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FOR: CIVILIAN PERSONNEL POLICY COUNCIL MEMBERS

FROM: Defense Civilian Personnel Advisory Service Director, Mr. Daniel J. Hester

SUBJECT: Issuance of Defense Civilian Personnel Guidance: Questions and Answers
Regarding Department of Defense Reentry Guidance, Coronavirus Disease 2019,
and Performance Management Tips for a Hybrid Workplace

AUDIENCE: Nonappropriated and Appropriated Fund Employees

ACTION: Disseminate to Department of Defense Human Resources Practitioners

REFERENCES:

- a. Defense Civilian Personnel Advisory Service (DCPAS), "Civilian Personnel Guidance: Questions and Answers Regarding DoD Reentry Guidance and Coronavirus Disease 2019 (COVID-19)," July 1, 2022 (attached)
- b. Office of Personnel Management (OPM) Memorandum, "Issuance of Performance Management Tips for a Hybrid Workplace," February 2, 2022 (attached)
- c. DCPAS Message 2022020, "Office of Personnel Management Hybrid Workplace Performance Management Tips," February 9, 2022 (attached)

BACKGROUND/INTENT: DCPAS developed reference (a) to assist Component's with general COVID-19 related matters and authorities currently available as Component workforces begin reentry to the workplace.

Due to the increased number of teleworking and remote working Federal employees, OPM released reference (b), which provides tips for employees, supervisors, and leaders to utilize throughout the performance management cycle in a hybrid work environment, previously disseminated by DCPAS through reference (c).

POINT OF CONTACT: DCPAS Emergency Preparedness email: dodhra.mc-alex.dcpas.list.emergency-preparedness@mail.mil.

Attachment(s):
As stated

Civilian Personnel Guidance: Questions and Answers Regarding DoD Reentry Guidance and Coronavirus Disease 2019 (COVID-19)

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Note: This guide is intended to be used by Department of Defense (DoD) human resources practitioners when responding to Coronavirus Disease 2019 (COVID-19) at their local installations. Because of the dynamic nature of the COVID-19 pandemic, all other DoD personnel should consult their supervisor or local human resources office before relying on the information contained within this guidance. Additionally, DoD Components are advised to follow their applicable collective bargaining agreements and consult with their labor relations specialist when seeking to follow the guidance contained within.

A. GENERAL

Q1. Can I order an employee into the official worksite even if the installation or office has not initiated reentry or the required notification period has not elapsed?

A1. Yes, given certain applicable requirements, a supervisor can order employees who are identified as emergency employees to the official worksite if the installation or office is generally closed. Normally, the supervisor should identify and inform the

employees in advance that they occupy positions that have been identified as emergency essential and that they may need to return to the official worksite to carry out mission critical functions of the DoD Component. Components should be mindful of their collective bargaining obligations when doing so.

The Deputy Secretary of Defense's memorandum, "[DoD Workplace Guidance for Final Reentry of DoD Civilian Personnel](#)," identifies that reentry of specific categories of personnel prior to the conclusion of an advance notification period must be based on an urgent and compelling mission need. This refers to permanent reentry, not temporarily requiring an employee to report to a physical office location based on mission requirements. The categories of employees who will require 30 days advance notice for permanent reentry include employees who have been successfully teleworking full-time and have not returned other than on a de minimis basis or are working schedules which differ from their organization's regular work schedules.

Temporarily ordering an employee to report to an office location for mission requirements remains the prerogative of the supervisor.

B. TELEWORK

Q1. Full-time telework has been successful for over two years, do employees have to return to the workplace?

A1. While telework may have been performed successfully throughout the course of the COVID-19 pandemic, telework is a work flexibility arrangement that requires consultation and approval by a supervisor. Absent extenuating circumstances, employees whose installations or facilities have initiated reentry will be required to return to the workplace as directed.

Employees should consult their workplace policy and supervisor to determine appropriate telework arrangements, which can be agreed upon following reentry into the workplace.

