



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

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

SUBJECT: HQDA Telework and Remote Work Guidance

1. References:

- a. U.S. Office of Personnel Management Washington, DC, Area Governmentwide Dismissal and Closure Procedures, December 2022
- b. U.S. Office of Personnel Management, 2021 Guide to Telework and Remote Work in the Federal Government, November 2021
- c. Department of Defense (DoD) Instruction 1035.01 (Telework and Remote Work), 8 January 2024
- d. Department of the Army Deputy Chief of Staff, G1, Office of the Assistant G-1 for Civilian Personnel, Telework and Remote Work Guide, November 2023
- e. Army Regulation 690-630, Absence and Leave, 18 August 2023
- f. Memorandum, Administrative Assistant to the Secretary of the Army, 14 December 2018, subject: HQDA Dismissal and Closure Guidance
- g. Memorandum, Administrative Assistant to the Secretary of the Army, 20 August 2015, subject: Revised HQDA Telework Program (hereby rescinded)

2. Purpose. This memorandum and its references provide guidance for Headquarters, Department of the Army (HQDA) organizations to implement their policy under which eligible employees may participate in telework and remote work. HQDA will follow DoD and Army guidance and procedures to implement telework and remote work policies throughout their organization as outlined in this memorandum, as well as references 1c and 1d.

3. Scope. This memorandum applies to civilian employees and Service members assigned to HQDA Principal Officials and HQDA field operating agencies.

4. Telework and Remote Work Applicability.

- a. Telework and remote work are effective strategies for accomplishing the mission, emergency preparedness and ensuring Continuity of Operations (COOP) during a crisis or emergency, e.g., a pandemic, severe weather events, or natural disaster.

Additionally, telework and remote work can also be used to support workforce efficiency, attract, and retain a talented, engaged, and productive workforce; enhance work-life balance; improve morale; and create employment and return-to-work opportunities for veterans, people with disabilities, spouses of Service members, and employees facing relocation.

b. Telework and remote work are not interchangeable terms. Consistent with the referenced authorities and applicable DoD and Army regulations, HQDA telework and remote work are defined as follows:

(1) Telework is a work arrangement where an employee or Service member performs assigned official duties and other authorized activities during any part of regular paid hours at an approved alternative worksite (e.g., home, telework center) on a regular and recurring or a situational basis. Teleworkers will report to the organization worksite at a minimum, twice a pay period, and work an entire workday according to their approved tour of duty (work schedule). For example, an employee working eight hours per day for five days a week, a work “day” is defined as eight hours.

(a) Routine Telework is performed from an alternative worksite on a regularly scheduled telework day(s) as specified in a written telework agreement between the employee or Service member and their supervisor.

(b) Situational Telework is authorized on a case-by-case basis as the need arises, such as to perform special projects, complete complex tasks, conduct web-based training, allow for recovery from illness or an injury, tend to personal situations, or when opting for unscheduled telework when OPM announces the Federal Government operating status, in the area of the employee’s regular worksite as, “Open with an Option for Unscheduled Leave or Unscheduled Telework.” Situational telework may also be authorized for routine teleworkers in such circumstances on regularly scheduled in-office days.

(2) Remote work is an alternative work arrangement that involves an employee or Service member performing their official duties within or outside the local commuting area at an approved alternative worksite away from an agency worksite without regularly returning to the agency worksite during each pay period.

5. Telework and Remote Work Eligibility.

a. Although telework and remote work can offer valuable benefits, supervisors and employees are reminded that telework and remote work are workplace flexibilities, not a right or entitlement. Employees and their positions must meet the eligibility requirements specified in this memorandum and references before being approved for telework or remote work. In addition, participation in telework or remote work is voluntary. A supervisor shall not compel personnel to participate in telework or remote work, even if the employee or Service member can perform some or all the position duties at an

alternative location, except in limited circumstances defined by regulation (such as a crisis or emergency).

b. Supervisors will identify telework and remote work eligibility for all employees and their positions using the guidance in references 1c and 1d. Employees will be notified of their eligibility, and civilians and their positions will be coded in the Defense Civilian Personnel Data System (DCPDS) or equivalent human resource system using the appropriate eligibility codes by their supervisor.

6. Telework and Remote Work Responsibilities.

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

(1) Ensure the full and effective implementation of the HQDA Telework and Remote Work 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 ensure reports on the program are compiled and submitted as required by the Office of Personnel Management (OPM), DoD, and the Department of the Army (DA).

