

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**HEADQUARTERS OPERATING
INSTRUCTION 36-16**



28 SEPTEMBER 2020

Personnel

TELEWORK READINESS PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements the provisions of Air Force Policy Directive 36-1, Appropriated Funds Civilian Management and Administration, Department of Defense Instruction (DoDI) 1035.01, Telework Policy, and Air Force Instructions (AFI) DoDI1400.25V630_AFI36-815, Leave, DoDI1035.01_AFI36-816, Civilian Telework Program, and DoDI1400.25V610_AFI36-807, Hours of Work and Holiday Observances, and is consistent with the Deputy Chief Management Officer's Administrative Instruction 117, Telework Program. It provides telework guidance and procedures for the Headquarters Air Force (HAF) Telework-Readiness Program. This Instruction applies to all civilian employees and military members assigned to the HAF (Secretariat, Air Staff, and Space Staff) their Field Operating Agencies, and Air Force elements including Regular Air Force, Air Force Reserve and Air National Guard personnel who telework on a full-time, part-time, or situational basis. Contractors whose work agreement with the Government does not specifically require work to be performed at a Government facility full time may also participate under this program at the discretion of the contracting organization or contracting officer, in concert with the Contracting Officer's Technical Representative. Refer recommended changes and questions about this publication to the Office of Primary Responsibility using the AF Forms 847, Recommendation for Change of Publication; route AF Forms 847 through appropriate chain of command. Ensure all records generated as a result of processes prescribed in this publication are maintained in accordance with Air Force Instruction 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. This instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by Title 5, Code of Federal Regulation Section 293; Title 10, United States Code Section 9013, and Executive

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SUMMARY OF CHANGES

HOI 36-16 is being reinstated and has been updated to reflect inclusion of Headquarters United States Space Force (HQ USSF) and changes to HAF telework policy.

1. Background: Telework is a work flexibility arrangement in which participants perform all or some parts of their assigned duties at approved worksites away from the traditional office or workplace; it contributes significantly to mission continuity, business efficiency, and personnel retention, and its use by assigned personnel (hereinafter referred to as “Staff”) personnel is encouraged to the maximum extent possible. This document represents a seismic shift from the Staff’s approach to and acceptance of telework as recently as early 2020, and actively seeks to shift Staff culture to embrace telework; fully realizing its potential benefits requires a widespread commitment to establishing a viable program with measurable goals, such as increasing individual and organizational performance, improving work-life balance, reducing costs, and minimizing environmental impacts.

2. Responsibilities:

2.1. Director, Civilian Force Management Directorate (SAF/AAR). Serves as the Staff Telework Program Manager. The principal (or delegate) shall:

2.1.1. Promote Staff telework and telework-readiness in accordance with DoDI1035.01_AFI36-816, Enclosure 2, paragraph 7.f.

2.1.2. Establish goals and metrics, including performance measures, for the Staff Telework Program.

2.1.3. Conduct surveys, collect data, and report on the effectiveness of HAF telework and telework-readiness during emergency events, including organizational participation rates and the metrics established in accordance with **paragraph 2.1.2**

2.1.4. Advocate for Department of the Air Force (DAF) and DoD policy improvements with respect to information technology and telework to promote Staff telework readiness.

2.1.5. Provide assistance to Staff organizations on telework matters upon request.

2.1.6. Maintain Staff telework program records.

2.2. SAF/AAI shall:

2.2.1. Ensure information management guidance is in place to facilitate secure and effective remote work.

2.2.2. Ensure reliable information and communication technology is in place to facilitate secure and effective remote work.

2.3. The head of each Staff 2-letter organization shall:

2.3.1. Identify positions eligible for telework.

2.3.2. Incorporate telework guidance, procedures, and routine practice into continuity of operations plans.

2.3.3. Implement telework to the greatest extent compatible with mission requirements, not limited to emergency events such as a pandemic or adverse weather.

2.3.4. Budget for and resource work-related hardware and software they approve for member use under [paragraph 3.4](#)

2.4. Supervisors of teleworkers:

2.4.1. Should ensure that no distinction is made between teleworkers and non-teleworkers with regard to performance standards and appraisals, or other acts involving managerial discretion.

2.4.2. Should communicate expectations regarding roles and responsibilities in relation to remote work in the event of a pandemic, weather emergency, or other significant event that affects the regular worksite or approved telework site.

2.4.3. Shall discuss and maintain a signed Department of Defense Form 2946, *DoD Telework Agreement*, for each individual participating in the telework program. At a minimum, the Component-Specific Terms and Conditions should include:

2.4.3.1. Schedule, including core hours, if applicable.

2.4.3.2. How customers, coworkers, and supervisors can reach the telework participant during working hours, and expectations for timely responses.

