
Subject: INFO: Maximize All HR Flexibilities During COVID-19
Attachments: Tab 1 - HAF_A1_Memo_20 Mar 2020.pdf; Tab 2 - OMB Memo_M20-16.pdf

From: AIROLA SKULLY, SUSAN M Col USAF USAFE USAFE A1/A1 <susan.airola_skully@us.af.mil>
Sent: Thursday, March 26, 2020 1:29 PM
Subject: INFO: Maximize All HR Flexibilities During COVID-19

Wing Leaders,

BLUF: Regarding our civilian personnel force (both US and Local National), utilizing all HR flexibilities will enable you to appropriately align these critical resources and slow the transmission of COVID-19, while also ensuring that USAFE-AFAFRICA operations continue.

Discussion: AF/A1 (Tab 1) and OMB M20-16 (Tab 2) guidance highly encourages leaders/supervisors to maximize telework for the Federal workforce (including mandatory telework, if necessary), while maintaining mission-critical workforce needs. U.S. civilian employees may be directed to telework, but the Local National (LN) employees may not. Once all HR flexibilities (to include the assignment of other work and telework, if applicable) are implemented, the Installation Commander may approve the usage of weather and safety leave for COVID-19 issues. Additionally, AF/A1 determined that local commanders (on G-series orders) have the discretion of offering weather and safety leave, if necessary. All organizations have different missions; therefore, it's recognized that the implementation of these HR flexibilities will vary accordingly to contain COVID-19.

Please let us know if you have any questions pertaining to the guidance above and attached. Our POC for US and LN civilian personnel policy is HQ USAFE-AFAFRICA/A1KC, DSN 480-6609 or email usafea1kc.a1kccivilianpolicy@us.af.mil.

VR, Col Airola-Skully

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

20 MAR 2020

MEMORANDUM FOR AFCAT

FROM: AF/A1
1040 Air Force Pentagon
Washington, DC 20330-1040

SUBJECT: Telework Flexibilities in Response to COVID-19

References: (a) 5 U.S.C. § 6504(d)(2)
(b) Office of Management and Budget Memorandum, Updated Guidance on Telework Flexibilities in Response to Coronavirus, dated March 12, 2020.
(c) Office of Management and Budget Memorandum, Updated Guidance for the National Capital Region on Telework Flexibilities in Response to Coronavirus, dated March 15, 2020
(d) Department of Defense Memorandum, Updated Civilian Personnel Guidance in Response to Coronavirus Disease 2019, DCPAS Message 2020024

Purpose. Consistent with Office of Management and Budgets telework guidance released on 12 March 2020 and its follow up guidance for the National Capital Region on 15 March 2020, leaders in Federal agencies should be taking similar steps in areas across the country that are experiencing community spread of the coronavirus that have resulted in school closures, etc.

Policy. If community spread of the coronavirus has been determined based on consultation with local public health officials and CDC, or as mission and threat dictate, commanders should take steps to:

1. Maximize telework flexibilities to all current telework eligible employees, consistent with operational and mission requirements.
2. Use all existing authorities to offer telework to additional employees, to the extent their work could be telework enabled.
3. If employees are not eligible for telework, local commanders (G-series orders) have the discretion to offer weather and safety leave, including for employees who may not have been considered "at higher risk" under OMB M-20-13 (see below).
4. An operational plan should be developed that maximizes resources and functional areas to most safely and efficiently deliver mission-critical functions and other Government services (including but not limited to staggered work schedules and other operational mitigation measures).