Q2. Is there a difference between remote work and telework?

A2. 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 a situational basis with an expectation to perform work at least twice a pay period at the regular worksite. When an employee is assigned to a remote work position, the authorizing activity must process a standard form 50 to change the employee's duty station to the new alternate work location. In some cases, this change in duty station may also result in a change in locality pay. Although remote work has many of the same features of Telework, there is no expectation for the remote worker to routinely report to the regular worksite each pay period.

Q3. May I continue employment as a remote worker?

A3. Supervisors may consider and approve remote work arrangements consistent with the Office of Personnel Management's [2021 Guide to Telework and Remote Work in the Federal Government](#), Component policy, and applicable collective bargaining agreement.

Q4. Can I continue to telework in the presence of my children?

A4. Yes. On March 1, 2022, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) granted an extension of the exception to policy that allows DoD Components to permit civilian employees to telework during an emergency with a child or other persons requiring care or supervision present at home. This exception is extended until through September 30, 2022. Employees will still need to account for work and non-work hours during their tour of duty and take appropriate leave (paid or unpaid) to account for time spent away from normal work-related duties to care for a child or other person requiring care or supervision.

Additionally, the [Office of Management and Budget \(OMB\) memorandum, "Updated Guidance on Telework Flexibilities in Response to Coronavirus," dated March 12, 2020](#), encourages supervisors to extend telework flexibilities broadly to accommodate state and local responses to the COVID-19 outbreak, particularly to those persons susceptible to COVID-19.

Q5. I relocated to another state during the pandemic, can I continue to work remotely?

A5. If you relocated from your official duty station to a different geographic area outside of your assigned duty station's commuting area without official authorization, you must report this change to your supervisor by the date on your reentry notice, or per the terms of a collective bargaining agreement, if applicable.

You may submit a request to work remotely at the new duty station. However, that request must be approved by your agency's remote work deciding official. If remote work is authorized, your agency will process a personnel action to change your official duty station and you will receive the locality pay rate associated with the location of the new remote worksite.

Q6. Now that employees are reentering DoD workplaces, are all positions eligible for telework?

A6. Not all DoD positions are eligible for telework. However, Components should review telework and remote work eligibility for positions previously identified as not eligible, but were allowed to telework during the COVID-19 pandemic.

Q7. What options are available for civilian personnel with dependent care needs that will not resolve by the prescribed time of reentry?

A7. Supervisors must ensure their employees are given a reasonable amount of notice for reentry. The Department has established that this period will be at least 30 days, with Components having the discretion to establish longer periods. Employees desiring additional time for reentry due to dependent care needs or other personal matters should address those requests with their supervisors.

Q8. Since telework has been continuing for such an extended period of time, are telework and remote work entitlements available for employee use?

A8. Neither telework nor remote work are entitlements. Existing Federal statutes, including the Telework Enhancement Act of 2010, do not extend any legal rights or entitlements to telework or remote work to any employee. These flexibilities remain strategic management tools to facilitate the accomplishment of work, while balancing the needs of the workforce. However, Components may leverage experiences with expanded telework during the pandemic to incorporate these tools as a routine way of meeting organizational and mission needs.

Q9. Are there any exceptions to the telework policy that requires employees to report to the official worksite twice per pay period?

A9. The Office of Personnel Management (OPM) [2021 Guide to Telework and Remote Work in the Federal Government](#) states that teleworking employees must report to the regular worksite at least twice per pay period to maintain it as their official worksite. Agencies **MAY** waive this requirement during an appropriate temporary situation to include:

- Recovery from an injury or medical condition;
- Emergency situations preventing an employee from regularly commuting to the regular official worksite, such as a severe weather emergency or a pandemic health crisis;
- An extended period of approved absence from work (e.g., paid leave);
- A period during which the employee is in temporary duty travel status away from the official worksite; or
- A period during which an employee is temporarily detailed to work at a location other than a location covered by a telework agreement

Q10. When will an employee need to complete a new Telework Agreement?

