



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

November 12, 2021

Memorandum For: Heads of Executive Departments and Agencies

From: Kiran A. Ahuja, Director

Subject: 2021 Guide to Telework and Remote Work in the Federal Government

The U.S. Office of Personnel Management (OPM) is pleased to announce the release of the updated *2021 Guide to Telework and Remote Work in the Federal Government: Leveraging Telework and Remote Work in the Federal Government to Better Meet Our Human Capital Needs and Improve Mission Delivery*. This updated guidance replaces the original guide published in 2011 and provides agencies with practical resources and information to help contextualize the continued evolution of telework as a critical workplace flexibility, including a new section providing Federal agencies with policy guidance on remote work.

The effects of the COVID-19 global pandemic have prompted a significant interest, nationwide, in using telework and remote work as an important tools for safely and efficiently delivering mission-critical services in the public and private sectors during emergencies. During the COVID-19 pandemic, federal employees demonstrated their resiliency, whether continuing to report to their workplace to carry out their mission or adapting with no notice to a maximum telework environment. Employees were able to continue to meet the challenges of their jobs head-on from locations other than their regular duty station, apart from their managers, supervisors, and colleagues. Agencies demonstrated that they have been able to continue to carry out their missions effectively. As a result, agencies now have an opportunity to revisit how they were operating prior to the pandemic and leverage lessons learned to integrate telework and remote work into their strategic workforce plans.

While this guidance focuses on assisting agencies in updating their current policies, we expect to continue our examination of telework and remote work policies over the coming years as agency operations evolve, and as the Federal Government further defines a broad vision for the “Future of Work.” OPM is excited to help lead the way in modernizing the way the Federal government does business to best serve the American people.

The guide is comprised of two distinct parts that cover:

- Part 1 – General Technical Guide on Telework: An overview of telework arrangements, laws, agency roles and responsibilities, and guidance to develop telework policies
- Part 2 – Technical Guide on Remote Work: A review of implications, considerations, and strategies for the appropriate use of remote work arrangements

These two parts may be used in conjunction with one another as an interdependent resource intended to provide comprehensive telework and remote work guidance for Federal agencies, Telework Managing Officers (TMOs), telework program coordinators, managers, supervisors, and employees.

The attached guidance also will be posted on the telework website: www.telework.gov. If you have any questions about this guidance, please send your inquiries to Teleworkpolicy@opm.gov.

Attachments: 2021 Guide to Telework and Remote Work in the Federal Government Fact Sheet, and 2021 Guide to Telework and Remote Work in the Federal Government (see below)

cc: Chief Human Capital Officers (CHCOs), Deputy CHCOs, Human Resources Directors, Telework Managing Officers, Telework Program Coordinators, and Work-Life Coordinators