2.4.3.3. Logistical responsibilities, including what equipment and supplies will be provided or paid for by the government vs. the teleworker.

2.4.3.4. Accountability procedures, or how telework participants will report on- and off-duty status.

2.4.3.5. Documenting and accounting for equipment issued in full or partial support of telework requirements.

2.4.4. Shall review telework agreements at least every two years.

2.4.5. Should become skilled in the basic use of communication, collaboration, and information sharing tools used by their teleworkers.

2.4.6. Shall ensure they and their telework-eligible personnel complete the Office of Personnel Management's (OPM) Telework Fundamentals training for managers and employees at <https://www.telework.gov/>; all personnel should also be familiar with:

2.4.6.1. Organizational telework guidance and goals.

2.4.6.2. Use of equipment and software the teleworker or workgroup requires to be effective in a virtual work environment.

2.4.6.3. Paperless work processes where applicable.

2.4.7. Consider telework a reasonable accommodation to employees with disabilities where feasible

- 2.4.7.1. Ensure accommodations do not create an undue hardship to the organization, in accordance with AFI 36-2710, *Equal Opportunity Program*.
- 2.4.7.2. Provide appropriate equipment and assistive technology to enable successful telework.
- 2.4.8. Shall discontinue telework arrangements if mission, performance concerns, or other factors warrant.
- 2.5. Telework participants shall:
 - 2.5.1. Complete telework-related training as outlined in **paragraph 2.4.6** before signing a telework agreement.
 - 2.5.2. Complete and sign the DD Form 2946, prior to beginning telework. Exceptions may be made in emergency situations with supervisor approval.
 - 2.5.3. Become skilled in the basic use of communication, collaboration, and information sharing tools used by their office or team.
 - 2.5.4. Maintain telework-readiness throughout the telework agreement period.
 - 2.5.5. Appropriately code hours spent performing routine or situational telework in timekeeping submissions, if applicable.
 - 2.5.6. Contact the supervisor to determine the appropriate course of action when connectivity or other issues prevent or disrupt approved telework.
 - 2.5.7. Understand that telework is a work flexibility arrangement, and that operational requirements may necessitate cancellation of scheduled telework or recall during a telework day.
 - 2.5.8. Not allow dependent care responsibilities to interfere with work responsibilities through coordination with the supervisor, and by properly accounting for work hours and non-work hours in timekeeping submissions.
 - 2.5.9. Ensure the remote workspace is safe, as outlined in the DD Form 2946, and promptly report to the supervisor any on-the-job injury incurred during a period of telework at the approved worksite
 - 2.5.10. Properly protect sensitive and classified information by:
 - 2.5.10.1. Using Controlled Unclassified Information at the alternate worksite only for an authorized, lawful government purpose, and in a manner that minimizes the risk of unauthorized disclosure. Refer to specific guidance in DoDI 5200.48, *Controlled Unclassified Information*, and Air Force Guidance Memorandum 2020-16-01, *Controlled Unclassified Information*.
 - 2.5.10.2. Not removing Top Secret information from a designated work area for use at an alternate worksite without authorization from the Secretary of the Air Force or the Senior Agency Official. The Security Program Executive may approve Staff personnel for Secret and Confidential removal from designated working areas for telework. Refer to specific guidance in Department of Defense Manual (DoDM) 5200.01, *DoD Information Security Program: Protection of Classified Information* Volume 3, Enclosure 2.

2.5.10.3. Safeguarding authorized electronic devices appropriately. Devices with classified storage capability (e.g. non-volatile memory, or “data at rest”), should be protected in a manner commensurate with the level of information stored on it, in accordance with AFI 16-1404, *Air Force Information Security Program*, **Chapter 5**, and DoDM 5200.01, Volume 3. Those without classified storage (volatile memory, no data at rest) should be stored in a user-controlled, limited access location such as a locked residence; storage in an unoccupied vehicle is not permitted. For additional requirements, contact Defense Information Systems Agency DOD Mobility Classified Capability – Secret support.

2.5.11. Discontinue participation in the telework program at any time, for any reason, upon written notification to or from their supervisor or, in the supervisor’s absence, another representative in their supervisory chain of command.

3. Guidance:

3.1. The Telework Readiness Program is intended to enable—to the extent compatible with mission requirements—adoption of telework as the Staff’s default work mode. Since missions vary widely and technology evolves quickly, it is intended to give commanders and supervisors the greatest possible flexibility to adapt telework to organizational needs.

