

# ***DESIGNING & IMPLEMENTING ALTERNATIVE WORK SCHEDULE PROGRAMS***

**A GUIDE FOR ACTIVITY HEADS,  
MANAGERS AND SUPERVISORS**

COMPILED BY THE  
HUMAN RESOURCES AND ORGANIZATIONAL  
MANAGEMENT BRANCH  
ADMINISTRATION AND RESOURCE  
MANAGEMENT DIVISION  
HEADQUARTERS, USMC  
UPDATED JUNE 2011

# TABLE OF CONTENTS

---

<b>INTRODUCTION</b>	<b>2</b>
<b>OVERVIEW OF FLEXIBLE WORK SCHEDULES</b>	<b>5</b>
<b>OVERVIEW OF COMPRESSED WORK SCHEDULES</b>	<b>6</b>
<b>FLEXIBLE WORK SCHEDULES: THE DETAILS</b>	<b>7</b>
<b>COMPRESSED WORK SCHEDULES: THE DETAILS</b>	<b>10</b>
<b>FREQUENTLY ASKED QUESTIONS</b>	<b>12</b>
<b>WHERE TO GET MORE INFORMATION</b>	<b>22</b>
<b>APPENDIX A: A COMPARISON OF FLEXIBLE AND COMPRESSED WORK SCHEDULES</b>	<b>23</b>
<b>APPENDIX B: COMPARISON OF FLEXIBLE WORK SCHEDULES</b>	<b>25</b>
<b>APPENDIX C: COMPARISON OF COMPRESSED WORK SCHEDULES</b>	<b>27</b>
<b>APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION</b>	<b>28</b>

---

# INTRODUCTION

## **What are Alternative Work Schedule (AWS) Programs?**

AWS programs are work scheduling programs that allow employees to work other than traditional 8 hour-a-day fixed schedules.

## **Why implement an AWS Program?**

When utilized properly, AWS has 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 work. 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. Customers can benefit through increased hours of service. On a national and environmental level, traffic congestion and its associated health, pollution, and energy problems can be reduced by staggering the traditional rush-hour traffic schedule. AWS programs also serve as useful recruitment and retention tools and provide greater employment opportunities for those persons who cannot work standard fixed work hours.



**WORK AND FAMILY...OFTEN A BALANCING ACT**

Results from many Federal agencies that have introduced AWS show increased productivity and employee morale, a virtual elimination of tardiness, and other favorable impacts. Careful planning and good communication of the objectives and ground rules of the program can generally minimize many concerns.

### **What is the Department of Defense policy on AWS programs?**

The Department of Defense policy has been to encourage implementation of programs that are responsive to the changing demographics in today's workforce by creating a flexible work environment that supports employees in reaching both personal and work goals while ensuring continued high quality service.

### **What types of AWS are available?**

There are two types of AWS:

- Flexible Work Schedules
- Compressed Work Schedules

### **How will this guide help in implementing an AWS program?**

This guide is intended to provide commanders and activity heads with a solid starting point in designing and implementing an alternative work schedule program. The guide will cover the basic features of AWS programs along with the flexibilities available to commanders and activity heads in designing AWS programs that support the mission.

This guide is organized by clustering topics for quick reference. A lot of practical information is included in the "Frequently Asked Questions" section and a sample AWS

policy is also included. The sample AWS policy includes various forms that may be tailored for use.

We encourage you to use this guide as a foundation for consulting with your Human Resources and Organizational (HROM) advisor who will provide additional support in designing and implementing an AWS program and in meeting applicable labor obligations.

## OVERVIEW OF FLEXIBLE WORK SCHEDULES

The basic flexible work schedule concept is a simple one. A flexible schedule splits the workday into two types of time: core time and flexible time. Core time is that time during the workday during which all employees must be present for work. Flexible time is that time during the workday during which employees may choose arrival and departure times, within limits set by management for the organization or installation. The types of flexible work schedules vary significantly.

