



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
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20 July 2023

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Garrison Policy Memorandum 23-15, Telework and Remote Work Program

1. References:

a. U.S. Office of Personnel Management (OPM), Guide to Telework and Remote Work in the Federal Government, November 2021 (Available at: <https://www.telework.gov/guidance-legislation/telework-guidance/telework-guide>).

b. Department of Defense Instruction (DoDI) 1035.01 (Telework Policy), dated 4 April 2012, Incorporating Change 1, Effective 7 April 2020 (Available at: <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/103501p.pdf>).

c. Department of the Army, Office of the Assistant Secretary Manpower and Reserve Affairs Memorandum, (Enhancement of Workplace Flexibilities and Programs to Improve Recruit and Retention in the Civilian Workforce), 5 March 2021.

d. U.S. Army Materiel Command, Command Policy Memorandum, (Telework and Remote Work), 18 July 2022.

e. U.S. Army Installation Management Command (IMCOM), Command Policy Memorandum, (IMCOM Directorate [ID] Telework Program), 29 November 2022.

2. Supersession: This policy supersedes Garrison Policy Memorandum 23-15, Telework Program, 3 December 2021.

3. Applicability: This memorandum applies only to Civilian (appropriated and non-appropriated fund) employees of Fort Drum.

4. Policy. Telework is a voluntary work arrangement where an employee performs assigned official duties and other authorized activities during any part of regular paid hours at an approved alternative worksite on a regular and recurring or ad hoc situational basis. Remote work is similar in scope and obligation to telework but is performed at a location beyond the local commuting area of the employing organizations worksite (typically where the employee resides). The workforce will comply with DoDI 1035.01, Telework Policy, applicable laws and regulations, and the supplemental guidance highlighted in this policy. OPM Guidance, DoDI 1035.01, applicable laws and regulations, and this policy must be read together to ensure all

requirements are met. All Civilian employees occupying eligible positions may request or be offered the opportunity to work at sites other than their official worksite.

a. Leaders at all levels will actively promote telework and remote work within their respective areas consistent with accomplishing their respective missions, to provide Continuity of Operations (COOP), and to sustain the hiring and retention of a highly qualified workforce by enhancing work/life balance. Leaders will overcome artificial barriers to telework and remote work, apply telework and remote work eligibility criteria impartially and consistently, and allow maximum flexibility for employees to telework or remote work provided mission readiness is not compromised.

b. Participation in the Telework and Remote Work Program will be authorized without regard to race, color, gender, religion, national origin, marital status, age, disability, or sexual orientation. This policy in no way limits the rights of any individual with a disability who may request telework as a reasonable accommodation in accordance with the provisions of the Rehabilitation Act of 1973, the Americans with Disabilities Act Amendments Act of 2008, and implementing Equal Employment Opportunity Commission (EEOC) regulations at 29 CFR 1630. Qualified individuals with a disability who are authorized to telework as a reasonable accommodation are required to abide by all provisions contained within this policy and/or as otherwise specified in the Reasonable Accommodation disposition memorandum granting approval.

5. Purpose. To assist and encourage Garrison Directors and Supervisors to implement a telework and remote work culture that supports workforce efficiency, emergency preparedness, and improves employee morale/quality of life in accordance with DoDI 1035.01. Telework and remote work can serve as an effective recruitment and retention strategy; enhance Department of Defense (DoD) efforts to employ and accommodate people with disabilities; and create cost savings by decreasing the need for office space, parking facilities, and utility demands. Additional benefits include: reducing vehicle carbon emissions, improving space utilization, reducing stationary source emissions from natural gas fired boilers, and reducing the cost of electricity -- all which support DoDs Climate Change Mitigation Strategy. Establishing a fair and equitable telework and remote work environment within each Directorate will require deliberate effort to create a supportive culture that values transparency, communication, trust, use of technology, and results-oriented performance management to meet agency mission and operational requirements. Successfully implemented, we can collectively make Fort Drum a preferred choice of employment, attracting capable and competent teammates to posture us for continued and future success.

6. Telework, either on a regular and recurring basis or in a situational basis, and remote work at an approved alternative worksite is authorized for the maximum number of positions to the extent that mission readiness is not jeopardized. This authorization can be used to the broadest extent possible by current and future eligible employees.

7. Important Considerations:

a. Before approving telework or remote work agreements Directors and Supervisors should consider the following factors:

- 1) Potential cost savings realized through physical footprint reduction, reduced turnover, etc.;
- 2) Impacts to the organization's operational and administrative functions, to include personnel cost/savings (locality pay, new travel costs, etc) and potential costs/savings related to worksites;
- 3) Loss of social interaction when individuals do not regularly work together in a traditional office setting and whether some may have difficulties in a remote setting without that social interaction;
- 4) The ability to maintain quality customer service, including physical office coverage;
- 5) Potential for reorganization of work for on-site staff and perceptions of fairness;
- 6) The requirement for supervisors to monitor performance and focus on goals and outcomes rather than physical presence and activity;
- 7) Initial and ongoing communication regarding tasks and projects with supervisors and other team members;
- 8) Hidden financial costs, such as shipping of work materials or equipment; and
- 9) Ability to provide logistical support to the employee.

b. Remote work can be used for a variety of important business reasons, including, but not limited to:

- 1) Retention of high performing Civilian employees who must move for personal reasons and would otherwise leave the Department of the Army (DA);
- 2) Recruitment of Civilian employees with specialized skills who may not want or be able to relocate for personal reasons;
- 3) Achieving agency real property and business cost reductions;
- 4) Reduction of costs associated with filling vacancies when employees must relocate to fill the position; and

5) Increased employee work/life balance, resulting in increased morale.