3.2. Civilian employees, military members, and contract employees on the Staff may be eligible to participate in telework. Criteria established in DoDI 1035.01 and DoDI1035.01_AFI36-816 apply; commanders and supervisors of military personnel retain authority to exempt them from telework eligibility, or from specific provisions of this instruction. All provisions of this instruction apply to contractors to the extent permitted by the applicable contract.

3.2.1. While telework is not an entitlement, supervisors should offer eligible employees and Service members the option of full-time, part-time, or situational telework, consistent with mission requirements and individual performance.

3.2.2. Telework and Alternative Work Schedules are different work flexibility arrangements; concurrent use is permissible and encouraged when compatible with mission requirements and individual performance, and in accordance with DoDI 1400.25V610_AFI36-807.

3.2.3. Overseas telework is permissible for civilian employees when compatible with mission requirements, but should be considered carefully. This arrangement requires a Domestic Employee Teleworking Overseas agreement in accordance with the Department of State’s 7 June 2016 Executive Secretary Memorandum entitled *Requirements for Executive Branch Employees Teleworking in Foreign Locations*.

3.2.4. Under most circumstances, civilian telework participants should be scheduled to report physically to the regular worksite at least twice per pay period. When this is not possible, as in cases where the employee resides physically outside the National Capital Region, the official worksite for pay purposes is generally the location of the telework site. Refer to OPM’s *Fact Sheet: Official Worksite for Location-Based Pay Purposes* for exceptions and additional details.

3.2.5. As part of the Air Force commitment to employee health and education, civilians—including teleworkers—may be excused for health, wellness, physical, or educational activities in accordance with DODI1400.25V630_AFI36-815 Enclosure 3, [paragraphs 6a.\(1\)](#) and [6a.\(2\)](#). Personnel must have supervisory approval and coordinate times in advance to ensure participation does not conflict with work requirements. Excused absences for these activities are limited to a cumulative total of three hours per week (not three hours per type or category of activity); for timekeeping purposes, this time is coded as administrative leave. The employee must have an approved non-administrative leave request for time in excess of three hours spent at these activities in a given week.

3.2.6. For the purposes of this instruction, Staff members who regularly telework 51% or more of each pay period, based on their approved schedule, are considered full-time teleworkers.

3.2.7. If a disruptive event, such as a terrorist attack or pandemic, requires situational telework equaling or exceeding 51% of scheduled work for an extended period, supervisors should consider temporarily changing the approved schedule to reflect existing conditions.

3.3. Staff Organizations shall:

3.3.1. Establish internal guidance and procedures to maximize appropriate use of telework.

3.3.2. Review all positions annually to determine suitability for telework, and update position descriptions as appropriate to maximize mission continuity. When denying the use of telework, leadership should demonstrate that the particular application of telework would reduce individual or organizational performance, negatively impact the organization's ability to continue operations, or increase costs out of proportion with expected benefits.

3.3.3. Review Continuity of Operations (COOP) plans annually to ensure telework is incorporated.

3.3.4. Periodically exercise telework-readiness to ensure its effectiveness in continuing operations.

3.3.5. Follow guidance in OPM's *Governmentwide Dismissal and Closure Procedures* when managing personnel in response to weather and other events that disrupt Government operations.

3.3.5.1. When a federal facility is closed under these guidelines, but an appropriate authority determines that some personnel can safely travel to and perform work at a regular worksite affected by the closure.

3.3.5.2. Personnel without a telework agreement can be directed to resume work at this location, unless they request and receive approval to take leave.

3.3.6. Accommodate full-time teleworkers in shared "hotel" desk spaces (or a comparable space utilization solution such as "hot-desking" or "desk-sharing"), when working at the regular worksite.