Once core time and the flexible time bands are established, the precise working hours can be established in whatever way is consistent with accomplishment of the organization's operational needs, the wishes of the employee, and any legal or regulatory restrictions. Under a flexible work schedule, an employee will have basic work requirement of 8 hours a day or 40 hours a week or 80 hours a pay period. For a part time employee, the basic work requirement is the number of hours the employee is required to work on daily, weekly, or pay period basis.

Flexible schedules may include a provision that allows employees to earn "credit hours". Credit hours are those hours in excess of the employee's basic work requirement that the employee voluntarily elects to work. Credit hours are described in more detail in other parts of this guide.

Appendix A provides more information about flexible work schedule and how they compare to compressed work schedules.

## OVERVIEW OF COMPRESSED WORK SCHEDULES

Compressed work schedules have a basic work requirement of 80 hours in a biweekly pay period for a full-time employee. For a part-time employee, the basic work requirement is less than 80 hours, which may be scheduled for less than 10 workdays.

The tour of duty is defined by the particular schedule the installation or organization chooses to establish. For all compressed work schedules, the tour of duty is arranged in such a way that employees on these schedules will fulfill their basic work requirements in less than 10 days during the biweekly pay period.



Depending on the type of compressed schedule an employee will have one day off a pay period or one or two days off a week.

Compressed work schedules are always fixed schedules. The credit hour feature is not permitted under compressed schedules.

Appendix A provides more information about compressed work schedules and how they compare to flexible work schedules.

## **FLEXIBLE WORK SCHEDULES: THE DETAILS**

Flexible work schedules include schedules that are fixed schedules (i.e., schedules in which the employee pre-selects starting and stopping times each day and adheres to those times) and schedules that permit employees to arrive and depart within the flexible time bands established. The earning of credit hours is permitted under all types of flexible work schedules. However, commanders and activity heads may disallow the credit hour option for any of the flexible schedules listed.

Stated simply, credit hours are those hours in excess of the basic work requirement that an employee voluntarily elects to work. Credit hours are worked at the election of the employee consistent with activity or command policies; they are distinguished from overtime hours in that they are not officially ordered and approved in advance by management. Section 6126(a) of title 5, United States Code, limits the number of credit hours an employee may carry over from a biweekly pay period to a succeeding biweekly pay period to 24 hour for a full-time employee (for part time employees the maximum carry over limit is one-fourth of a part-time employee's biweekly work requirement). Once earned, and subject to activity or command policy, credit hours may be used in the same manner as leave and may be applied to meeting the employee's basic work requirement. An employee may not be paid overtime pay, Sunday premium pay, or holiday premium pay for credit hours.





The types of flexible work schedules described in this guide are model flexible work schedules established by the Office of Personnel Management. Commanders and activity heads have the authority to tailor any of the schedules listed below to meet mission needs and office coverage requirements. More information about each of these schedules is in Appendix B.

**Flexitour.** A flexitour schedule is a fixed schedule requiring the employee to select starting and stopping times each day, and to adhere to the selected arrival and departure times. The employee's schedule must account for 8 hours a day, 40 hours a week, and must cover established core hours. Arrival and departure times must be within the flexible time bands established.

**Gliding schedule.** A gliding schedule is a schedule in which the employee has a basic work requirement of 8 hours a day and may select an arrival time each day and may change the arrival time daily as long as it is within the flexible time band. The schedule must cover core time each day. A gliding schedule is not a fixed schedule.

**Variable day.** A variable day schedule is one in which an employee has a basic work requirement of 40 hours a week. However, the employee may vary the number of hours worked each day (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 time each day. A variable day schedule is not a fixed schedule.

**Variable week schedule.** A variable week schedule is a schedule in which an employee has a basic work requirement of 80 hours a pay period. The employee's work schedule must cover core time each day, but the number of hours worked on a given day and within a week may vary (as long as the pay period total equals 80 hours). A variable week schedule is not a fixed schedule.

