact the supervisor to request unscheduled telework when this option is available to Federal Government employees.

(7) maintain a required performance level of at least fully successful or equivalent.

(8) code and report approved telework time in the Automated Time Attendance and Production System (ATAAPS) or equivalent time and attendance system.

(9) meet meaningful and measurable work plan performance, accountability, responsiveness, and productivity metrics established by the supervisor.

e. Soldiers. If authorized to telework, Soldier responsibilities are at the discretion of management except as otherwise provided for by reference 1b and where indicated in this memorandum.

f. Telework Agreements

(1) All employees who are authorized to telework will complete a DD Form 2946. The form will be signed and dated by the employee and supervisor and maintained by the supervisor with a copy of the employee and supervisor training certificates and employee self-certification safety checklist. The supervisor will provide a copy of the completed form, training certificates, and safety checklist to the organization's telework coordinator and time and attendance program manager.

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(2) Employees with mission-critical duties and those who may be required to telework in the case of a COOP event, office closure due to adverse or inclement weather, or pandemic health crisis will have a telework agreement in place.

(3) Completed DD Form 2946s should outline the specific work arrangement agreed to and address the logistics of alternative workplace arrangements, such as the employee's work schedule, security requirements for DoD information, safety requirements for the alternative worksite, supplies and equipment issued, protection of GFE, the supervisor's meaningful and measurable work plan performance, accountability, responsiveness, and productivity metrics. All telework agreements, regardless of the employee's emergency response status, should address:

(a) the employee's telework location (for example, the employee's home or other approved alternative worksite such as a telework center).

(b) telework requirements when the regular worksite is closed (for example, emergency dismissal due to adverse weather conditions such as snow emergencies, floods, hurricanes, or any other type of emergency situation), or when OPM announces that Federal Government offices are open with the option for unscheduled telework when severe weather conditions or other circumstances disrupt commuting and compromise employee safety.

(c) instructions on whether CUI and/or personally identifiable information (PII) data is authorized for use at the telework location. If so, criteria for the proper encryption, storage, safeguarding, and return of such information and data will be consistent with reference 1b and paragraph 6g(2) of this memorandum.

(d) the possibility that the employee may not be authorized to telework if the employee's accountability, responsiveness, productivity, or performance do not comply with the terms of the telework agreement.

(4) If the employee's home is the telework location, the employee is responsible for making certain that a safe work environment is maintained while teleworking. Employees should designate one section of the home as the telework work station for purposes of the telework agreement and complete and sign a self-certification safety checklist as part of the initial submission of the DD Form 2946 before beginning the telework arrangement.

(5) Telework agreements will be reviewed by the supervisor and teleworker, revalidated at least every 2 years, and revised when appropriate. A new DD Form 2946 is required when a new supervisor becomes responsible for the employee.



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(6) Teleworkers may be required to return to the regular worksite on scheduled telework days based on operational requirements (for example, to attend a specific meeting). A recall to the office for operational reasons is not a termination of the telework agreement. When practicable, supervisors should accommodate a teleworker's request to change their scheduled telework day(s) in a particular week or biweekly pay period consistent with mission requirements. A permanent change in the telework agreement must be documented with approval of a new DD Form 2946.

(7) Telework agreements are not required for Soldiers.

g. Security Considerations. Employees and Soldiers are responsible for safeguarding all DoD information, protecting GFE and Government property, and performing assigned duties while teleworking in support of Army mission requirements.

(1) Employees and Soldiers in a telework arrangement will not take classified documents (hard copy or electronic) to their homes or alternative worksites.

(2) Accessing Army networks from a remote location to telework will only be done via Virtual Private Network (VPN) from GFE. Personal computers are not authorized for telework.

(3) Employees and Soldiers must protect CUI, including Privacy Act and For Official Use Only data, consistent with the guidance set forth in the Privacy Act of 1974.

(a) Teleworking employees and Soldiers who access PII may only do so on encrypted GFE requiring two-factor authentication for access, in accordance with Office of Management and Budget Memorandum 07-16 (Safeguarding Against and Responding to the Breach of Personally Identifiable Information).

(b) Extraction of unencrypted PII from DoD systems onto GFE used for teleworking is prohibited.

(c) The use of personal email accounts for PII transmission is strictly prohibited. PII may only be emailed between Government email accounts and must be encrypted and digitally signed.

(d) Unclassified sensitive information will be accessed, stored, transferred, and processed only on Government-owned devices, equipment, systems, and networks that are formally and explicitly authorized for the level of the information.

(e) It is prohibited to directly access, download, or view on mobile computing devices unclassified sensitive email and email attachments, either directly or through a

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Web site (for example, webmail), unless it is done in a formally authorized and secured manner that prevents the information from being temporarily or permanently stored.

(f) Unclassified sensitive information will be encrypted during transmission (such as email) and storage (for example, data at rest, database fields).

(4) Employees and Soldiers must protect contractor proprietary data restricted by 41 U.S. Code section 423 (also known as section 27 of the Office of Federal Procurement Policy Act, as amended), or data otherwise restricted by the Federal Acquisition Regulation, Defense Federal Acquisition Regulation Supplement, or other acquisition policies.

(5) The discussion of classified information over unclassified phones (wired or wireless) is prohibited. Teleworking employees and Soldiers required to discuss CUI must do so over a wired (landline) phone.