8. Labor Relations. Management is reminded of its need to fulfill its statutory labor relations' obligations in the implementation of this guidance to the extent it may impact conditions of employment for bargaining unit employees. This policy will be applied in conjunction with any existing negotiated agreements. To the extent this policy and an existing negotiated agreement conflict, the negotiated agreement shall take precedence.

9. Approval Authority. The Designated Approval Authority (DAA) for USAG Fort Drum employees participating in telework or remote work is:

Type of Telework or Remote Work	Designated Approval Authority
1-3 days situational/ad-hoc telework	USAG Staff: Division Chief
1-5 days regular/recurring telework	USAG Staff: Director
4-5 days situational/ad-hoc telework	USAG Staff: Director
Remote Work	Deputy to the Garrison Commander

a. Telework can be used on a regular/recurring or situational/ad hoc basis. These options will provide supervisors and employees the maximum flexibility in determining the telework arrangement that best fits the employee's situation and needs of the organization.

b. Telework and remote work are not an employee entitlements. The first-line supervisor can disapprove an employee's request to telework or remote work. If the supervisor agrees to the telework or remote work request and a higher-level approval is required, the DAA may approve, disapprove, or modify the telework or remote work agreement.

c. Either the supervisor or the employee may terminate the telework or remote work arrangement with advance notice to the other party. If at any time the supervisor determines that telework or remote work is adversely affecting workplace operations, mission, or employee performance, the supervisor will notify the employee and the DAA as appropriate that the telework or remote work arrangement will be terminated. Participation in telework or remote work will be terminated if an employee is not performing at least at a Level 3 (Fully Successful) under the DoD Performance Management and Appraisal System (DPMAP) or equivalent.

d. Supervisors have the right to require telework employees to report to the traditional worksite on a scheduled telework day(s) based on operational or mission requirements.

e. If a telework or remote work employee is injured or suffers a work-related illness while conducting official duties at an alternative worksite, appropriated fund teleworkers are covered by the Federal Employees Compensation Act. Non-appropriated fund teleworkers are covered by the Longshoreman and Harbor Workers' Compensation Act. The government's potential exposure to liability for injuries or illnesses the employee may incur while teleworking or remote working is restricted to the area designated as the official worksite. The employee must immediately notify the supervisor of any accident or injury occurring at the alternative worksite, and the supervisor will investigate all such reports as soon as practicable after receiving notification.

f. USAG Fort Drum assumes no responsibility for any operating costs associated with the employee using their residence as an alternative worksite, including home maintenance, insurance, or utilities. USAG Fort Drum is not liable for damages to an employee's personal or real property while the employee is working at the approved alternative worksite, except to the extent the government is liable under the Federal Tort Claims Act or the Military and Civilians Employees Claims Act.

10. Procedures. Guidance, training requirements and telework/remote work agreement links are enclosed.

11. Proponent. The Directorate of Resource Management is the proponent for this policy memorandum. The point of contact for this policy is Ms. Susan Barney, Chief, Manpower and Support Agreements Branch, at (315) 772-4450, or susan.r.barney.civ@army.mil.

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1. Participation and Eligibility
2. Telework Process and Procedures

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Garrison Commander

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PARTICIPATION AND ELIGIBILITY

1. The USAG Fort Drum Telework and Remote Work Program mirrors the Government-Wide Personnel Policy guidelines to promote flexibility while opening telework and remote work opportunities to eligible employees. An employee's participation in telework and remote work is voluntary and subject to approval by the employee's supervisor or the Designated Approval Authority (DAA).

2. Eligibility Requirements:

a. The employee's work assignments must be suitable for telework or remote work. This can include:

1) Situational/Ad-hoc Telework as a result of inclement weather, doctor appointments, required online training, or special work assignments.

2) Regular and Recurring Telework includes performance of work assignments at an alternative worksite as part of an established schedule. Employees are authorized to telework in accordance with the terms of their specific telework agreement. Employees authorized to telework shall report to their agency worksite no less than two workdays per pay period.

