



DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
MANPOWER AND RESERVE AFFAIRS  
111 ARMY PENTAGON  
WASHINGTON, DC 20310-0111

SAMR (RN 690-900d1)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Enhancement of Workplace Flexibilities and Programs to Improve Recruitment and Retention in the Civilian Force

1. References:

- a. Title 5, Code of Federal Regulations (C.F.R.), Subpart D, Flexible and Compressed Work Schedules.
- b. DoD Instruction 1035.01 (Telework Policy), April 4, 2012, incorporating change 1, effective April 7, 2020.
- c. DoD Instruction 1400.25, Volume 610 (DoD Civilian Personnel Management System: Hours of Duty), November 28, 2014, incorporating change 1, effective November 25, 2019.
- d. Website, Office of Personnel Management (OPM), Handbook on Alternative Work Schedules, <https://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/alternative-work-schedules/>.
- e. Army People Strategy, Civilian Implementation Plan, August 14, 2020.

2. The Army must embrace the needs and aspirations demonstrated by the 21<sup>st</sup> century worker if it is to recruit and retain the civilian talent needed to ensure Army readiness. Army leaders recognize and appreciate that personal and professional balance, also known as work-life integration, has become increasingly important to the modern workforce. Army policies and practices must reflect that reality and promote workplace flexibilities such as telework, remote work and alternative work schedules (AWS), along with health promotion programs.

3. To achieve civilian talent recruitment and retention goals and sustain a culture that cultivates responsive workplace practices, the Army is expanding or emphasizing policy and guidance related to health promotion, wellness, telework and AWS (including flexible work schedules, compressed work schedules, etc.). Changes in management philosophy and culture are critical to achieving these goals. These changes must be generated at the Commander and Director level to occur throughout the organization.

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a. Health Promotion and Wellness. These programs promote the health, fitness, well-being and quality of life for Army Civilians to improve and sustain the readiness of the total Army workforce. Army senior leaders will implement, enhance and support participation in health and wellness programs and workplace initiatives that support healthy working environments. The Commanders of Army Commands, Army Service Component Commands, Direct Reporting Units, and the Administrative Assistant to the Secretary of the Army, or their respective designees, shall ensure that these programs and initiatives are enhanced at all locations, to the extent feasible, within the scope of Army Civilian Fitness and Wellness Program and applicable law and regulation. The programs and initiatives offered should have the capability to effect a positive impact for a variety of differing Army civilian populations.

b. Telework. Telework is an arrangement whereby an employee works from an alternate location (e.g. their home) and normally reports to the official worksite at least twice in a biweekly pay period. This workplace flexibility serves as a managerial tool to facilitate mission readiness and organizational productivity. Army senior leaders shall actively promote telework to the greatest extent possible, as directed by reference 1.b. Telework flexibilities will be broadly extended to telework eligible employees, when practicable and subject to mission requirements.

c. Remote Work. Remote work is a workplace flexibility whereby an employee resides and works from a different geographic location than the official worksite and is not required to report to the regular duty station at least twice in a biweekly pay period. This type of work arrangement depends on the employee's capabilities and the duties and requirements of the position. Remote work helps organizations recruit top talent with unique skillsets and retain current employees (e.g. employees who move due to spouse relocation or other life events). Army senior leaders will encourage the use of remote work, when practicable and subject to mission requirements.

d. Alternative Work Schedules. An AWS is a work schedule option that permits an employee to work a non-traditional schedule, including a compressed work schedule or a flexible work schedule. These work schedules enable managers and supervisors to meet their mission goals, while helping employees balance work, personal, and family responsibilities. Absent adverse agency impact resulting from an AWS, commanders and directors/heads shall adopt and publish policies permitting AWS programs that balance mission achievement with the benefits to employees.

4. Servicing civilian personnel advisory centers (CPACs) can provide guidance regarding workplace flexibilities and options. Management at the local level, in coordination with the servicing CPACs, must ensure they fulfill associated labor obligations where bargaining unit employees are impacted.

5. Workplace flexibilities and health promotion programs are crucial to recruiting and retaining a high-performing workforce. Senior leaders will enact, promote, fully support



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Recruitment and Retention in the Civilian Force

and communicate these flexibilities and opportunities to their civilian workforce and  
provide clear expectations to employees electing to participate.