**Maxiflex.** A maxiflex schedule contains core time on less than 10 days in the pay period. The employee may vary arrival and departure times and may vary the hours worked on a given day or week, as long as the pay period total equals 80 hours. A maxiflex schedule is not a fixed scheduled.

## COMPRESSED WORK SCHEDULES: THE DETAILS

All compressed schedules are fixed schedules. This means employees will pre-select arrival and departure times and will adhere to those times.

The earning of credit hours is prohibited under a compressed work schedule.



More information about the compressed schedules listed below is contained in Appendix C.

**Four-day Workweek.** Under this schedule, the employee works 10 hours a day, 4 days a week, for a total of 40 hours weekly and 80 hours bi-weekly. The employee has one regular day off (RDO) each week.

**5 – 4/9 Plan.** Under this plan, the employee works eight 9-hour days, one 8-hour day and has one RDO during each biweekly pay period, for a total of 80 hours each pay period.

**Three-day workweek**. Under this schedule, the employee works 3 days a week, with each day of work at 13 hours and 20 minutes. The employee has two RDOs each week.

## FREQUENTLY ASKED QUESTIONS

### GENERAL

#### **Are activities required to implement an AWS program?**

No. Implementation of any AWS program within HQMC, staff agencies and organizations is optional and should only be undertaken after careful advance planning and consideration of whether implementation will have an adverse impact on mission accomplishment.

#### **If I implement an AWS program, must I offer it to all employees within the activity?**

No. Your activity policy may exclude certain categories of employees or organizational units from participating in an AWS program. For example, you may decide to exclude part time employees, shift workers, or employees in certain occupations or organizational units.

#### **My activity has "peak" periods each year when I need employees to work standard 8-hour fixed schedules. Can I design an AWS program that takes the peak periods into account?**

Yes, you may design an AWS program that is automatically suspended, or modified, at certain times during the year. This should be included in the AWS policy.

**Are there any labor obligations that must be satisfied with respect to implementing, modifying or terminating AWS programs in activities whose employees are represented by a labor union?**

Yes, there are significant obligations and ramifications when an activity is represented by a labor union. Activities must consult with the local labor relations advisor prior to implementing, modifying or terminating AWS programs in activities whose employees are represented by a labor union.

## **CREDIT HOURS**

**Must I offer the credit hour feature to employees who work a flexible work schedule?**

No. Although credit hours may be a feature of a flexible work schedule program, including this feature is optional.

**May I offer the credit hour feature to employees who work a compressed work schedule?**

No. The Flexible and Compressed Work Schedules Act does not permit the credit hour feature with compressed work schedules.

**What is the maximum number of credit hours that may be accumulated by employees?**

There is no maximum number of credit hours that may be accumulated, but the Flexible and Compressed Work Schedules Act establishes that a maximum of 24 credit hours may be carried over from one pay period to the next.

## **May I establish a lower maximum of credit hours for carry over to subsequent pay periods?**

Yes. Although the law establishes 24 hours as the maximum number of credit hours that may be carried over, the activity or command policy may set a lower limit.

## **What happens when an employee has accumulated more credit hours than is permitted to be carried to the next pay period?**

The activity or command policy should specify that credit hours in excess of the maximum allowed for carryover are forfeited.

## **What other limits may I establish on earning credit hours?**

- You may set limits on the number of credit hours that may be earned in a day, week, or pay period.
- You may establish requirements and procedures for prior approval to work credit hours.
- You may establish requirements and procedures for use of credit hours.
- You may establish limits as to when credit hours must be used. For example, activity or command policy could require that credit hours must be used within a certain timeframe after being earned.
- You may establish the increments in which credit hours may be earned (e.g., 6-minute increments, 15-minute increments, 30-minute increments).

■ You may establish a policy for verification of work performed for earned credit hours.

### **When may credit hours be earned?**

Credit hours may be earned only within the time bands set by the activity. Credit hours are earned only after the employee has completed his or her basic daily, weekly or bi-weekly work requirement.

