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HEADQUARTERS UNITED STATES MARINE CORPS
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Washington, DC 20350-3000

MCO 12620.2

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MARINE CORPS ORDER 12620.2

From: Commandant of the Marine Corps
To: Distribution List

Subj: ALTERNATIVE WORK SCHEDULE (AWS) PROGRAM FOR CIVILIAN
MARINE EMPLOYEES

Ref: (a) Public Law 97-211, as amended by Public Law 99-196
December 23, 1985 (NOTAL)
(b) 5 USC 6101-6133 (NOTAL)
(c) 5 CFR 610 Subpart D (NOTAL)
(d) 5 CFR Part 551 (NOTAL)
(e) DON CHRM Subchapter 794.2
(f) 5 USC 9902

Encl: (1) Sample Alternative Work Schedule Request Form

1. Situation. The Congress has found that the use of flexible and compressed work schedules have the potential to improve productivity in the Federal Government and provide greater service to the public. The following guidance and assistance is provided, in accordance with (IAW) reference (e), for the establishment of AWS Programs within the Marine Corps if such programs do not reduce productivity, hinder service to the public, or increase agency costs.

2. Mission

a. Commanders and activity heads have the responsibility for determining operational requirements to ensure the Marine Corps mission is carried out effectively and efficiently. Civilian Marines play an important role in the ultimate success of that mission. The use of AWS can be beneficial to all concerned when the schedules are established and used properly.

b. The Federal Employees Flexible and Compressed Work Schedules Act was established by reference (a), providing permanent authorization for Federal agencies to use flexible and compressed work schedules, and codified by reference (b). The prescribed regulatory requirements for implementation of certain provisions of references (a) and (b) are contained in reference (c). Reference (d) determines the method of identifying who

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receives overtime pay, compensatory time or credit hours, hours of work, etc. Reference (e) directs heads of Navy and Marine Corps activities and Marine Corps commanders to establish and maintain certain Work/Life Programs, to include flexible family friendly work arrangements (e.g. AWS Programs). Reference (f) covers the requirements each activity must review for National Security Personnel System (NSPS) employees.

c. Collective Bargaining Implications. In the case of employees in a unit represented by a union, any flexible or compressed work schedule, and the establishment and termination of any such schedule, shall be subject to the provisions of reference (b), and the terms of a collective bargaining agreement between the agency and the exclusive representative. Employees within a unit represented by an exclusive representative shall not be included within any AWS Program except to the extent expressly provided under a collective bargaining agreement between the agency and the exclusive representative.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) AWS Programs have the potential to enable management to meet their program goals while, at the same time, allow employees to be more flexible in scheduling their personal activities. As employees gain greater control over their time, they can, for example, balance work and family responsibilities more easily, become involved in volunteer activities, and take advantage of educational opportunities. The employee benefits provided by AWS Programs 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. Further details on the AWS Program can be found at <https://www.opm.gov/oca/aws/html/define.asp>.

(b) IAW the references, implementation of an AWS Program at a respective command or activity is optional, and will only be undertaken after advanced planning and identification of positions and organizations suitable for flexible or compressed work arrangements. Not all positions or organizations are suitable for AWS.

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(c) Managers and supervisors must determine schedules that will not reduce productivity, hinder services to the public or increase activity costs. Employee election to participate in established AWS programs is based on supervisory approval of the desired schedule.

(2) Concept of Operations. There are two types of schedules under the AWS concept, both include fixed schedules:

(a) A Compressed Work Schedule (CWS) allows an employee to increase the number of hours worked each day so the employee can have one regular day off scheduled each week or each pay period. Compressed work schedules are fixed schedules. Managers may not authorize the use of flexible work schedules in conjunction with CWS. The employee must work the required number of daily hours to correspond with the CWS established for that employee. Under this Order the following two forms of CWS are the most common:

1. Four-day Workweek. The employee works 10 hours a day, 4 days a week, with one fixed day off each week.

2. 5 - 4/9. The employee works eight 9-hour days, one 8-hour day, and has one fixed day off during the bi-weekly pay period.