(5) Designate a HQDA Telework and Remote Work Program Coordinator.

b. HQDA Principal Officials. HQDA Principal Officials will:

(1) Administer a telework and remote work program for their respective organizations and subordinate elements subject to policy and guidance applicable to this memorandum, references 1c and 1d, and other applicable DoD policies.

(2) Identify an official(s), usually a supervisor, to serve as the approval authority for their organization's telework and remote work activities.

(3) Require each employee, including Service members, who is a teleworker to complete a Department of Defense (DD) Form 2946 (Department of Defense Telework Agreement), available on the DoD Forms Management Program Website at <https://www.esd.whs.mil/Directives/forms/>, or a remote work agreement, template available in reference 1c and 1d, before they may be authorized to telework or remote work.

(4) Designate in writing employees or Service members whose positions are mission essential and identify their associated telework or remote work responsibilities.

(5) Designate a coordinator to administer and oversee implementation and evaluate the organization's telework and remote work program for compliance with this memorandum and reference 1c and 1d. The coordinator will:

(a) Serve as the organization's point of contact for the HQDA Telework and Remote Work Program Coordinator.

(b) Administer and oversee the organizations telework and remote work program.

(c) Submit annual or special reports on telework to the HQDA Telework and Remote Work Program Coordinator using the prescribed formats and within the requested timelines. Reports will consist of employee and Service member eligibility and participation in telework and remote work.

(d) Establish annual telework and remote work participation goals, track employee participation, monitor Government-furnished equipment (GFE) use, monitor goal progress, and provide information about employee telework and remote work eligibility and participation for the organization.

(6) Require employees and Service members eligible to telework or remote work, along with their supervisors to be fully trained in telework/remote work procedures.

(7) Promote telework and remote work within their respective organizations, consistent with accomplishing their assigned missions, and make every effort to overcome artificial barriers to program implementation. This can be achieved by educating and training leadership and supervisors on the benefits of telework and remote work, performance in a telework/remote work environment, and the value of integrating telework and remote work into COOP activities.

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

(9) Provide GFE or other approved software (e.g. Bring Your Own Device Program (BYOD) for personal computers) for employees and Service members whose positions have been designated in writing as mission essential.

(10) Provide GFE and other approved software (e.g. Bring Your Own Device Program (BYOD) for personal computers) for employees and Service members who

participate in routine telework or remote work. GFE should be provided to situational teleworkers when practicable and subject to budgetary constraints per reference 1c.

(11) Hold a telework exercise annually in preparation for a COOP event, office closure due to weather or pandemic health crisis.

c. Supervisors. Supervisors will:

(1) Determine employee and Service member eligibility for telework and remote work consistent with references 1c and 1d requirements and collective bargaining agreements, as applicable.

(2) Notify employees and Service members of their eligibility for telework and remote work, ensuring clear communication and understanding of the process.

(3) Complete telework/remote work training before approving employees' agreements and allowing employees to telework or remote work consistent with reference 1c and 1d requirements and this memorandum. Telework/Remote Work training must be completed by supervisors every two years.

(4) Approve, deny, or reassess telework and remote work requests based on mission requirements, employee performance, official disciplinary actions within the last 2 years, or organizational needs. Supervisors will complete, sign, and maintain a telework agreement (DD Form 2946) or remote work agreement, consistent with reference 1c and 1d requirements and this memorandum, when a request to telework or remote work is approved. Supervisors will provide a copy of the completed and signed agreement and supervisor and employee telework/remote work training certificates to the organization's telework and remote work coordinator and time and attendance program manager. Supervisors will justify the basis for the denial or termination of telework or remote work in writing within the agreement.

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

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

(7) Terminate telework and remote work arrangements if an employee's performance or conduct does not comply with the terms of the agreement or if the teleworking or remote work arrangement fails to meet organizational needs. Comply with notification process for termination.

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

(9) Ensure teleworker, remote workers and onsite staff are treated equitably.

(10) Provide GFE and other approved software (if personal computers are used) to employees whose position has been designated in writing as mission essential.

(11) Provide GFE and other approved software (if personal computers are used) to other approved teleworkers or remote workers based on available resources.

d. Employees. Employees will:

(1) Complete telework/remote work training before entering into a written telework or remote work agreement consistent with the requirements of references 1c and 1d and this memorandum. The training certificates will be filed with the approved agreement. Employees must complete telework/remote work training every two years.

(2) Complete DD Form 2946 or a remote work agreement detailing the location of the alternative worksite consistent with reference 1c and 1d requirements and this memorandum. The employee will designate one area in the home as the official workstation for purposes of telework or remote work, ensure that the designated area complies with safety requirements, and complete the self-certification safety checklist and file it with their telework and remote work 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 data.