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Mark R. Lewis  
Senior Official Performing the Duties of the  
Assistant Secretary of the Army (Manpower  
and Reserve Affairs)

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REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1  
300 ARMY PENTAGON  
WASHINGTON DC 20310-0300

DAPE-CPZ (RN 600-600B)

29 April 2021

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Encouraging Remote Work and Ensuring Correct Identification of Remote Work Employees' Records**

**1. References:**

- a. Assistant Secretary of the Army (Manpower and Reserve Affairs), SAMR, memorandum (Enhancement of Workplace Flexibilities and Programs to Improve Recruitment and Retention in the Civilian Force), 5 March 2021 (enclosure 1).
- b. Army People Strategy, Civilian Implementation Plan, 14 August 2020.
- c. Department of Defense Instruction 1035.01 (Telework Policy), 4 April 2012, Incorporating Change 1, effective 7 April 2020.
- d. DoD, Defense Civilian Personnel Advisory Service, memorandum, (Telework Program Eligibility Coding Changes), 4 April 2016 (enclosure 2).
- e. Report of Remote Workers by Command, March 2021 (enclosure 3).

2. As the Army embraces the needs and aspirations demonstrated by the 21<sup>st</sup> century worker in support of work-life integration, Commanders and senior leaders will support and encourage remote duty location assignments when practicable and subject to mission requirements, as discussed at enclosure 1 (Reference 1.a.). The use of remote work provides a flexible approach to enable the recruitment and retention of high-quality talent. Remote work helps organizations recruit top talent with unique or critically needed skillsets and retain current high-performing employees.

3. Remote work is a workplace flexibility whereby an employee works from a different geographical location than the official worksite and is not required to report to the regular duty station at least twice in a biweekly pay period. This type of work arrangement depends on the employee's capabilities and the duties and requirements of the position. In order to be eligible for remote work, the duties of the position must allow physical separation of the remote worker from the organization's worksite, supervisor, customers, and onsite support services. Additionally, employees must have a capacity for working remotely, with a high degree of self-management and initiative, in order for the remote work to be successful. When high-performing employees relocate with their spouses or for other personal reasons, supervisors are encouraged to

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consider whether the employee could perform his or her duties successfully from a remote location.

4. As the Army works to expand opportunities for remote work now and in the future, remote work employees' personnel records must accurately reflect their status and work location. To this end, Commands are expected to verify that all existing remote employees are accurately coded as remote employees in the Defense Civilian Personnel Data System (DCPDS) and that their duty location correctly reflects the geographic area where they live/work. Commands may coordinate with their G-1 offices and/or servicing Civilian Personnel Advisory Centers (CPACs) for assistance. This review and any corrections needed in DCPDS will be completed by 31 July 2021.

5. The DCPDS code Army currently uses to annotate an employee in a Remote Work duty status outside the commuting area from the regular worksite is: "ES004 –Employee Eligible for Work Performed from a Remote Location." The ES004 code should be used **only** if the employee is actually remote working. This and other associated DCPDS codes are documented in enclosure 2 (Reference 1.d.). Additionally, the duty location for remote employees must reflect the location where the employee is performing the work. If the duty location is not correct, personnel actions must be processed to reflect the correct duty location and corresponding salary. Commands can update duty location codes using the AutoNOA tool, but any locality pay changes or retroactive changes must be coordinated with the servicing CPAC. CPACs are also available if Commands encounter issues.

6. To assist in this review, a report containing the number of currently designated remote employees by command is located at enclosure 3 (Reference 1.e.). Commands not listed in the report do not have any currently designated remote employees in DCPDS. This office will initiate another report after FY21 concludes to measure Army's progress in identifying our existing remote workforce through accurate DCPDS coding.

7. Employees and their union representatives, if applicable, must be notified of duty location corrections due to potential monetary impact of locality pay changes. For bargaining unit employees, local management must fulfill labor obligations prior to implementing changes to conditions of employment. Servicing CPACs can provide additional guidance regarding remote work options and labor obligations.

8. The AG-1CP point of contact for appropriated fund employees is Ms. Elizabeth White, [elizabeth.r.white.civ@mail.mil](mailto:elizabeth.r.white.civ@mail.mil) and for nonappropriated fund employees is Ms. Anna Miller, [anna.l.miller40.naf@mail.mil](mailto:anna.l.miller40.naf@mail.mil).

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