3) Remote Work is an arrangement where an employee is scheduled to perform work at an alternative worksite beyond the local commuting area of the employing agency's worksite and is not expected to report to the agency worksite on a regular and recurring basis.

b. The prospective telework or remote work employee must maintain a performance rating of at least a Level 3 (Fully Successful) under the DPMAP or equivalent rating program.

c. The supervisor may impose reasonable business related limitations on conditions of telework and remote work based on job functions/responsibilities, documented misconduct, and performance challenges.

d. Employees interested in telework and remote work opportunities must complete appropriate training at the Interagency Telework website (www.telework.gov)

TELEWORK AND REMOTE WORK PROCESS AND PROCEDURES

1. Telework Arrangements. Two arrangements are available to provide supervisors and employees maximum flexibility in determining an arrangement that best meets the organization's operational and mission needs:

a. Situational/Ad-hoc: Approved on a case-by-case basis, where the hours worked are not part of a previously approved, ongoing and regular telework schedule (e.g., telework because of inclement weather, medical appointment, special work assignments, or to accommodate special circumstances). Telework can also be considered situational even though it may occur continuously for a specific period and is also referred to as intermittent, unscheduled, or ad hoc telework.

b. Regular and recurring: Routine telework performed at an alternative worksite as part of an established regular schedule. In regular and reoccurring telework arrangements, employees are authorized to telework in accordance with the terms of their specific telework agreement and must report to their agency worksite no less than two workdays per pay period.

2. Remote Work Arrangements: An arrangement in which an employee is scheduled to perform work at an alternative worksite and is not expected to report to the official agency worksite on a regular and recurring basis. A remote worker's alternative worksite is typically where the employee resides at a location beyond the local commuting area of the employing agency.

3. Telework Process.

a. The employee may request telework by filling out a DD Form 2946 DoD Telework Agreement. The telework agreement form is at:
<https://www.dodea.edu/Offices/ExecutiveServices/upload/DD-2946.pdf>.

b. The supervisor and employee are required to complete and retain on file interagency telework training prior to approval of either a new or replacement of an existing Telework Agreement. Required training is titled "Get Started with Virtual Telework Training and Telework Fundamentals", and can be found at:
<https://telework.gov/training-resources/telework-training/virtual-telework-fundamentals-training-courses>.

c. The supervisor and employee should discuss the parameters of the request to align the request with organizational goals. All specific details and expectations of the Telework Agreement should be notated in the Component Specific Terms and Conditions section of the Telework Agreement.

d. Once the supervisor and employee agree on respective terms of the Telework Agreement, the Supervisor will coordinate with the DAA, as necessary, for approval. Supervisors and DAAs will ensure there is adequate worksite coverage during business hours so that efficient mission operations continue and onsite and teleworking employees are treated equitably.

e. The Department of Defense Telework Agreement, DD Form 2946, will be reviewed annually during mid-point reviews. A new agreement must be completed every two (2) years prior to the expiration of the previously approved agreement.

f. The telework eligibility of a position and person must be coded in the Defense Civilian Personnel Data System (DCPDS) with the appropriate telework description.

g. Appropriate labor charge reporting for telework must be accounted for through the Automated Time Attendance and Production System (ATAAPS). This should be reported by annotating the following codes:

1) TM - Telework Medical (ad hoc or regular/recurring, related to a medical condition)

2) TS - Telework Ad hoc/Situational (Not related to a medical condition)

3) TW - Telework Regular and Recurring (Not related to a medical condition)

4. Remote Work Process. The processes and parameters for requesting remote work are similar to that for telework, and as otherwise discussed above. All approved remote work participants must have a Remote Work Agreement documented in writing and signed by the employee and DAA. A sample Remote Work Agreement is available at <https://www.dcpas.osd.mil/policy/worklife/telework-remote-work> and can be tailored as necessary to meet agency requirements.

5. Other Considerations:

a. Weather and Safety related Installation closures: Except as explained below, employees who are participating in the telework program and can safely travel to and from work at their approved telework site will not be granted weather and safety leave (previously known as administrative leave or excused absence) during a weather or safety related installation closure or curtailment. Employees participating in the telework program must telework, take other leave (paid or unpaid), or a combination of both, unless one of the following exceptions applies:

1) Unexpected weather. An employee authorized to telework (ad-hoc situational or regular and recurring) may be provided weather and safety leave only if they could not have reasonably anticipated the severe weather or other emergency condition and therefore did not take home needed equipment or work. (For example, an area weather

forecast changes dramatically during the weekend so an employee cannot reasonably be expected to telework on Monday.) Employees authorized to telework and their supervisors must exercise reasonable due diligence to anticipate severe weather and make necessary preparations to telework when severe weather is expected.

2) Unsafe telework site. An employee authorized to telework may be provided weather and safety leave if they are prevented from safely working at their telework site because of severe weather or an emergency event (such as flooding or roof collapse).

b. If an employee disputes the reason(s) given for not approving him or her for telework, or for terminating their telework agreement, the employee may use the agency administrative grievance process, the Army Administrative Grievance System, the applicable negotiated grievance procedure for bargaining unit employees, or the EEO complaint process as appropriate.

c. The determination to provide and install government-furnished equipment for use by a teleworking employee at the alternate worksite is at the discretion of USAG Fort Drum; and will be accounted for in accordance with established Government Property Book procedures.

d. Any telework requests for reasonable accommodation must be coordinated with the Equal Employment Opportunity (EEO) Office, Disability Program Manager to ensure they comply with the EEO Office reasonable accommodation guidelines/processes.