### **May employees be permitted to earn credit hours on a Saturday or Sunday?**

Yes. But the activity or command needs to establish the time bands on these days during which an employee may earn credit hours.

### **May employees use credit hours before they are earned?**

No. There is no authority in law or regulation to permit the use of credit hours prior to them being earned. For this reason, and to ensure accurate accounting of credit hours earned and used, some AWS programs do not permit employees to use credit hours until the pay period following the one in which the credit hour is earned.

### **What happens to earned credit hours if any employee leaves federal employment or transfers to another Federal department or agency?**

A full time employee will receive pay at his/her current rate of basic pay for up to a maximum of 24 credit hours when the Federal employment ends, when the employee transfers to another agency, or when the employee is otherwise no longer subject to the agency's flexible work schedule. For a part-time employee, the limit is one-quarter of the employee's biweekly work requirement.



### **Are credit hours recorded on timecards?**

Yes, credit hours earned and used are recorded in SLDCADA and are shown on the Leave and Earning Statements.

### **What codes are used on the timecards for credit hours?**

Code "CD" is used for credit hours earned.  
Code "CN" is used for credit hours used.

## **FLEXIBLE AND CORE TIME BANDS**

### **Are there standard flexible time bands?**

No. The flexible time bands established are a matter of activity or command policy. Typical flexible time bands are 0600-0900 for arrival times and 1500 to 1900 for departure times. However, activity heads and commanders may establish different flexible time bands that support mission and office coverage requirements. Additionally, flexible time bands may vary among job categories or organizational units.

### **Is there a standard core time?**

No. A typical core time is 0900 to 1500. However, commanders may establish different core time hours to support mission and office coverage requirements.

### **May I establish more than one core time band within the workday?**

Yes. It is permissible, for example, to establish core time from 0800 to 1100 and from 1300 to 1530. In this example, the time between 1100 and 1300 would become another "flexible time band" for work scheduling purposes.

## **SPECIFIC WORK SCHEDULES**

**If I implement an AWS, do I have to offer both flexible and compressed work schedules?**

No. You may offer one or the other or both.

**If I offer just a flexible work schedule program, do I have to offer all types of FWS plans (flexitour, variable day, variable week, etc.)?**

No. The FWS plans discussed in this guide are simply model plans. The plans may be modified to meet activity or command needs.

**If I offer just a compressed work schedule program, do I have to offer all types of CWS plans (5-4/9, 4 day week, and 3 day week)?**

No. You may offer one or more CWS plans.

**If a supervisor disapproves an employee's request for an AWS, what happens?**

As a general matter, when an employee's request for a specific AWS cannot be approved, the supervisor should fully explain the reasons as to why the schedule cannot be approved. The supervisor and employee should make good faith efforts to mutually agree on an alternate schedule. However, if no agreement is reached the employee may file

a grievance to seek resolution of the work schedule disagreement.

**Are Mondays and Fridays the only days that can be designated as regular days off (RDO) under a compressed work schedule?**

Unless the activity policy restricts the regular days off to Mondays and Friday, any day within the workweek may be designated as an RDO. In approving compressed work schedules, supervisors must carefully consider the impact of selected RDOs days vis a vis office coverage requirements. The impact of RDOs is significant, especially during holiday weekends and peak leave periods.

**I would like to implement a compressed work schedule for an organization and require every employee in the unit to be on the compressed schedule so that I can close the organization one day a week. Can I do this?**

You may do this if the terms of a collective bargaining agreement provide for it. Otherwise, the majority of employees in the organizational unit must vote to be included in the CWS program before you can require all employees to work under a compressed work schedule.

**I want to allow employees to work a "gliding" FWS, but I would like to restrict the amount of gliding time the employee has. Can I do this?**

Yes. You may establish a policy that requires employees who are approved to work a gliding schedule to select a "normal" starting time each day with the provision the employee can vary the arrival time by 1 hour (or whatever period established by activity or command policy) without prior approval.

