



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

APR 18 2023

MEMORANDUM FOR ALL DEPARTMENT OF DEFENSE PERSONNEL

SUBJECT: Message to the Force Regarding Office of Management and Budget Guidance on Agency Work Environments

Our workforce has demonstrated both extraordinary commitment and incredible flexibility to meeting the Department's critical national security mission amid challenging, but critical, public health requirements over the past three years. The Department, and our workforce, embraced new work environments — ones that took us out of a physical office when appropriate. Many members of our Total Force continued, or quickly returned to, their in-person work to ensure mission success. The Department, given its national security mission, kept its offices open during the pandemic.

Last week, the Office of Management and Budget (OMB) released updated guidance, which includes directives related to assessing agency work environments as part of overall organizational health and performance. This guidance can be found at <https://www.whitehouse.gov/wp-content/uploads/2023/04/M-23-15.pdf>.

Department leaders are reviewing the new OMB guidance to determine how it will affect the Department and its posture related to in-person and telework. Over the next 60 days we will also review and update (as required) the Department's Work Environment Plan. This review will be data-driven and informed by the wealth of experience the Department gained with work environment flexibilities required by the COVID-19 pandemic. Our approach will be grounded in continuing efforts to understand and embrace the future of work to ensure our Department is a leading employer in its endeavor to maximize both performance and employee satisfaction. The Under Secretary of Defense for Personnel and Readiness will be my lead for this effort, working in partnership with our Performance Improvement Officer, to meet the organizational performance measurement objectives.

Our current telework policy, which predates the pandemic, can be found at <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/103501p.pdf>. This policy, DoD Instruction 1035.01, "Telework Policy," specifies that "telework shall be actively promoted and implemented throughout DoD in support of the DoD commitment to workforce efficiency, emergency preparedness, and quality of life."

We will maintain close communication with our workforce and union partners on impacts of this assessment. As always, thank you for your hard work and commitment to the Department's essential mission to maintain our Nation's security.

A handwritten signature in black ink, reading "Kathleen D. Johnson", is positioned below the main text of the memorandum.



OSD003286-23/CMD004270-23