



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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WASHINGTON, DC 20350-3000

IN REPLY REFER TO:
12620
AR

POLICY LETTER 2-23

From: Director, Administration and Resource Management Division
To: Administration and Resource Management Division Employees

Subj: ALTERNATIVE WORK SCHEDULE (AWS) PROGRAM

Ref: (a) MCO 12620.2

1. Purpose. In accordance with the reference, this letter provides guidelines and procedures for the implementation of an Alternative Work Schedule (AWS) Program for Administration and Resource Management Division (AR Div) civilian personnel.

2. Background. AWS programs can offer advantages to staff agencies, such as reduction of short-term absences and tardiness; increased service provided by longer office hours; increased productivity; and may be tools for recruitment and retention. AWS programs have the potential to enable managers and supervisors to meet their program goals while allowing employees more flexibility in scheduling their activities, the ability to reduce transportation costs, and greater control over their time.

3. Employee participation in the AWS program is voluntary. Branch Heads may authorize AWS for full time employees after considering impacts on mission accomplishment. Shift workers are not eligible.

4. Supervisors and employees must review and update requests for alternative schedules annually. Approved requests must be reflected in the Oracle Time and Labor (OTL) system at <https://ebs.dai.csd.disa.mil/>.

5. Employees approved for an alternative work schedule who are required to travel or attend training may have to revert to a standard workweek (8 hours Monday-Friday). Such adjustments should be made as far in advance as possible of the dates of the temporary duty assignment.

6. Supervisors reserve the right to restrict an employee to the standard workweek or specific AWS when an employee's performance requires remedial action (such as closer supervision); when the employee occupies a "one of a kind" or unique position; or for any other reason where it would be in the best interest of the government to restrict an employee's scheduled tour of duty.

7. Employees reassigned to a new work unit within AR Div must submit a request to their new supervisor will assess the request and make a reasonable effort to accommodate a request for a new AWS.

8. Supervisors are authorized to terminate or require modifications to the AWS of any employee to ensure that mission and office coverage requirements are met. Employees should be given one full pay period advance notice when a decision is made to terminate or modify an existing AWS.

9. Employees on an AWS may also be authorized to telework.

10. There are two types of AWS programs: Flexible Work Schedules (FWS) and Compressed Work Schedules (CWS).

a) Flexible Work Schedules. FWS permit employees, within certain constraints, to select the starting and ending times of their basic workday. Under this system, the workday is split into core and flexible time.

(1) Core time is the portion of the day during which all employees must be present for work (or account for absences through use of leave or credit hours, if applicable). The AR Div core hours are 0900 to 1500, Monday through Friday.

(2) Flexible time are the time bands at the start of the workday and end of the workday in which employees may choose the times of arrival and departure. The flexible time bands are from 0600 to 0900 for arrival times and from 1500 to 1800 for departure times.

(3) Five types of FWS programs are authorized for use: Flexitour, Gliding, Variable Day, Variable Week, and Maxiflex. All the schedules allow an employee to earn and use credit hours.

(a) Flexitour is a fixed schedule requiring the employee to work 8-hour days with the same starting ending times each day. Arrival and departure times must be within the flexible time bands established (0600 to 0900 for the arrival time and 1500 to 1900 for the departure time) and the daily tour of duty must cover core hours (0900 to 1500).

(b) Gliding. A schedule in which the employee has a basic work requirement of eight hours a day, 10 days a pay period, and may change the arrival and departure times daily as long as they are within the established flexible hours. The schedule must cover core hours each day.

(c) Variable Day. A schedule in which an employee has a basic work requirement of 40 hours in a five-day work week. The number of hours worked each of the five days may vary (e.g., the employee may work 10 hours on Monday, eight hours Tuesday through Thursday, and six hours on Friday). The schedule must cover core hours each day.

(d) Variable Week. A schedule in which an employee has a basic work requirement of 80 hours within a two-week pay period. The number of hours worked each of the 10 workdays may vary as well as the total number of hours worked each week. The employee's work schedule must cover core hours each day.

(e) Maxiflex. A schedule in which an employee can vary arrival and departure times, the number of hours worked each day, the number of hours worked each week, and the number of days worked within each week as long as the 80-hour work requirement is met. Unlike the other four schedules mentioned above, Maxiflex allows employees to complete the 80-hour work requirement in less than five days a week/10 days a pay period and does not require the employee's work schedule to cover core hours. Branches that authorize the use of Maxiflex are strongly encouraged to set parameters as to the maximum number of hours employees can choose to work each day and the minimum number of days in which employees must complete the 80-hour work requirement. Employees on a maxi-flex schedule are entitled to only 8 hours

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of holiday leave and 8 hours of administrative weather leave on a full day of closure (i.e. snow day).

b. Credit Hours. Credit hours are those hours of work in excess of the basic work requirement that an employee voluntarily elects to work. Earning and use of credit hours is authorized ONLY for employees on an FWS.