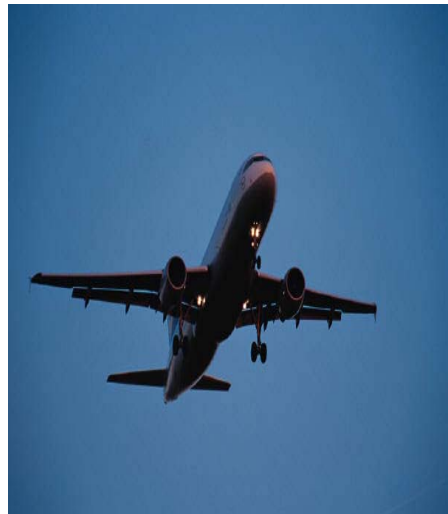
**Under alternative work schedules, the employees will likely have schedules that are substantially different from the supervisors' work schedules. For example, an employee may arrive at work at 0630, while the supervisor does not arrive until 0800. Is there any law or regulation that requires a supervisor to be present when employees are present for duty?**

No. However, agencies are required to establish a time accounting system that provides the supervisor with "affirmative" or personal knowledge of each employee's entitlement to pay by showing the number of hours of duty, attendance, and nature and length of absences.

## **TRAVEL AND TRAINING**

**When an employee working under an approved AWS is required to travel or attend training, does the AWS continue during the period of travel or training?**

Generally, the employee should revert to standard 8 hour days when in a travel or training status. This issue must be addressed in the activity or command's policy.



**May credit hours be earned for travel?**

Typically, credit hours may not be earned for travel since travel is always ordered by the activity or command, as compared to credit hours that are hours the employee elects to work. However, under certain conditions, an activity or command may permit an employee to earn credit

hours while in a travel status. These conditions must be set forth in the activity policy.

### **May credit hours be earned for training?**

No. Credit hours cannot be earned for training to include time spent completing "homework" for the training assignment.



## **MISCELLANEOUS**

### **What is the lunch policy for employees on an AWS?**

The law does not provide employees with a specific entitlement to a lunch period. The activity's AWS policy should specify lunch period policies.

### **If an installation closes (due to inclement weather, for example) on a day that is an employee's regular day off, does the employee get another day off?**

No. Since the employee was not scheduled to work on the day of the closure, the employee does not get any extra benefit due to the closure.

### **May employees who are teleworking be authorized to work an AWS?**

Yes, if agency policy provides for this.



## **What can I do to ensure the AWS program I design and implement is successful?**

As with most things in life, there is no 100% guarantee that the AWS program you implement will be successful.

However, there are a few of things you can do to increase the chances of success:

- Carefully plan the AWS program so that it strikes a good balance between meeting employees' personal needs and mission accomplishment.
- Provide training to supervisors, managers, and employees on the program's features and on their responsibilities.
- Periodically review the AWS program to determine whether it needs to be modified or terminated. Keep in mind bargaining obligations must be satisfied before modifying or terminating AWS programs in organizations represented by a labor union.

## **ASSISTANCE**

### **Where can I get help in designing, implementing, and providing training on an AWS program?**

Contact your labor or employee relations advisor in the Human Resources and Organizational Management office.