Maximizing Telework. OPM has recommended "maximizing telework." Consistent with mission requirements, commanders should maximize the use of telework for the entire civilian force where feasible and practicable :

1. **Telework employees.** All telework employees should be placed on telework consistent with mission demands. Telework should be broadly extended to all telework eligible employees, to include reevaluation of telework eligible positions. While telework *eligible* employees are highly encouraged to enter into an agreement, it cannot be mandated. As such, telework eligible employees *who do not have /do not want to enter into an agreement* must continue to report to work unless it is determined that there is a condition that prevents the employee or group of employees from safely traveling to or performing work at an approved location. In this situation, Safety and Weather leave can be approved by the installation commander on a case-by-case basis (as outlined in the OPM Government Wide Dismissal and Closure Procedures <https://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/dcddismissal.pdf>.) See OPM Memorandum dated March 7, 2020, Coronavirus Disease 2019 (COVID-19): Additional Guidance <https://www.chcoc.gov/content/coronavirus-disease-2019-covid-19-additional-guidance>. Situations include:
 - a. They are in a high risk group as defined by the CDC Special Populations including pregnant women, older adults and individuals who have chronic health conditions, such as high blood pressure, heart disease, diabetes, lung disease or compromised immune systems. <https://www.cdc.gov/coronavirus/2019-ncov/specific-groups/high-risk-complications.html>
 - b. There is another situation that prevents the individual from safely travelling to or performing their work on-site (e.g., local spread of virus; localized worksite had incident and is potentially contaminated).
2. **Non-telework employees.** Non-telework eligible employees must continue to report to work unless they are in a high risk group or there is a situation that prevents the individual from safely travelling to or performing their work on-site (see above). As with telework eligible who have not signed an agreement, these individuals will be placed on Safety and Weather leave as authorized / appropriate.

Mandating Telework. In extraordinary situations, DoD federal employees can be mandated to telework regardless of their telework eligibility or status. Commanders should not mandate telework without first consulting with their local SJA. Telework can be mandated under the following situations:

1. Law, or Presidential directive mandating federal workforce telework
2. DoD or Air Force emergency / continuity plans: The Telework Enhancement Act of 2010 provides for the incorporation of telework into the continuity of operations plan (COOP) of the agency. Per 5 U.S.C. 6504(d)(2), Agency COOP plans supersede telework policy. Specifically, an employee can be mandated to telework when the DoD or Service COOP plan mandate telework. For the Air Force, this is when the Air Force or a respective location has implemented COOP level 3.
3. A pandemic has been declared by the World Health Organization (WHO) and the DoD Component issues an evacuation order to an alternative worksite (e.g. home). Note: The World Health Organization (WHO) has declared a pandemic. Local commanders (normally

installation commanders) who have directed an alternate worksite can mandate telework for all civilian employees under 5 CFR 550.409.

Employees that are telework eligible (regardless of having entered into a telework agreement) will be required to telework IAW their standard or modified work schedules.

As appropriate, Commanders may authorize any combination of weather and safety leave / telework for non-telework eligible individuals based upon mission requirements and the availability of work (e.g., individual has insufficient work as normally they work on classified systems; requires access to equipment on site etc.). If telework is mandated, government furnished computers should be provided to the employee.

Mission Critical Employees. At all times, employees designated as mission-critical *may* be required to work either onsite or via telework consistent with mission requirements in the event of an emergency or pandemic.

This policy memo is intended to provide overarching direction IAW established guidance from OMB, OPM and DoD with respect to the implementation of telework. It is not intended to address every aspect of telework guidance. Please refer to DoDI1035.01_AFI36-816 on routine telework guidance as well as subsequent guidance on telework flexibilities specific to COVID-19 issued by the above organizations at <https://www.dcpas.osd.mil/OD/emergencyPreparedness>, to include the most recent DCPAS guidance Reference C - Q&As for Civilian Personnel Novel Coronavirus, 15 Mar 2020 also located at that site.

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BRIAN T. KELLY

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EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

March 17, 2020

M-20-16

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

FROM: Russell T. Vought
Acting Director

SUBJECT: Federal Agency Operational Alignment to Slow the Spread of Coronavirus
COVID-19

The Federal Government is aggressively responding to the coronavirus disease 2019 (COVID-19). The Federal Government, in partnership with state and local governments and the private sector, is adopting a concerted near-term operations posture that will appropriately align critical resources to slow down the transmission of COVID-19, while also ensuring that Government operations continue.