**h. Emergency Situations**

(1) Employees and Soldiers who perform duties designated as mission-critical may be required to work from home or an alternative worksite such as a telework center during an emergency situation. Supervisors will require these employees to complete a DD Form 2946. The telework agreement should address the telework location and work expectations and standards. Supervisors will include a description of emergency duties with the telework agreement if emergency duties differ from the employee's normal duties. During any period that HQDA is operating under the COOP plan, that plan will supersede the telework policy and the provisions of the telework agreement.

(2) In the event of a pandemic health crisis, employees with COOP responsibilities, as well as employees who do not have COOP responsibilities but are trained and equipped to telework and have a signed telework agreement in place, may be asked to telework to prevent the spread of germs.

(3) Employee participation in the telework program is voluntary unless the duties of the employee's position are designated in writing as mission-critical. An organization may not compel an employee to participate in telework, even if the employee can perform some or all of the duties of the position at an alternative location. Therefore, an organization will not force an employee (who either does not wish to telework or is not eligible to telework) to sign a telework agreement to avoid providing an excused absence to that employee during an emergency or on a day when Federal offices are closed. Any requirement that a teleworker continue to work during an office closure or early dismissal will be included in the employee's DD Form 2946. HQDA organizations will maximize the use of telework on any day that their offices are closed or operating

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under an unscheduled telework operating status. Accordingly, employees approved for regular and situational/ad hoc telework whose duties have not been designated as mission-critical:

(a) will telework for the entire workday, request unscheduled leave, or perform a combination of both for the entire workday when they are previously scheduled to telework on the day of an office closure, delayed arrival, early dismissal, or unscheduled leave and/or unscheduled telework operating status.

(b) will telework for the entire workday, request unscheduled leave, or perform a combination of both for the entire workday when they are not previously scheduled to telework on the day of an office closure.

(c) may report to work at their official worksite, notify their supervisor of their intent to perform unscheduled telework for the entire workday, request to take unscheduled leave for the entire workday, or do a combination for the entire workday when they are not previously scheduled to telework on the day an office is operating under an unscheduled leave and/or unscheduled telework operating status.

(4) When an employee's residence or other approved alternative worksite has been designated as a safe haven during an emergency, such as a pandemic health crisis evacuation, the supervisor may assign any work necessary, as long as the employee has the skills to perform the assigned work, without regard to the employee's grade or pay band. In cases where safe haven is designated, follow the guidance set forth in reference 1b.

i. Work Schedules and Compensation

(1) Employees who telework must be at their designated alternative worksite during their scheduled tours of duty.

(2) Employees may not use telework as a substitute for dependent care (for example, child or elder care) or pet care.

(3) Employees who telework may also have alternative work schedules at the supervisor's discretion.

(4) Employees may work part of the day at their designated alternative worksite and part of the day at the traditional worksite to accommodate work schedules and personal commitments.

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(5) Premium pay provisions that apply to work at the regular worksite also apply to employees who telework. Employees may work overtime only when specifically ordered to and/or approved in advance by the supervisor.

j. Time and Attendance. Time spent in a telework status must be accounted for and reported in the same manner as if the employee reported for work at the regular worksite.

(1) Supervisors should establish internal controls and appropriate procedures for documenting hours of work and approved leave for teleworkers to ensure that telework hours are appropriately coded as regular and recurring, situational, or medical.

(2) Employees must record dates and times of telework accomplished so that HQDA telework use can be tracked.

k. Performance Management

(1) Teleworkers and non-teleworkers will be treated the same for the purpose of work requirements, periodic appraisals of job performance, training, awards, reassignments, promotions, reductions in grade, retention, removal, and other acts requiring management discretion.

(2) Performance standards for employees who telework should be the same as performance standards for onsite employees.

(3) As with any supervisory relationship, work plans to be performed or training to be accomplished while an employee is teleworking should be discussed, understood, and agreed to in advance of the telework event.

(4) Supervisor expectations of an employee's performance, responsiveness, productivity, and accountability should be clearly addressed on the DD Form 2946. As with onsite personnel, employees will be held accountable for the results they produce while teleworking.

(5) Supervisors will communicate expectations of telework arrangements, including work plans, meaningful and measurable metrics, office coverage, and staff communication, to teleworking and non-teleworking employees in the organization.

l. Denial and Termination of Telework. The supervisor may deny a request to telework. A telework agreement may be terminated at the supervisor's discretion or at the employee's request.

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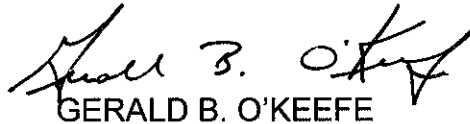
(1) When the supervisor denies an employee's request to telework or terminates an agreement, the supervisor will document the reasons for denial or termination in writing on the DD Form 2946 and give it to the employee. Denial or termination of telework agreements should be based on business reasons (for example, the telework agreement fails to meet the organization's needs or the employee's performance does not meet the prescribed standards).

(2) Employees may dispute the denial of telework, the reasons given for a denial, and the termination of an existing telework agreement through the Army's administrative grievance procedures. Bargaining unit employees may file a grievance through negotiated grievance procedures.

7. **Labor Relations.** When the provisions of this memorandum affect bargaining unit employees' conditions of employment, organizations must ensure that all labor relations obligations are fulfilled before implementation.

8. **Point of Contact.** Direct all questions to Mr. Thomas Clark; Director, Human Resource Management Directorate; 703-545-1116, DSN 865-1116, or thomas.m.clark14.civ@mail.mil.

Encl

  
GERALD B. O'KEEFE