## WHERE TO GET MORE INFORMATION ABOUT AWS PROGRAMS

### LINK TO OFFICE OF PERSONNEL MANAGEMENT (OPM) AWS HANDBOOK

<http://www.opm.gov/oca/aws/html/define.asp>

### OPM FAQs: CREDIT HOURS



Adobe Acrobat Document

### MC0 12620.2: AWS FOR CIVILIAN MARINES



Adobe Acrobat Document

**APPENDIX A**

**A COMPARISON OF FLEXIBLE & COMPRESSED WORK SCHEDULES**

<b>FLEXIBLE WORK SCHEDULE (FWS)</b>	<b>COMPRESSED WORK SCHEDULE (CWS)</b>
<p><b>Basic Work Requirement</b></p> <p>The basic work requirement for a fulltime employee is 8 hours a day or 40 hours a week or 80 hours a pay period, depending on the type of FWS selected.</p>	<p><b>Basic Work Requirement</b></p> <p>A full-time employee must work 80 hours in biweekly pay period and must be scheduled to work on fewer than 10 workdays. A part-time employee has a fixed schedule of fewer than 80 hours in a biweekly pay period and must be scheduled to work on fewer than 10 workdays.</p>
<p><b>Overtime Work</b></p> <p>Overtime work is hours of work that are officially ordered in advance and in excess of 8 hours in a day or 40 hours in a week, but does not include hours that are worked voluntarily, including credit hours, or hours that an employee is “suffered or permitted” to work which are not officially ordered in advance. (See 5 CFR 551.401(a)(2).)</p>	<p><b>Overtime Work</b></p> <p>For a full-time employee, overtime work consists of all hours of work in excess of the established compressed work schedule.</p>
<p><b>Night Pay</b></p> <p>For GS and other employees covered by 5 U.S.C. 5545(a), agencies must pay night pay for those hours that must be worked between 6 p.m. and 6 a.m. to complete an 8-hour daily tour of duty. Agencies must also pay night pay for all designated core hours worked between 6 p.m. and 6 a.m. and for any regularly scheduled overtime work between those hours.</p>	<p><b>Night Pay</b></p> <p>The regular rules governing entitlement to night pay, at 5 CFR 550.121 and 122, apply. (See 5 CFR 532.505 for prevailing rate employees.)</p>



**APPENDIX A CONTINUED**

<p><b>FLEXIBLE WORK SCHEDULE (FWS)</b></p>	<p><b>COMPRESSED WORK SCHEDULE (CWS)</b></p>
<p style="text-align: center;"><b>Pay for Holiday Work</b></p> <p>Holiday premium pay for non overtime work is limited to a maximum of 8 hours in a day for full-time employees.</p>	<p style="text-align: center;"><b>Pay for Holiday Work</b></p> <p>Holiday premium pay for non overtime work is limited to the number of hours normally scheduled for that day.</p>
<p style="text-align: center;"><b>Pay for Sunday Work</b></p> <p>A full-time employee who performs regularly scheduled nonovertime work during a period of duty, part of which is performed on Sunday, is entitled to Sunday premium pay (25 percent of the rate of basic pay) for the entire period of work up to 8 hours. (See 5 CFR 550.171.)</p>	<p style="text-align: center;"><b>Pay for Sunday Work</b></p> <p>A full-time employee who performs regularly scheduled non-overtime work during a period of duty, part of which is performed on Sunday, is entitled to Sunday premium pay (25 percent of the rate of basic pay) for the entire scheduled period of duty that day. (See 5 U.S.C. 6128(c) and 5 CFR 610.111(d).)</p>
<p style="text-align: center;"><b>Holidays</b></p> <p>Employee is entitled to pay for 8 hours on workdays designated as holidays.</p>	<p style="text-align: center;"><b>Holidays</b></p> <p>Employee is entitled to pay for the number of hours scheduled to work on a day designated as a holiday, including an “in lieu of” holiday.</p> <p>When an employee’s RDO falls on a holiday, the employee is entitled to an “in lieu” of holiday.</p>
<p style="text-align: center;"><b>Excused Absence</b></p> <p>The amount of excused absence to be granted an employee covered by an FWS program should be based on his or her typical schedule.</p>	<p style="text-align: center;"><b>Excused Absence</b></p> <p>All compressed work schedules are fixed schedules. The regular agency practices applicable to administration of excused absence apply.</p>
<p style="text-align: center;"><b>Temporary Duty</b></p> <p>The agency may allow an employee covered by an FWS program to continue the existing schedule, modify that schedule, or require him or her to follow the schedule used at the temporary work site.</p>	<p style="text-align: center;"><b>Temporary Duty</b></p> <p>Same as FWS</p>