- 3.3.6.1. Organizations may consult with SAF/AAO to establish adequate hotel (or equivalent) spaces, recommended at one per three full-time teleworkers, and ensure efficient use of available space.
- 3.3.6.2. At a minimum, these spaces will be equipped with a docking station, monitors, keyboard, mouse, and a telephone.
- 3.4. The HAF Enterprise Service, administered by the 844th Communications Squadron (844CS), will provide a baseline IT suite to all government personnel assigned to the Staff, and to contractors when government furnished equipment (GFE) is specified in the contract.
 - 3.4.1. The baseline suite includes one Pentagon Mobile Device Restriction Policy (MDRP) compliant workstation with two standard monitors (or one extended monitor), one docking station, one keyboard, and a mouse; in addition, a webcam, microphone, Wi-Fi dongle, and USB hub will be provided to replace capabilities not built in due to MDRP.
 - 3.4.2. This suite may be used in the office, at an alternate worksite, or both. Where possible Staff members will also be assigned a dedicated phone number that may be checked remotely and forwarded to the alternate worksite.
 - 3.4.2.1. Equipping the workforce for increased telework should not require significant growth in resource requirements; any hardware or software beyond the Enterprise baseline must be approved by SAF/AAI and the 844th Communications Group, and funded by the individual's two-letter Staff organization.
 - 3.4.2.2. Requests for nonstandard hardware and software may be initiated by submitting a ticket through the Comm 411 website, provided by the Group for the initiation of IT support requests.
 - 3.4.3. Staff organizations should:
 - 3.4.3.1. Define and resource a preferred IT configuration for its members' use; personnel may decline components, but should not expect additional devices or peripherals at government expense.
 - 3.4.3.1.1. Devices that are not MDRP compliant may not be used in classified processing areas, but may be used at alternate worksites; all devices shall comply with the Trade Agreements Act.
 - 3.4.3.1.2. Items to consider (this list is not all-inclusive):
 - 3.4.3.1.2.1. Additional external monitors.
 - 3.4.3.1.2.2. Additional docking station.
 - 3.4.3.1.2.3. Additional USB keyboard.
 - 3.4.3.1.2.4. Additional USB mouse.
 - 3.4.3.1.2.5. Conference phone-speaker-microphone combination.
 - 3.4.3.1.2.6. Government-furnished mobile phone.
 - 3.4.3.1.2.7. Government-furnished hotspot.
 - 3.4.3.1.2.8. Government-furnished printer, scanner, copier, or multi-function

device; may be USB or wireless but must use a universal or generic driver not requiring administrator privileges to configure.

3.4.3.1.2.9. Personally-owned printers, scanners, copiers, or multi-function devices are currently prohibited (see DoD CIO Memorandum, *Authorized Telework Capabilities and Guidance*). Upon rescission of this policy, the 844CS will specify models approved for purchase by individuals.

3.4.3.2. Purchase workstations (laptops or desktops) with solid-state drives rather than spinning drives as part of lifecycle management.

3.4.3.3. For devices accountable under Air Force Manual (AFMAN) 17-1203, *Information Technology (IT) Asset Management (ITAM)*, paragraph 2.1.1., work with the 844CS for hardware tagging and asset management, or implement an equivalent inventory system, including hand receipts (may be electronic). Items determined to be non-accountable may be considered consumable office supplies and do not require tracking.

3.4.4. Telework participants:

3.4.4.1. Shall maintain commercial ISP service if not issued a government hotspot.

3.4.4.2. Shall maintain a personal mobile phone or home landline if not issued a government mobile phone.

3.4.4.3. Will set up the home office.

3.4.4.4. Will bring GFE devices into the primary workplace or other approved service location as needed for maintenance, updates, tech refresh, etc.

3.4.4.5. Will follow Staff IT guidance (vs IT guidance from another nearby AF or DoD installation) when teleworking from a geographically separated location, unless exempted by the 844CS.

3.4.4.6. May procure, at their own expense, additional monitors, headsets, microphones, webcams, keyboards, mice, or other peripherals consistent with MDRP and other guidance; that notwithstanding and as permitted under Federal Management Regulation Bulletin 2006-B3, paragraph I, consideration should be given to offsetting the cost of these devices for company grade officers, enlisted members, and civilians in the grade of GS-12 or below when the devices would enhance the performance of these telework participants.

3.4.4.7. May—when not provided by the organization, and upon cancellation of the DoD-level prohibition—personally procure a printer, scanner, copier, or multifunction device approved under [paragraph 3.4.3.1](#)

3.4.4.8. May not personally procure and use with GFE any devices or peripherals unapproved for that purpose.

3.4.4.9. Promptly return government equipment not needed at the regular worksite upon discontinuation of the telework agreement.

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ATTACHMENT 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFGM2020-16-01, *Controlled Unclassified Information*, 23 July 2020

AFI16-1404, *Air Force Information Security Program*, 29 May 2015

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 36-2710, *Equal Opportunity Program*

AFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 18 March 2019

AFMAN17-1203, *Information Technology (IT) Asset Management (ITAM)*, 18 May 2018

Department of State Executive Secretary Memorandum, *Requirements for Executive Branch Employees Teleworking in Foreign Locations*, 7 June 2016

Defense Information Systems Agency, *DOD Mobility Classified Capability – Secret (DMCC-S User Agreement)*

DoDI1035.01, *Telework Policy*, April 4, 2012

DoD CIO Memorandum, *Authorized Telework Capabilities and Guidance*, 13 April 2020