(4) Safeguard and ensure appropriate use of GFE and personal computers consistent with references 1c and 1d.

(5) Work at the organization worksite on scheduled telework days if called for by mission requirements. Remote workers will report to the organization worksite when requested by their supervisor.

(6) Contact the supervisor to request unscheduled telework when this option is available to Federal Government employees or when needed for personal reason. Remote workers will work as scheduled or request appropriate leave.

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

(8) Code and report approved telework and remote work time in the Defense Automated Time Attendance and Production System (DATAAPS) or other approved payroll system.

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

e. Service members. If authorized to telework or remote work, the Service member's responsibilities are at the discretion of management except as otherwise provided for by reference 1c and where indicated in this memorandum.

7. Telework Agreements.

a. All employees and Service members who are authorized to telework will complete a telework agreement (DD Form 2946). The agreement 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 and remote work coordinator and time and attendance program manager.

b. Employees with mission essential positions 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.

c. 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:

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

(2) Telework requirements when the regular worksite is closed (for example, emergency dismissal due to adverse weather conditions such as snow emergencies, floods, hurricanes, pandemic health crises, or any other type of emergency) 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.

(3) Instructions on whether CUI and personally identifiable information (PII) data is authorized for use at the telework location. If so, the criteria for adequately encrypting, storing, safeguarding, and returning such information and data will be consistent with reference 1c and this memorandum.

d. If the employee's home is the telework location, the employee is responsible for ensuring that a safe work environment is maintained while teleworking. Employees will designate one section of the home as the telework workstation 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.

e. The supervisor and teleworker will review telework agreements, revalidate them at least every two years, and revise them when appropriate. A new DD Form 2946 is required if any information on the form changes (e.g., change in supervisor, telework days or alternative worksite location).

f. Teleworkers may be required to return to the organization worksite on scheduled telework days based on operational requirements (for example, to attend a specific meeting). A recall to the organization worksite for operational reasons is not a termination of the telework agreement. 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. Supervisors must document a permanent change in the telework agreement with the approval of a new DD Form 2946.

8. Remote Work Agreement.

a. All employees and Service members authorized to remote work will complete a remote work agreement before starting remote work. Agreements should contain the requirements and expectations of a remote work arrangement and be signed by the employee and their supervisor, or the approving official designated by the organization's leadership. All remote work agreements should address the following:

(1) If the employee or supervisor initiated the request.

(2) The employee's remote work location and locality pay area if it differs from the regular work site.

(3) The specific work arrangement agreed to and address the logistics of alternative workplace arrangements, such as the employee's work schedule, whether the organization will pay travel and relocation costs, and clearly outlining the termination terms and associated costs.

b. An employee's request to change the terms of a current remote work arrangement (e.g., move to a new alternative worksite location) must be approved in advance and requires the employee to submit a new remote work agreement to document the new agreement terms. A new remote work agreement must be approved before the employee implements the requested change.

c. The supervisor and remote worker will review remote work agreements, revalidate them at least every two years, and revise them when appropriate. A new agreement is required if any information on the form changes (e.g., change in supervisor or remote work location).

9. Temporary Situations. In the event of a temporary situation, such as an office closure, severe weather emergency, national or local emergency, a public health crisis, temporary duty travel, recovery from injury or medical condition, organizations may waive the requirement for employees to report to the regular worksite twice per bi-weekly pay period when the employee is expected to return to the worksite after the temporary event. Organizations must establish an approval process for requesting and approving an exception for teleworkers to report to the regular worksite twice a pay period as outlined in DOD and Army guidance, reference 1c and 1d. At a minimum, situations involving individual employees may be approved at the immediate supervisor level, and Principal Officials should approve situations involving the whole organization.

10. Emergency Events.

a. Some situations may require an employee or Service member to work from home whether or not they are bound by a telework agreement or identified as eligible to telework. These situations are not true telework arrangements. Examples of emergencies that may prompt telework include but are not limited to:

(1) Any period during which employees are evacuated under Subpart D of Part 550 of Title 5, Code of Federal Regulations, including a pandemic health crisis as described in Section 550.409(a) of Title 5, Code of Federal Regulations, or other public emergency, if an evacuation order has been issued.

(2) When OPM, the Secretary of Defense, or their respective designee announces government offices are open with the option for unscheduled telework when weather conditions or other circumstances disrupt commuting and/or compromise employee or Service member safety in reporting to the worksite.

b. If the teleworker is unable to communicate with their supervisor to request excusal from duty and cannot maintain their telework status, they must follow the organization emergency guidance, orders, and procedures contained in the COOP and other applicable emergency management plans.

c. Remote work employees will continue to work remotely or request appropriate leave.