**COMPARISON OF FLEXIBLE WORK SCHEDULES  
(FOR FULL TIME EMPLOYEES)**

<b>FLEXITOUR</b>	<b>GLIDING SCHEDULE</b>	<b>VARIABLE DAY SCHEDULE</b>	<b>VARIABLE WEEK SCHEDULE</b>	<b>MAXIFLEX</b>
<p align="center"><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>8 hour days are required</li> </ul>	<p align="center"><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>	<p align="center"><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>8 hour days are not required.</li> <li>40 hour weeks are required</li> </ul>	<p align="center"><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>8 hour days are not required.</li> <li>40 hour weeks are not required.</li> <li>80 hour pay periods are required</li> </ul>	<p align="center"><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>Same as Variable Week</li> </ul>
<p align="center"><b>Core Hours</b></p> <ul style="list-style-type: none"> <li>Apply to each day</li> <li>An employee must take leave if absent during core hours</li> </ul>	<p align="center"><b>Core Hours</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>	<p align="center"><b>Core Hours</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>	<p align="center"><b>Core Hours</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>	<p align="center"><b>Core Hours</b></p> <ul style="list-style-type: none"> <li>Core hours established on less than 10 days</li> </ul>
<p align="center"><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>Overtime work is work in excess of 8 hours in a day or 40 hours in a workweek, ordered in advance by management.</li> </ul>	<p align="center"><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>	<p align="center"><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>	<p align="center"><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>	<p align="center"><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>Same as Flexitour</li> </ul>

**APPENDIX B CONTINUED**

<b>Flexibility</b>	<b>Flexibility</b>	<b>Flexibility</b>	<b>Flexibility</b>	<b>Flexibility</b>
<ul style="list-style-type: none"> <li>■ Flexitour is the least flexible FWS.</li> <li>■ Although the employee works 8 hours a day on a fixed schedule, the employee has the flexibility to select non-traditional starting and stopping times within the flexible time bands.</li> </ul>	<ul style="list-style-type: none"> <li>■ Employees work 8 hours a day but may vary arrival and departure times on a daily basis during the established flexible hours.</li> </ul>	<ul style="list-style-type: none"> <li>■ Employee does not have to work 8 hours a day but must work 40 hours a week.</li> <li>■ Core hours apply on all 10 days of the pay period.</li> <li>■ An agency may limit the number of hours an employee may work on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>■ Employee does not have to work 8 hours a day or 40 hours a week but must work 80 hours a pay period.</li> <li>■ Core hours apply on all 10 days of the pay period.</li> </ul>	<ul style="list-style-type: none"> <li>■ Maxiflex is the most flexible FWS.</li> <li>■ Employee does not have to work 8 hours a day or 40 hours a week but must work 80 hours a pay period.</li> <li>■ Core hours established on less than 10 days.</li> </ul>

**APPENDIX C**

**COMPARISON OF COMPRESSED WORK SCHEDULES  
(FOR FULL TIME EMPLOYEES)**

<b>FOUR-DAY WORK WEEK</b>	<b>THREE-DAY WORK WEEK</b>	<b>5/4-9 COMPRESSED PLAN</b>
<p><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>■ 10 hours a day for 4 days each week</li> <li>■ One day off each week.</li> </ul>	<p><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>■ 13 hours and 20 minutes a day 3 days a week</li> <li>■ Two days off each week</li> </ul>	<p><b>Basic Work Requirement</b></p> <ul style="list-style-type: none"> <li>■ 8 nine-hour days and 1 eight-hour day each pay period</li> <li>■ One day off each pay period.</li> </ul>
<p><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>■ Overtime work is work ordered or approved in advance by management and is in excess of the compressed work schedule's basic work requirement.</li> </ul>	<p><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>■ Same as Four-Day Workweek.</li> </ul>	<p><b>Overtime Work</b></p> <ul style="list-style-type: none"> <li>■ Same Four-Day Workweek.</li> </ul>

## APPENDIX D

### SAMPLE AWS POLICY/INSTRUCTION

**NOTE:** This is sample is provided for informational purposes only. While a specific AWS program is described in the sample, specific AWS provisions (such as those dealing with core time, credit hours, etc.) must be tailored to the activity's mission. Activity heads have wide latitude in designing an Alternative Work Schedule (AWS) Program and are encouraged to contact their Human Resources and Organizational Management (HROM) Advisor for assistance.