(1) For employees on a Flexitour Schedule, the basic work requirement is eight hours a day; thus, credit hours may be earned when the employee voluntarily works more than eight hours a day.

(2) On a modified Variable Week schedule, the basic work requirement is the number of hours scheduled to work each day (for example, seven hours on Monday, nine hours on Tuesday, and eight hours on Wednesday through Friday). Credit hours are earned when an employee voluntarily works more than the number of hours scheduled on a given day.

(3) A maximum of 24 credit hours may be carried over to subsequent pay periods. Credit hours in excess of 24 hours will be forfeited. Credit hours must be exhausted prior to separation (transfer, resignation, retirement, etc.) or prior to converting to a CWS.

(4) Employees may earn up to four credit hours in a single pay period and up to one credit hour in a single day without supervisor approval.

(5) Supervisory approval is required to earn more than four credit hours in a single pay period or more than one hour in a single day. Employees will use OTL to request approval to exceed the credit hour limits in a pay period or single day.

(6) Credit hours are used in the same manner as annual leave. Only credit hours carried over from a prior period may be used.

(7) Credit hours must be recorded in OTL.

(8) Credit hours may not be earned during lunch breaks, holidays, or weekends.

(9) Supervisors are responsible for monitoring the earning of credit hours to ensure productive work is performed for credit hours earned.

11. Compressed Work Schedules (CWS). CWS allow employees to increase the number of hours worked each day to facilitate the scheduling of one regular day off (RDO) each pay period. On scheduled workdays, arrival and departure times must be fixed within the flexible time bands.

a. CWS are fixed schedules. Arrival and departure times must be fixed within the flexible time bands. Earning of credit hours is not permitted under a CWS program. An approved plan for use is the 5-4/9 Plan. Under this plan, the employee works eight nine-hour days, one eight-hour day and has one RDO during each bi-weekly pay period, for a total of 80 hours each pay period.

b. Four-day Workweek. The employee works 10 hours a day, four days a week, with one fixed day off each week.

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c. Employees are expected to change an RDO when required by the mission (such as attending a meeting scheduled to occur on an employee's RDO) and to maintain office coverage. Changes to the RDO based on these reasons may be directed by the supervisor as circumstances warrant.

d. Use of compressed work schedules for supervisors, including Branch Heads and Deputy Branch Heads, must be approved by the Director, AR Division.

12. Lunch Periods. The standard lunch period is 30 minutes. The time allotted for the lunch period does not count as hours of work. For example, an employee scheduled to work for eight hours with a 30-minute lunch period will have a tour of duty that spans 8½ hours. Employees are not authorized to work through lunch in order to arrive late or leave early. Employees may exceed the standard lunch period with supervisory approval.

13. Overtime/Compensatory (Comp) Time. Requests for overtime and comp time must be approved in advance by the Director, AR Division.

a. Supervisors must submit appropriate approval documentation via OTL.

b. Employees must use earned comp time as quickly as possible. All earned comp time must be exhausted prior to using earned leave.

14. Holidays

a. Employees on an FWS will be credited with eight hours of holiday leave on scheduled workdays designated as a holiday, regardless of the number of hours the employee was scheduled to work. (Not correct, only applies to maxi-flex) Employees who were scheduled to work more or fewer than eight hours on a holiday will be required to adjust their work schedules to ensure that 80 hours is accounted for in the pay period. Supervisors should make every effort to avoid requiring employees on an FWS to work more than eight hours on a holiday.

b. Employees on a CWS will be credited the number of hours the employee was scheduled to work (eight or nine hours) on workdays designated as a holiday. When a federal holiday occurs on a CWS employee's regular day off, the following rules apply:

(1) If the holiday falls on a Sunday, the first regularly scheduled workday following the Sunday holiday is the employee's RDO in lieu of holiday.

(2) If the holiday is not a Sunday, the last regularly scheduled workday preceding the holiday is the employee's RDO in lieu of holiday.

(3) Supervisors have the authority to designate a different day for an employee's "in lieu of" holiday to ensure office coverage and mission requirements are met. Such day must be within the same pay period as the holiday.

c. Compensatory time for travel is not allowed on holidays.

15. Night Differential. Employees required by their supervisor, based on mission requirements, to work between 6 PM and 6 AM are entitled to a 10% salary premium. Employees who voluntarily elect, with supervisory approval, to work between 6 AM and 6 PM waive their right to night differential premium pay.

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16. Action. This guidance is effective immediately. Current flexible and compressed schedules must be brought into compliance with the provisions of this letter.

17. The Human Resources and Organizational Management Branch will provide guidance and assistance in implementing the provisions of this letter, and, upon request, will provide training to managers, supervisors, and employees.

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