The Government must thoughtfully manage all our resources in a way that aligns with our desired outcome of slowing the transmission of COVID-19. This aggressive posture may affect Government operations as agencies work to balance the needs of mission-critical work and greater social distancing. Consequently, while the Federal Government remains operational, agencies must take appropriate steps to prioritize all resources to slow the transmission of COVID-19, while ensuring our mission-critical activities continue.

In order to achieve this posture, consistent with [The President's Coronavirus Guidelines for America](#), the Government must immediately adjust operations and services to minimize face-to-face interactions, especially at those offices or sites where people may be gathering in close proximity or where highly vulnerable populations obtain services. Exceptions may be needed when continued operations and services are necessary to protect public health and safety, including law enforcement and criminal-justice functions. Non-mission-critical functions that cannot be performed remotely or that require in-person interactions may be postponed or significantly curtailed. Agency heads have flexibility to realign individuals or work units to higher priority activities.

Agency heads shall utilize the full extent of their legal authority and discretion to execute this realignment of non-mission-critical activities, while also ensuring that their agencies continue to serve the American people and operate in the most efficient manner possible to deal aggressively and promptly with the current situation. Agencies shall communicate with their customers to encourage them to delay transactions which are not time-critical and to ensure that available resources can be re-prioritized to mission-critical activities. Agencies shall communicate to the public how service levels may be impacted, and should leverage mechanisms for receiving and acting on feedback.

This Memorandum is consistent with the President's declaration of a national emergency pursuant to section 501(b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5191(b), concerning the COVID-19 outbreak.

Specifically, agency plans and operations shall accomplish the following:

- Reduce and re-prioritize non-mission-critical services to free up capacity for critical services;
- Identify and resolve supply challenges that may be limiting factors or bottlenecks;
- Identify a variety of transportation limitations that could impact service delivery;
- Whenever possible and appropriate, leverage existing materials and content relating to authoritative information on COVID-19, share status of Federal actions on <https://www.usa.gov/coronavirus>, and provide communications in line with the [National Response Framework](#);
- Maximize telework across the nation for the Federal workforce (including mandatory telework, if necessary), while maintaining mission-critical workforce needs;
- Assess professional services and labor contracts to extend telework flexibilities to contract workers wherever feasible;
- Consider streamlining regulations and approval processes for critical services, including issuing general waivers policies and delegating decision-making where appropriate; and
- Ensure agency policies and procedures restrict individuals infected with, or at higher risk for serious illness from, COVID-19 from accessing Federal facilities, in accordance with Centers for Disease Control and Prevention (CDC) guidelines, as well as the Privacy Act of 1974, and other legal requirements. These agency policies must specifically include considerations not only for Federal employees, but also for contractors and visitors while balancing the needs to perform mission critical functions. Agencies shall review CDC, as well as U.S. Department of Labor (DOL) guidance below, as well as other appropriate resources, when developing and implementing new or modified policies and processes.
 - [CDC Interim Guidance for Risk Assessment and Public Health Management of Persons with Potential Coronavirus Disease 2019 \(COVID-19\)](#)
 - [CDC Risk Assessment and Public Health Management Decision Making](#)
 - [CDC Interim Guidance for Businesses and Employers](#)
 - [DOL Guidance on Preparing Workplaces for COVID-19](#)

Next Steps

- Within 48 hours of the issuance of this Memorandum, all agencies must review, modify, and begin implementing risk-based policies and procedures based on CDC guidance and legal advice, as necessary to safeguard the health and safety of Federal workplaces to restrict the transmission of COVID-19.
- As previously directed by the Office of Management and Budget (OMB), agency heads shall review and modify operations that maximize resources and functional areas to deliver mission-critical functions and other Government services safely and efficiently, incorporating the above factors. Agencies shall work closely with their leads for COOP to fully leverage agencies' authorities to execute their missions during the pandemic.