A10. Every telework participant must complete a [DD Form 2946](#) regardless of whether telework is regular and recurring or situational. Telework agreements must be re-established when elements on the form changes (e.g. a supervisor, telework location, telework schedule, etc.).

C. WORK SCHEDULES

Q1. May I continue to work the flexible work schedule that was established in response to COVID-19?

A1. As Components develop and execute their reentry plans, flexible work schedules (FWS) should be considered as an additional workplace flexibility that can be used to maintain the health and safety of the workforce and to continue to provide a work-life balance for employees. Components may adopt or modify the use of these flexibilities, as their mission permits. Supervisors should communicate flexibilities that are available to employees, along with continued performance expectations.

Q1. What is a flexible work schedule?

A1. An FWS allows an employee to complete an 80-hour biweekly basic work requirement by determining his or her own schedule within the limits set by the agency. An FWS consists of workdays with core hours and flexible hours. Core hours are the designated period of the day when all employees must be present for work. Flexible hours are the part of the workday when employees may (within limits or "bands") choose their time of arrival and departure (i.e., starting and stopping work time).

Q2. What is a maxi-flex schedule?

A2. A maxi-flex schedule is a type of flexible work schedule that contains core hours on fewer than 10 workdays in the biweekly pay period and in which a full-time employee has a basic work requirement of 80 hours for the biweekly pay period, but in which an employee may vary the number of hours worked on a given workday or the number of hours each week within the limits established for the organization.

Q3. What are core hours?

A3. Core hours are the designated periods of the day when all employees must be working. Agencies may designate the number of core hours each week to meet their mission needs and are not required to have core hours on every workday. As a minimum requirement, an FWS must have at least 2 core hours on each of 2 workdays within a biweekly pay period. (See section of title 5, U.S. Code (U.S.C.)) An employee must (1) account for missed core hours (if permitted) with leave, credit hours, or compensatory time off, or (2) with agency approval, work the core hours at another time (within the same workday) or on another day within the pay period.

Q4. What are credit hours?

A4. Credit hours are hours that an employee elects to work, with supervisory

approval, in excess of the employee's basic work requirement under an FWS. Credit hours may only be earned during the established flexible hours (flexible time bands). An employee may use credit hours during future basic work requirement hours, subject to supervisory approval and any agency policies that bar use in the same week or pay period.

D. LEAVE

Q1. Can Components continue to authorize COVID-19 related weather and safety leave?

A1. The most up to date guidance on the use of weather and safety leave related to COVID-19 is available in the frequently asked questions posted on the [Safer Federal Workforce Task Force's website](#). OPM has communicated the general principle that, subject to statutory and regulatory limitations, agencies should use available flexibilities to provide weather and safety leave in circumstances where allowing an employee to travel to or perform work at the normal worksite would pose significant safety risks for the employee, other employees, or the general public.

Additionally, the need for continued use of weather and safety leave has been greatly diminished as DoD has made investments in technology and fully utilized available human resources flexibilities. Therefore, Components should limit the use of weather and safety leave to scenarios where such tools are not practicable or effective.

Q2. Can employees use administrative leave or regular duty hours to receive a COVID-19 vaccination and/or booster shots?

A2. The most up to date guidance on the appropriate time and leave for different vaccination events is available in the frequently asked questions posted on the [Safer Federal Workforce Task Force's website](#). The Task Force updates this information on a frequent basis.

Q3. Can I take sick leave when I am ill or to care for a sick family member?

A3. Civilian employees should take sick leave, if available, when they are ill and may do so to care for a family member as prescribed under the OPM sick leave regulations at 5 C.F.R. 630.401, as well as applicable DoD policies, Component policies, and collective bargaining agreements. If an employee does not have enough sick leave, he or she may request advanced sick leave, request to use annual leave or any other appropriate paid leave (e.g., earned compensatory time off, earned credit hours), or request leave without pay.

E. PAY

Q1. May an employee receive hazard pay differentials or environmental differential pay if exposed to COVID-19 through the performance of assigned duties?