11. Dependent Care.

a. While performing official duties, teleworkers and remote workers are expected to arrange for dependent care just as they would if they were working at the organization worksite; however, telework may be used as part of a more flexible work arrangement. Employees may perform telework with a child or other person requiring care or supervision present at the alternative worksite, provided the employee is not engaging in dependent care activities while performing official duties.

b. Permissible telework and remote work arrangements may include authorizing an employee to telework or remote work while at the same time, another individual provides dependent care, taking intermittent paid or unpaid leave to fulfill dependent care responsibilities during the workday, and working a flexible schedule that permits an employee to complete a full workday while completing dependent care responsibilities.

c. Telework and remote work arrangements must comply with all workplace policies, including those applicable to tours of duty, flexible work schedules, time and attendance, and performance and conduct. Employees and Service members may not use telework and remote work as a substitute for dependent care and should not be approved for telework or remote work solely for the purpose of enabling dependent care.

12. Security Considerations.

a. Employees and Service members must comply with criteria and guidelines established by the DoD CIO and the Army for using GFE and non-GFE and accessing DoD information systems and networks while working from an approved alternative worksite. Employees and Soldiers are responsible for safeguarding all DoD information, protecting GFE and Government property, and performing assigned duties while teleworking or remote working in support of Army mission requirements. Government-furnished computer equipment, software, and communications, with appropriate security measures, are required for any alternative worksite arrangement that involves CUI data.

b. Employees and Service members in a telework and remote work arrangement will not take classified documents (hard copy or electronic) to their homes or alternative worksites.

c. Accessing Army networks remotely to telework will only be done via Virtual Private Network (VPN) from GFE. Personal computers may be authorized for telework using approved technology only, such as through the Bring Your Own Device (BYOD) Program.

d. Employees and Soldiers must protect CUI, including Privacy Act data, PII, and classified data consistent with the guidance in DoD Instruction (DoDI) 1035.01 (reference 1d) and Army guidance.

e. Employees and Service members must select designated workspaces that will ensure that their work-related conversations cannot be overheard or observed by smart home devices (e.g., voice assistants, voice-activated appliances). Smart home devices may need to be removed or unplugged from the workspace to prevent an incident.

f. Employees and Service members approved to work from home must protect non-public DoD information discussed in voice, via video conversations, and information shown on computer screen displays from other individuals present in the residence (e.g., spouses, children, roommates). Protecting all information can be done by

prohibiting the issuance of classified telework devices to employees and Service members with foreign national cohabitants; requiring automatic, timer-based screen locks; orienting computer displays away from the views of others; removing common access card or Secret Internet Protocol Router tokens from computers when stepping away; and taking voice and video calls in isolated spaces.

g. Employees and Service members approved to work from home must comply with Army criteria and guidelines for keeping USG property and information safe and secure. Restrictions may apply to employees or Service members outside the continental United States as determined by Army criteria and guidelines.

13. Work Schedules and Compensation.

a. Employees who telework or remote work must be at their designated alternative worksite during their scheduled tour of duty.

b. Employees who telework or remote work may also participate in alternative work schedules at the supervisor's discretion in accordance with DOD, Army, and organization policy.

c. Employees may work part of the day at their designated alternative worksite and part at the organization worksite to accommodate work schedules and personal circumstances.

d. Premium pay provisions for work at the organization worksite also apply to employees who telework and remote work. Employees may work overtime only when specifically ordered to and/or approved in advance by the supervisor.

14. Time and Attendance.

a. Time spent in a telework or remote work status must be accounted for and reported in the same manner as if the employee reported for work at the organization worksite.

b. Supervisors should establish internal controls and appropriate procedures for documenting work hours and approved leave for teleworkers and remote workers to ensure that telework and remote work hours are appropriately coded and tracked in the DATAAPS or another approved payroll system. Telework hours should be coded in the NtDiff/Haz/Oth section of the system as Telework Regular (TW), or Telework Ad Hoc/Situational (TS), and remote work hours will be coded as Telework Remote (TR). This time and attendance guidance does not apply to military personnel.

c. Teleworkers and remote workers will adhere to their approved work schedule as recorded in DATAAPS or another approved time system and account for any time spent away from normal work-related duties.

d. Weather and Safety Leave will not be provided to telework-eligible or remote workers who are not prevented from working safely at an appropriate worksite during severe weather or other emergency.

