



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

IN REPLY REFER TO:
12620
AR

10 JUL 2019

POLICY LETTER 1-19

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

Subj: ALTERNATIVE WORK SCHEDULE (AWS) PROGRAM FOR ADMINISTRATION AND
RESOURCE MANAGEMENT (AR) DIVISION

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 AR Division Civilian Marines.

2. Policy

a. Implementation of any AWS program within AR Division is optional and should only be undertaken after careful advance planning and consideration of whether implementation will have an adverse impact on mission accomplishment. Branch Heads are authorized to implement the AWS plans identified in this letter, to the extent possible.

b. AWS programs may be offered to full time employees only. Shift workers are not eligible. Participation in the AWS program, by an employee, is voluntary.

3. Background

a. AWS programs have the potential to enable managers and supervisors to meet their program goals while, at the same time, allow employees to be more flexible in scheduling their outside work activities and reduce transportation costs. As employees gain greater control over their time, they can balance work and family responsibilities more easily and become involved in volunteer, or educational opportunities. The employee benefits provided by AWS programs also are useful recruitment and retention tools. AWS programs can offer many advantages to staff agencies, such as reduction of short-term absences and tardiness; increased service provided by longer office hours; and increased productivity.

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

(1) An FWS is a schedule that permits 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.

(a) Core time is that 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). Core time is designated as 0900 to 1500, Monday through Friday.

(b) Flexible time is the time band at the start of the workday and end of the workday in which employees may choose the times of arrival and

POLICY LETTER 1-19

departure. The flexible time bands are from 0600 to 0900 for arrival times and from 1500 to 1900 for departure times.

(2) A CWS is a work schedule that allows an employee to increase the number of hours worked each day so as to allow the employee to schedule one regular day off (RDO) each pay period. On scheduled workdays, arrival and departure times must be fixed within the flexible time bands.

4. Information

a. Employees may submit a request for a flexible or compressed schedule by utilizing the Standard Labor Data Collection and Distribution Application (SLDCADA) at <https://www.sldcada.navy.mil/>.

b. Supervisors will review requests for AWS and approve only those requests that meet mission and office coverage requirements. Supervisors should not approve a work schedule request that places an undue burden on another employee to meet mission and office coverage requirements. Supervisors must periodically review and adjust work schedules to ensure that coverage requirements are met.

c. When an employee is participating in an AWS program and is required to travel, attend a training course, or serve at a location where the hours of work are different from the employee's approved schedule, it may be necessary to change the employee's work schedule to the standard workweek. Any adjustment must account for the required 80 hours of work during each pay period. Such adjustments should be made as far in advance as possible of the dates of the temporary duty assignment.

d. Management reserves 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" 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.

e. Employees who move to a new work unit will not be authorized to transfer the existing AWS. The new supervisor will make reasonable effort to accommodate a request for a new AWS.

f. Opportunities to participate in an AWS or select a different schedule may be offered at the discretion of the organization.

g. Supervisors are authorized to terminate or require modifications to the AWS of any employees to ensure that mission and office coverage requirements are met. Normally, an employee will be given one full pay period advance notice when a decision is made to terminate or modify an existing AWS. Supervisors may direct temporary changes to an employee's approved work schedule at any time to ensure mission and office coverage requirements are met.

h. AWS does not require a supervisor to extend his/her working day beyond normal working hours. In cases where the presence of a supervisor is required, coordination between supervisory and non-supervisory personnel will take place in order to establish a mutually satisfactory schedule.

i. In approving AWS requests, supervisors must ensure that office coverage is maintained during core time.

POLICY LETTER 1-19

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

5. Flexible Work Schedules

a. 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.

(1) Flexitour is a fixed schedule requiring the employee to work 8-hour days with the same starting and stopping 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).

(2) 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.

(3) 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.

(4) 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.

(5) 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 have to complete the 80-hour work requirement.

b. Credit Hours

(1) 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.

(2) 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.

(3) 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.

POLICY LETTER 1-19

(4) A maximum of 24 credit hours may be accumulated and 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.

(5) 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.

(6) 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 SLDCADA to request approval to exceed the credit hour limits in a pay period or single day.

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

(8) Credit hours must be recorded in SLDCADA.

(9) Credit hours may not be earned during lunch breaks. Credit hours may be earned on weekends.

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

c. Compensatory Time. Only the Director, AR Division is authorized to approve Compensatory Time.

6. Compressed Work Schedules (CWS)

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 biweekly 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.

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. Supervisors, particularly Branch Heads and Deputy Branch Heads, are not permitted to use Compressed Work Schedules. Each situation will be addressed case by case with the final decision being made by either the Branch head or the Director, AR Division.

7. Leave, Overtime, and Holidays

a. Current civilian leave and overtime policies will be continued. Employees on scheduled leave will be charged an amount of leave equal to the number of hours scheduled to work. Overtime hours are those hours an employee is required to work in excess of the normal work schedule. Only the Director AR Division is authorized to approve overtime.

b. Employees on an FWS will be credited with eight hours of holiday leave on scheduled workdays designated as a holiday, regardless of the number

POLICY LETTER 1-19

of hours the employee was scheduled to work. 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.

c. 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 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.

8. Lunch Periods. The standard lunch period is 30 minutes. However, with supervisory approval, employees may exceed the standard lunch period. 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 eight-and-a-half hours. Employees are not authorized to work through lunch in order to arrive late or leave early.

9. Action

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

b. 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.


S. M. GROZINSKI