A1. This is dependent upon the duties of the position. Incidental or potential exposures to COVID-19 are addressed in Q2 and Q3 below. General Schedule (GS) employees may receive additional pay for the performance of hazardous duty or duty involving physical hardship. (See 5 U.S.C. 5545(d) and 5 CFR part 550, subpart I). Appendix A to subpart I of part 550 of title 5, CFR, contains a list of approved hazard pay differentials. For example, a 25 percent hazard pay differential is authorized for employee exposure to “virulent biologicals,” which is defined as ‘work with or in close proximity to...[m]aterials of micro-organic nature which when introduced into the body are likely to cause serious disease or fatality and for which protective devices do not afford complete protection.’

To be eligible for the hazard pay differential, the agency must determine that the employee is exposed to a qualifying hazard through the performance of his or her assigned duties and that the hazardous duty has not been taken into account in the classification of the employee’s position. A hazard pay differential is not payable if safety precautions have reduced the element of hazard to a less than significant level of risk, consistent with generally accepted standards that may be applicable. (See 5 CFR 550.904-550.906 for further information and exceptions.) OPM does not determine when hazard pay differentials must be paid; agencies have the responsibility and are in the best position to determine whether duties performed by employees meet the regulatory requirements for hazard pay. Thus, agency managers, in consultation with occupational safety and health experts, must determine whether an employee is entitled to hazard pay on a case-by-case basis.

Prevailing rate (wage) employees may receive an environmental differential when exposed to a working condition, physical hardship, or hazard of an unusually severe nature. (See 5 U.S.C. 5343(c)(4) and 5 CFR 532.511.) A list of approved differentials is contained in Appendix A to subpart E of part 532, of title 5, CFR. As with hazard pay differentials, determinations as to whether an employee qualifies for an approved environmental differential must be made by agencies on a case-by-case basis.

Q2. May an employee who has been exposed incidentally to COVID-19 (i.e., in a manner not directly associated with the performance of assigned duties) receive a hazard pay differential for exposure to virulent biologicals?

A2. No. OPM’s regulations define exposure to “virulent biologicals” as “work with or in close proximity to...[m]aterials of micro-organic nature which when introduced into the body are likely to cause serious disease or fatality and for which protective devices do

not afford complete protection.” (See Appendix A to subpart I of part 550 of title 5, CFR.) Agencies may pay a hazard pay differential to a GS employee for exposure to “virulent biologicals” only when the risk of exposure is directly associated with the performance of assigned duties. An employee may not receive a hazard pay differential under the “virulent biologicals” category if exposure to a qualifying virus was not triggered by the performance of assigned duties. The hazard pay differential cannot be paid to an employee who may come in contact with the virus or another similar virus through incidental exposure to the public or other employees who are ill rather than being exposed to the virus during the performance of assigned duties (e.g., as in the case of a poultry handler or health care worker). In addition, the virus must be determined to be likely to cause serious disease or fatality for which protective devices do not afford complete protection.

FWS employees may not receive an environmental differential for incidental exposure to the pandemic COVID-19. The environmental differential for FWS employees is additional pay for job-related exposure to hazards, physical hardships, or working conditions of an unusually severe nature, which cannot be eliminated or significantly reduced by preventive measures. The environmental differential is not intended to compensate employees for exposure to a safety risk unrelated to their assigned duties.

Q3. Can employees receive hazardous duty pay or environmental differential pay for potential exposure to COVID-19?

A3. No. There is no authority within the hazardous duty pay or environmental differential statutes to pay for potential exposure. To pay hazardous duty pay or environmental differential pay for an unusual physical hardship or hazard covered under the regulations, a local installation must find that there is credible evidence that an employee was actually exposed.

Q4. Do supervisors need authorization from DoD to waive the biweekly limitation on premium pay for overtime work performed related to the COVID-19?