DoDI1400.25V630_AFI 36-815, *Leave*, 14 November 2019

DoDI1035.01_AFI 36-816, *Civilian Telework Program*, 29 October 2018

DoDI1400.25V610_AFI36-807, *Hours of Work and Holiday Observances*, 19 April 2019

Deputy Chief Management Officer Administrative Instruction 117, *Telework Program*, 31 March 2015

DoDI 5200.48, *Controlled Unclassified Information*, 6 March, 2020

DoDM 5200.01, Volume 3, *DoD Information Security Program: Protection of Classified Information*, 24 February, 2012

General Services Administration Federal Management Regulation Bulletin 2006-B3, *Guidelines for Alternative Workplace Arrangements*, 17 March 2006

Trade Agreements Act (FAR 52.225-5-5)

U.S. Office of Personnel Management *Governmentwide Dismissal and Closure Procedures*, November 2018

U.S. Office of Personnel Management *Fact Sheet: Official Worksite for Location-Based Pay Purposes*

Prescribed Forms:

None

Adopted Forms:

AF Form 847, *Recommendation for Change of Publication*

DD Form 2946, *Department of Defense Telework Agreement*, 1 October 2010

Abbreviations and Acronyms

AFI—Air Force Instruction

AFMAN—Air Force Manual

ATAAPS—Automated Time and Attendance Production System

DoD—Department of Defense

DoDI—Department of Defense Instruction

GFE—Government Furnished Equipment

HAF—Headquarters Air Force

HOI—Headquarters Air Force Operating Instruction

MDRP—Mobile Device Restriction Policy

OPM—Office of Personnel Management

Terms

Alternate Worksite—A place away from the regular worksite that has been approved for the performance of assigned official duties. It may be the teleworker's home, a telework center, or other approved worksite.

Full-Time Teleworker—A telework participant who teleworks on a regular and recurring basis at least 51% of the time. The percentage of time is based on the approved schedule, rather than short-term, situational telework periods.

Desk-Sharing—An arrangement in which two or more employees share the use of a single workspace where individual employees are designated dates and times for use of this space.

Hot-Desking—An arrangement in which employees use non-dedicated, non-permanent workspaces assigned on an unreserved first come, first served basis.

Hotel—An arrangement where employees use non-dedicated, non-permanent workspaces, assigned for use by reservation on an as-needed basis.

Non-Teleworker—An employee, Service member, or contractor who is not eligible to telework or who is not telework ready.

Official Worksite—Official location where the employee regularly performs his or her duties. (Note: while it's sometimes helpful to think of this as the place where the teleworker would normally work absent a telework agreement, the telework location may also be the official worksite in some circumstances, such as 100% telework; this should be reflected on the telework participant's SF-50.)

Regular Worksite—Location where an employee would work absent an alternative worksite arrangement.

Routine Telework—An approved work arrangement where eligible employees work at an alternative worksite as part of an ongoing, regular, and recurring schedule, typically on an

approved day or days during a bi-weekly pay period. For civilians, the code TW applies when using the ATAAPS timekeeping system to record hours spent performing routine telework.

Situational Telework—Telework that is approved on a case-by-case basis, where the hours worked were not part of a previously approved, ongoing and regular telework schedule (e.g., as a result of inclement weather, medical appointment, special work assignments, or to accommodate other special circumstances). Telework is also considered situational even though it may occur continuously for a specific period and is also referred to as episodic, intermittent, unscheduled, or ad hoc telework. For civilians, the code TS applies when using the ATAAPS timekeeping system to record hours spent performing situational telework.

Telework—A work flexibility arrangement where an employee, Service member, or contractor performs assigned official duties at an alternate worksite away on a regular and recurring or situational basis.

Telework Eligible—Having characteristics identified as suitable for telework as determined by the supervisor or other appropriate management official; may apply to a position or to an employee or Service member.

Telework Participant—An employee, Service member, or contractor who is telework eligible and telework ready.

Telework Ready—Having completed the required training with a signed DD Form 2946 on file, and possessing the equipment and infrastructure (e.g., laptop, internet access, etc.) necessary to perform work at home or other alternative worksite.

Telework Agreement—A written agreement, completed and signed by an employee and the authorized management official(s) via the DD Form 2946, that outlines the terms and conditions of the telework arrangement.

Unscheduled Telework—A specific form of situational telework where an employee on an approved telework agreement performs assigned official duties at home or another approved worksite when Government offices are closed due to an emergency event or open, but severe weather conditions or other circumstances disrupt commuting and compromise employee safety. For the purposes of timekeeping, Unscheduled Telework is reported as situational telework and coded as TS when using the ATAAPS timekeeping system.