(b) Flexible Work Schedules (FWS) split the workday into two types of hours: Core hours and flexible hours. Core hours cover the period of time during the workday which all employees must be present for work. Commanders and activity heads are authorized to designate different core hours to meet mission and office coverage requirements. Flexible hours cover the periods of time during the workday which employees may choose arrival and departure times. The standard flexible hours are from 0600 to 0900 for arrival and from 1500 to 1800 for departure. The five most common forms of FWS are:

1. Flexitour: A fixed schedule requiring the employee to select starting and stopping times each day, and the schedule cannot vary. The employee's schedule must account for 8 hours a day, 40 hours a week, 10 days a pay period, and must cover established core hours. Arrival and departure times must be within the flexible hours established.

2. Gliding: A schedule in which the employee has a basic work requirement of 8 hours a day, 10 days a pay period, and may change the arrival and departure times daily as

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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 5-day work week. The number of hours worked each of the 5 days may vary (e.g., the employee may work 10 hours on Monday, 8 hours Tuesday through Thursday, and 6 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 5 days a week/10 days a pay period and does not require the employee's work schedule cover core hours. Commanders and activity heads authorizing 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. Guidelines

(1) If an activity chooses to participate in a compressed or flexible work schedule, employees opting to work an AWS must submit a Request for AWS to their supervisor. Enclosure (1) is a sample for command development.

(2) Supervisors will review requests for AWS and approve only those requests that meet mission. Work schedules will be reviewed periodically and adjusted as necessary to ensure the efficiency of the Federal service is maintained.

(3) No adjustments will be made to parking rules, cafeteria hours, security hours, bus schedules, etc., to accommodate an AWS. Persons working early or late can be subject to uncomfortable temperature levels.

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(4) 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 schedule to the standard workweek. Any adjustment must account for the required 80 hours of work per pay period.

(5) Management reserves the right to restrict an employee to the standard workweek when an employee's performance requires remedial action (such as closer supervision); when the employee occupies a "one of a kind" position; or other reasons in accordance with reference (b).

(6) Employees who move to a new work unit do not have authorization to transfer the existing AWS.

(7) Supervisors are authorized to terminate or require modifications to the AWS of an employee to ensure mission and office coverage requirements are met. Supervisors may direct temporary changes to approved work schedules at anytime to ensure mission and office coverage requirements are met.

c. Credit Hours

(1) Credit hours are those hours of work in excess of the basic work requirement that an employee voluntarily elects to work. Credit hours are distinguished from overtime hours in that credit hours are not officially ordered and approved in advance by management. Employees on a FWS are eligible to earn and use credit hours. Employees on CWS and Senior Executive Service members are not eligible to earn credit hours.

(2) Commanders and activity heads will establish limits on the number of credit hours that may be earned on a daily, weekly, or bi-weekly basis. Commanders will also establish restrictions on the manner in which employees are authorized to earn credit hours, e.g., establishing limitations on the number of credit hours that may be earned without prior supervisory approval or the manner in which employees must document work performed to support the earning of credit hours.

(3) The maximum number of credit hours that may be accumulated for purposes of carryover is 24. Commanders and activity heads will establish a limit, not to exceed 24, on the number of credit hours that may be accumulated for carryover to subsequent pay periods. Credit hours in excess of the maximum

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allowed for accumulation will be forfeited (reference (b)).

(4) Credit hours must be exhausted prior to separation (transfer, resignation, retirement, etc.) or prior to converting to a CWS. An employee will be paid for credit hours not exhausted, up to the maximum allowed for accumulation, when the employee is no longer subject to a FWS Program.