A4. No. It is not necessary for DoD to waive the biweekly limitation on premium pay for employees performing work related to COVID-19. Authority to waive the limitation is delegated to individuals who exercise personnel appointing authority as provided by Enclosure 3.1.a of DoD Instruction 1400.25, Volume 550, “DoD Civilian Personnel Management System: Pay Administration (General)”.

Q5. Due to COVID-19, is there any authority to waive the annual premium pay and aggregate pay cap?

A5. There is no authority to waive the annual premium pay or aggregate pay limitations for work related to COVID-19 as this would require a change in legislation. The Public Law 116-260 (December 27, 2020) exemption of premium pay from otherwise applicable limitations on pay at 5 U.S.C. sections 5547(a) and 5307 for

services primarily related to COVID-19, expired at the end of calendar year 2021.

F. HIRING

Q1: Is the hiring of military members within 180 days immediately following retirement to DoD positions waived during COVID-19?

A1: No. Section 3326 of title 5 U.S.C. only provides an exception to the 180-day provision through an approved waiver by the appropriate authority or if the position under recruitment is covered by a special salary rate under 5 U.S.C., section 5305. However, there are certain policies that temporarily waive the requirement to apply the provisions of 5 U.S.C. section 3326 to certain hiring actions:

- USD(P&R) recently signed a memorandum for the “Extension of Waiver of Requirement to Apply 5 U.S.C. section 3326 When Using the Direct Hire Authority for Certain Positions Supporting the Response to the Coronavirus Disease 2019 Pandemic,” through September 30, 2022. This provides a temporary waiver to the direct hire authority policy requirement to retain the provisions of 5 U.S.C., section 3326.
- Section 1108 of Public Law 116-283 temporarily waives application of 5 U.S.C. section 3326 for certain positions located at a defense industrial base facility through January 1, 2024. The memorandum published by the USD(P&R) [“Temporary Authority to Immediately Appoint Retired Members of the Armed Forces to Certain Positions in the Department of Defense.”](#) implementing this temporary waiver was signed on September 29, 2021. NOTE: Public Law 117-81 (December 27, 2021), section 1103 amended section 1108 to also apply to positions at a Major Range and Test Facility Base (MRTFB). DoD implementation policy is pending an update to include this addition and will be released at a future date.

Q2: Have the additional healthcare occupations approved in July 2020 for temporary coverage by the Direct Hire Authority for Certain Personnel of the DoD been extended?

A2: Yes. The additional healthcare occupations continue to be designated as critical need occupations eligible to be filled using the Direct Hire Authority for Certain DoD Personnel through September 30, 2022.

G. REASONABLE ACCOMMODATION

Q1. Is there any guidance regarding Reasonable Accommodation requests in connection with COVID-19? Our agency started receiving several requests for 100% telework because of health reasons and social distancing.

A1. Because the facts and circumstances of each request are different from another, it is impracticable to provide broad guidance applicable to each request. DoD

Components should consult their Reasonable Accommodation Coordinator, Disability Program Manager, Equal Employment Opportunity Office, and/or General Counsel's Office when engaging in the interactive process.

H. COVID-19 TESTING

Q1. In what circumstances should unvaccinated civilian employees and official visitors be asked to present the results of a recent negative COVID-19 test as a condition of physical access to DoD facilities?

A1. When the COVID-19 Community Level is medium or high in a county where a DoD installation or facility is located, the screening testing program required by the Consolidated DoD COVID-19 Force Health Protection Guidance will be utilized. The most up to date version of this document may be found on the Department's ["Coronavirus: Latest DoD Guidance" website](#).

Information regarding COVID-19 Community Levels can be found at on the [CDC's website](#).

Q2. What status should an employee be placed into when they are tested for COVID-19?

A2. Employees who are subject to an established COVID-19 testing program should continue to be carried in a regular duty status. Normally, employees will need no more than one hour to complete COVID-19 testing and return to work.

I. MASKING REQUIREMENTS

Q1. Will I need to wear a mask every day?