15. Travel and Relocation Expenses.

a. Teleworkers are eligible for travel reimbursement consistent with the Joint Travel Regulations (JTR), DOD (reference 1c), and Army-specific guidance (reference 1d).

b. Remote worker travel reimbursement and any associated responsibility for cost must be documented in writing and included on their remote work agreements.

(1) Remote workers who reside within 50 miles of the office location or within the local commuting area of that location are not entitled to local travel costs, TDY, and relocation benefits. Workers outside the local commuting area are entitled to travel reimbursement if required to travel to the organization's worksite, pursuant to the Joint Travel Regulation (JTR), DOD, and Army guidance.

(2) For remote work agreements initiated by the employee for moves outside of the local commuting area, any relocation expenses will be the responsibility of the remote worker. Accordingly, the employee will waive any rights to moving expenses and will be responsible for paying any relocation expenses if directed to return to the regular worksite due to a decline in performance or misconduct.

16. Performance Management.

a. Teleworkers and remote workers will be treated the same as those not on agreements for work requirements, periodic appraisals of job performance, training, awards, reassignments, promotions, reductions in grade, retention, removal, and other acts requiring management discretion.

b. Performance standards for employees who telework, or remote work should be the same as performance standards for onsite employees.

c. As with any supervisory relationship, work plans to be performed or training to be accomplished while an employee is teleworking or remote working should be discussed, understood, and agreed to before the performance period.

d. Supervisor expectations of an employee's performance, responsiveness, productivity, and accountability should be addressed on the DD Form 2946 and the remote work agreement. As with onsite personnel, supervisors will hold employees accountable for the results they produce while teleworking and remote working.

e. Supervisors will communicate expectations of telework and remote work arrangements, including work plans, meaningful and measurable metrics, office coverage, and staff communication, to all employees in the organization.

f. When a supervisor observes an employee's performance falling below fully successful performance, the supervisor may consider pursuing a performance improvement plan before modifying, suspending, or terminating a telework or remote work agreement.

17. Denial and Termination of Telework and Remote Work.

a. Telework and remote work requests may be disapproved in whole or in part by the designated supervisor for reasons consistent with operational needs and in accordance with the Telework Enhancement Act, OPM guidance, DOD policy, and Army guidance. Disapproval should be in writing and explain the basis for denial, which may include, among other things, the employee misconduct, employee performance and organization needs.

b. The supervisor may terminate telework and remote work agreements if it no longer meets the mission requirements or needs of the workgroup, for a decline in performance or misconduct, for non-compliance with terms of the agreement, or for other business-based reasons. Agreements can also be terminated at the employee or Service member's request.

(1) Telework Agreement Termination: When terminating a telework agreement, supervisors will provide a written justification on DD Form 2946 and provide notice at least two weeks before expecting a teleworking employee to stop participating in routine telework and return to the organization's worksite on a full-time basis.

(2) Supervisors may immediately terminate a telework agreement without notice when an employee becomes ineligible to telework per statute and DOD guidance for being absent without permission for more than five days or for viewing, downloading, or exchanging pornographic material on a government computer or while performing Federal Government duties.

(3) Remote Work Agreement Termination: When terminating a remote work agreement, whoever initiates the termination (Supervisor/Employee) must provide notification at least 30 calendar days before the effective date. The notice of cancellation will include any relevant justification or reason for the cancellation. Terms associated with the termination and cost associated with returning the worker to the worksite will be consistent with the terms of the remote work agreement, the JTR, DoD, and Army guidance, and policies.

c. Employees may grieve termination or denial of a telework or remote work agreement through the Army administrative grievance procedures. Bargaining unit employees may file a grievance through negotiated grievance procedures, if not otherwise excluded. Service members may request reconsideration through their appropriate chain of command.

18. Domestic Employee Teleworking Overseas (DETO). A DETO is a U.S. Government (USG) direct-hire employee assigned to a domestic position with an approved agreement to telework from an overseas location for a limited period. There are two types of DETO arrangements: sponsored or independent. A sponsored DETO is on the USG orders of a family member. An independent DETO is not on the orders of a USG family member. Independent DETOs are not permitted within the Department of the Army due to expanded risks. An approved Department of State (DoS) DETO agreement is required for any employee working from a foreign location. Please refer to references 1c and 1d for more information and instructions on the application process.

19. 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.

20. Point of Contact. If you have any questions, contact Mr. Leenard Kennedy, Chief, Workforce Development and Training Division, (520) 706-4983, or leenard.kennedy.civ@army.mil.

MARK F. AVERILL