(5) Credit hours are used in the same manner as annual leave. Unless otherwise authorized, only credit hours carried over from a prior period may be used. Credit hours may be earned and used in one half hour increments, and must be recorded on the timesheet. Credit hours may not be earned during lunch breaks.

d. Leave

(1) For employees on a flexitour or gliding flexible work schedule (eight hour fixed), the employee will be charged an amount of leave equal to the number of hours the employee was absent from duty, not to exceed the total number of hours the employee was scheduled to work.

(2) For employees on other flexible schedules (i.e., variable day, variable week, or maxiflex) the employee will be charged leave, not to exceed 10 hours a day, for absences so that at the end of the week or pay period the amount of leave charged plus the number of hours worked is equal to the basic weekly or bi-weekly work requirement, as applicable.

(3) Employees on compressed work schedules will be charged leave in an amount equal to the number of hours the employee was scheduled to work for absences from duty.

(4) For purposes of this section, leave includes annual leave, sick leave, credit hours (if permitted), compensatory time, excused absence, and leave without pay.

e. Overtime and Premium Pay. Overtime and premium pay will be determined IAW sections 6123 and 6128 of reference (b), and the Federal Labor Standards Act of 1938.

f. Holidays

(1) Employees on an FWS will be credited 8 hours of holiday leave on scheduled workdays designated as a holiday, regardless of the number of hours the employee planned or was scheduled to work. Employees who planned or were scheduled to

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work more or fewer than 8 hours on a holiday will need to adjust their work schedules to ensure that 80 hours are accounted for in the pay period. If a holiday falls on a non-workday for an employee on maxiflex, the employee shall be entitled to an "in lieu of" holiday as described below for employees on a CWS.

(2) Employees on a CWS will be credited with the number of hours the employee was scheduled to work on a workday designated as a holiday. When a Federal holiday occurs on a CWS employee's day off, the employee shall be entitled to an "in lieu of" holiday as follows:

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

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

(c) 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.

4. Administration and Logistics. Point of Contact for the AWS Program is Labor and Employee Relations, MPC-40, Commercial: (703) 784-9382 or DSN: 278-9382.

5. Command and Signal

a. Command. This Order is applicable to the Marine Corps civilian workforce. All activities with current AWS Programs must be reviewed to ensure compliance with this order.

b. Signal. This Order is effective the date signed.


R. S. COLEMAN
Deputy Commandant for
Manpower and Reserve
Affairs

DISTRIBUTION: PCN 10212074400

LOCATOR SHEET

Subj: ALTERNATIVE WORK SCHEDULE (AWS) PROGRAM FOR CIVILIAN
MARINE EMPLOYEES

Location: _____
(Indicate the location(s) of the copy(ies) of this Order.)

FOR OFFICIAL USE ONLY - PRIVACY SENSITIVE WHEN FILLED IN

ALTERNATIVE WORK SCHEDULE REQUEST							
NAME:						DATE OF REQUEST:	
TYPE OF WORK SCHEDULE REQUESTED (SELECT ONE ONLY): FLEXIBLE: <input type="checkbox"/> Flexitour <input type="checkbox"/> Gliding <input type="checkbox"/> COMPRESSED: <input type="checkbox"/> - 4/9 <input type="checkbox"/> 4-day week <input type="checkbox"/> Variable Day <input type="checkbox"/> Variable Week <input type="checkbox"/> Maximum							
Record the tour of duty you propose (work e.g., 0630 to 1600, 0630 to 1500) and the number of work hours each day in the table below. The total number of work hours (i.e., number of daily hours not including lunch break) must equal 80. For Flexitour and Compressed schedules, the tour of duty shown will be fixed schedules. For all other schedules, the tour of duty may vary from pay period to pay period.							
	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
WEEK 1	# of work hours:						
WEEK 2	# of work hours:						
SUPERVISORY APPROVAL: <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED							
EFFECTIVE DATE OF AWS:							
SUPERVISOR'S SIGNATURE:						DATE:	

SAMPLE

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