A1. The Consolidated DoD COVID-19 Force Health Protection Guidance provides current DoD masking guidance based upon the COVID-19 Community Level of the county where a DoD installation or facility is located. The most up to date version of this document may be found on the Department's ["Coronavirus: Latest DoD Guidance" website](#). According to this memorandum, masking is only required in locations with a High COVID-19 Community Level.

The DoD will continue to update public health guidance in accordance with the Centers for Disease Control and Prevention (CDC).

J. VACCINATION STATUS

Q1. Am I required to be vaccinated?

A1. With respect to the civilian workforce in general, on September 9, 2021, President Biden signed Executive Order (EO) 14043, titled, "Requiring Coronavirus Disease 2019 Vaccination for Federal Employees," directing Federal agencies to implement a vaccination program for all Federal employees, except in limited circumstances when an accommodation is legally required.

On January 21, 2022, the Southern District of Texas [preliminarily prohibited](#) the enforcement of EO 14043 nationwide. DoD is not implementing or enforcing the COVID-19 vaccination requirement pursuant to EO 14043.

Due to this, the USD(P&R) memorandum, "Compliance with Court Order in the Case of Feds for Medical Freedom, et al. v. Biden, et al., No. 21-cv-356 (S.D. Tex.)," paused the implementation of vaccination programs implemented pursuant to EO 14043, along with processing any associated disciplinary action and the adjudication of any exemptions to the vaccination requirement.

On April 7, 2022, the U.S. Court of Appeals for the Fifth Circuit issued an opinion, stating that the district court erred in issuing a preliminary injunction and was required to dismiss the case. However, the court subsequently granted the petition for a rehearing en banc on this matter on June 23, 2022, vacating its previous decision on the preliminary injunction. Therefore, Components will continue to adhere to the injunction until further notice.

The Safer Federal Workforce Task Force will continue to provide vaccination guidance through its [website](#).

Furthermore, there may be certain occupations which require an individual to be fully vaccinated and/or up to date with their COVID-19 vaccination under an authority other than EO 14043. Therefore questions regarding any COVID-19 vaccination requirements should be referred to an individual's servicing human resources or legal office.

K. LABOR RELATIONS

Q1. Are Components required to bargain over DoD and supplemental Component Reentry Guidance?

A1. Components will need to assess bargaining obligations associated with the DoD Reentry Guidance and any supplemental Component reentry guidance at the level of recognition. Components should review current collective bargaining agreements to assist with the determination of any bargaining obligations.

L. DISCIPLINARY AND ADVERSE ACTIONS

Q1. Can an employee be disciplined if they refuse to return to the workplace after the required recall notification timeframe has expired?

A1. When considering taking a disciplinary action, supervisors must consider the specific circumstances surrounding the given scenario. Therefore, supervisors should contact their servicing Human Resources office to discuss the details of an employee who has not returned to the workplace after the established notification timeframe has expired, to include discussion of any reasonable accommodation requests submitted by the employee.

M. ADDITIONAL INFORMATION

Q1. Where can I find the latest information regarding COVID-19?

A1: Additional information can be found at the following sources:

- [Centers for Disease Control and Prevention \(CDC\) Website](#)
- [Occupational Safety and Health Administration \(OSHA\) Guidance](#)
- [OPM's Future of Work](#)
- [Safer Federal Workforce Task Force](#)
- [DoD Public Affairs Coronavirus Portal](#)
- Coronavirus: [Latest DoD Guidance](#)



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

Employee Services

February 2, 2022

Memorandum for Human Resources Directors

From: Robert H. Shriver, III
Associate Director, Employee Services

Subject: Issuance of Performance Management Tips for a Hybrid Workplace

The dramatic increase in the number of Federal employees teleworking and working remotely during the COVID-19 pandemic demonstrated that agencies need to be equipped to manage employee performance equitably and effectively—regardless of whether the employees are in the office or not. To support agencies in preparing for the workforce of the future, the U.S. Office of Personnel Management (OPM) is issuing performance management tips for a “hybrid workplace.” A hybrid workplace simply refers to a workplace that incorporates a mix of employees who are working in the office and those who are working from other locations.

Effective performance management requires engagement and commitment from individuals at all levels of an agency. As such, these performance management tips have been uniquely tailored to assist Non-supervisory Employees, Supervisors, and Leadership throughout the various phases of the performance management cycle. OPM recognizes, however, that for the Federal Government to be the model employer in the workforce of the future, there must be a renewed focus on employee engagement, learning, development, health, and wellbeing. These important aspects of performance management are addressed in the tips as well.

Since the workforce of the future will rely heavily on technology to facilitate effective communication and collaboration between employees and supervisors who may not be occupying the same physical workspace, considerations for how to leverage technology to support a hybrid workplace are also provided.

If you have any questions or require additional information, please contact OPM’s Executive Resources and Performance Management staff at (202) 606-8046, or by email at performance-management@opm.gov.

Attachments

cc: Chief Human Capital Officers, and Deputy CHCOs

Performance Management Hybrid Workplace Tips for Employees

Many workplaces are transitioning to a hybrid environment (in-office, remote, telework). Here are some tips for driving high levels of performance and engagement:



Planning

- Be transparent and realistic in expectations with your supervisor
- Ensure you clarify with your supervisor your job's expectations and highlight the strategic alignment between it and the organizational mission
- Align individual goals with departmental/team objectives
- Make sure goals are attainable



Monitoring

- Establish an open line of communication with your manager through regular one-on-one meetings, instant messaging channels, and virtual team meetings
- Compose a list of accomplishment narratives for each milestone achieved during the rating period
- Meet with your supervisor regularly to discuss individual goals



Rating

- Utilize video conferencing using backgrounds/filters to prevent distraction and ensure you are in a private environment
- Be ready for end of year discussion by preparing accomplishment statements and questions for how you can improve and develop in focus areas
- View rating process as a growth opportunity
- Ensure all objectives and goals are accomplished within the rating period



Rewards and Recognition

- As we all feel valued differently, express to your supervisor the kind of rewards and recognition you appreciate
- Track and share your accomplishments with your supervisor (Note recognition-worthy successes)
- Volunteer to lead challenging/complex projects of high visibility
- Organize Employee Appreciation Events to boost self-esteem and morale



Learning and Development

- Keep your mind sharp, your desire for personal growth strong, and your career opportunities open through online learning and training programs
- Seek out free training and resources from other Federal agencies, job specific associations, and local universities or partners
- Request a mentor and consult with your supervisor about applying for detail positions or rotational programs to link development with personal goals



Employee Health

- Establish intentional breaks — Set aside time to get away, exercise, or go outdoors; Stand up and stretch
- Engage in virtual chat groups and join virtual communities that align to your special interests and/or areas of concern
- Take advantage of employee assistance, mental health or counseling support programs



Performance Management Hybrid Workplace Tips for Supervisors

Many workplaces are transitioning to a hybrid environment (in-office, remote, telework). Here are some tips for driving high levels of performance and engagement:



Planning

- Clarify standards' intent and meaning; Individual perspectives can vary in their interpretation of what constitutes an exceeds, meets, and below performance
- Standardize expected results where possible; This helps increase the equity of the performance standards among employees in similar positions
- Enable autonomy and growth by clearly highlighting for employees the strategic alignment between their work and the organizational mission



Monitoring

- Demonstrate inclusion to employees through thoughtfully providing performance feedback using inclusive language
- Engage employees through multiple informal and formal feedback sessions throughout the year
- Check your assumptions (especially if your employee has been working remotely) on why the employee has or hasn't been performing; Realize that there are unseen circumstances and events that may be impacting performance



Rating

- Hold performance evaluation meetings in a neutral environment free of noise and distraction (virtual and physical environments)
- Begin with positive feedback; Constructive feedback is more widely accepted if prefaced with positive feedback
- Be cognizant of your own rater bias; Evaluate performance based on measurable results



Rewards and Recognition

- Discover the ways your employees want to receive recognition and meet that need (some do not want publicity)
- Recognize employee contributions tied to organizational values (not just productivity and performance)
- Celebrate individual and team success throughout the year; People want to feel appreciated and know they are contributing to the success of the organization



Learning and Development

- Implement routine check-ins for 2-way and 360-degree developmental updates; Should be bi-directional and encourage constant development
- Offer and encourage online learning and free training programs from other Federal agencies, job-specific associations, and local universities or partners
- Establish or promote mentoring, coaching, and detail opportunities to link employee goals and development



Open Communication

- Enable teamwork/collaboration and team check-ins by scheduling 5-10 min breaks during meetings for "hallway" chats among employees
- Utilize technology such as video conferencing to help maintain an "in-person" connection
- Be deliberate and consistent in communication methods and channels; People need to feel they are accepted as part of the group



Performance Management Hybrid Workplace Tips for

Leadership

Many workplaces are transitioning to a hybrid environment (in-office, remote, telework). Here are some tips for driving high levels of performance and engagement:



Self Management

- Properly manage your time to include planning, work, and preparation for organized and productive meetings
- Demonstrating a healthy work/life balance (e.g. not scheduling meetings during lunch, using annual leave, etc.) will empower employees to emulate your positive work/life behaviors — leading to higher productivity and increased employee wellbeing



Communication

- Host Q&A sessions at the end of Town Hall meetings or through agency intranet/forum pages
- Encourage Office Hours for management and employees to address concerns
- Be open and receptive to feedback from those trusted partners within your organization



Delegation and Autonomy

- Trust is garnered when senior leaders “widen their circle of decision makers;” Delegate downward and collaborate with others to allow for natural professional development and increase your capacity to handle challenges
- Clearly state expectations, highlighting strategic alignment, then allow for autonomy to garner bidirectional trust



People Focused Management

- Get away from the mindset of management by observation; Focus on the *what* and *how* of work achievement instead of *where* or *when*
- Allow for collaboration and encourage cross training for employee development and natural succession planning
- Do analysis to ensure all employees are fairly evaluated, receive timely feedback, have access to the same opportunities, and have all resources required for success



Use Resources and Train

- Leverage technology to fill gaps in communication and collaboration
- Seek out free training and resources from other Federal agencies, job-specific associations (SHRM, CFO Councils, Leadership Council), and local universities or partners
- Utilize internal SMEs to host agency-wide training sessions to increase knowledge and accountability for managers and employees



Develop Agile Culture and Hybrid Workplace

- Plan your transition to a hybrid office (tech-ready to enable meetings that smoothly join in-office and remote workers)
- Update policies/practices/training to incorporate flexibilities (Telework, Remote Management, IT Systems, Security)
- Develop strategies to maintain resiliency for future uncertainty and a changing workplace





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FOR: CIVILIAN PERSONNEL POLICY COUNCIL MEMBERS

FROM: Defense Civilian Personnel Advisory Service Director, Mr. Daniel J. Hester

SUBJECT: Office of Personnel Management Hybrid Workplace Performance Management Tips

AUDIENCE: Nonappropriated and Appropriated Fund Employees

ACTION: Disseminate to Department of Defense Managers and Human Resources Practitioners

REFERENCE: U.S. Office of Personnel Management Memorandum, "Issuance of Performance Management Tips for a Hybrid Workplace," dated February 2, 2022 with attachments.
<https://chcoc.gov/content/issuance-performance-management-tips-hybrid-workplace>

BACKGROUND/INTENT: On February 2, 2022, the U.S. Office of Personnel Management (OPM) issued the above referenced memorandum to assist agencies in performance management of a hybrid workplace. This memorandum includes four tip sheets as quick reference guides; three are uniquely tailored to assist Non-supervisory Employees, Supervisors, and Leadership, and the fourth focuses on Technology and provides suggestions for leveraging established systems and other resources to improve communication and collaboration amongst the workforce.

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