From: Activity Head  
To: Distribution List

Subj: ALTERNATIVE WORK SCHEDULE (AWS) PROGRAM

Ref: (a) PL 99-196  
(b) 5 U.S.C. 6101-6133  
(c) 5 CFR 610  
(d) OPM Handbook on Alternative Work Schedules  
(e) MCO 12610.2

Encl: (1) AWS Request Form  
(2) Credit Hours Request Form

1. Purpose. In accordance with the references, this order provides guidelines and procedures for the administration of an Alternative Work Schedule (AWS) Program for civilian employees of staff agencies and organizations of \_\_\_\_\_.

2. Cancellation. (Order number if applicable.)

3. Policy.

a. Implementation of any AWS program within \_\_\_\_\_, staff agencies and organizations is optional and should only be undertaken after careful advance planning and consideration of whether implementation will have an adverse impact on mission accomplishment.

## APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION

b. AWS programs may be offered to full time employees only. Shift workers are not covered. No employee will be required to participate in an AWS program.

### 4. 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 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 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 such a system, the workday is split into two distinct kinds of time, i.e., core time 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). The core time is designated as 0900 to 1500, Monday through Friday.

(b) Flexible time is that time band 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.

(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 each week or each pay period. On scheduled workdays, core time and flexible time bands apply.

## APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION

### 5. Information.

a. Employees may submit a request for a compressed or flexible schedule by using the AWS request form at enclosure (1).

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

c. No adjustments will be made to parking rules, cafeteria hours, security hours, bus schedules, etc., to accommodate AWS. Persons working early or late may find uncomfortable temperature levels at times.

d. 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.

e. 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 work schedule.

f. 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.

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

h. Supervisors are authorized to terminate or require modifications to the AWS of any employees to ensure that mission and office coverage requirements are met.

## APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION

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 anytime to ensure mission and office coverage requirements are met.

i. 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.

### **6. Flexible Work Schedules.**

a. Two types of FWS programs are available: Flexitour and Variable Day. Both 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 1800 for the departure time).

(2) A Modified Variable Day Schedule is a fixed schedule with a basic work requirement of 40 hours each week. However, the employee may schedule work for fewer or more than 8 hours a day, as long as 40 hours a week are scheduled. Arrival and departure times need not be the same each day but must be within the flexible time bands established (0600 to 0900 for the arrival time and 1500 to 1800 for the departure time).

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. SES members are not permitted to earn credit hours.

(2) For employees on a Flexitour Schedule, the basic work requirement is 8 hours a day; thus, credit hours may be earned when the employee voluntarily works more than 8 hours a day.



## APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION

(3) On a Modified Variable Day Schedule, the basic work requirement is the number of hours scheduled to work each day (which may be, for example, 7 hours on Monday, 9 hours on Tuesday, and 8 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.

(4) A maximum of 8 credit hours may be earned in a pay period, with up to 4 credit hours earned without prior supervisory approval. A maximum of 2 credit hours may be earned in a day, unless prior supervisory approval has been obtained to earn more than 2 hours in a single day. Enclosure (2) must be used for approval to earn more than 4 credit hours in a pay period or more than 2 credit hours in a day.

(5) 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.

(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 may be earned and used in ½ hour increments and must be recorded on the timesheet.

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

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

### 7. Compressed Work Schedules.

a. Compressed work schedules 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. The following CWS plans are approved for use:

(1) Four-day Workweek. Under this schedule, the employee works 10 hours a day, 4 days a week, for a total

**APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION**

of 80 hours. The employee has one regular day off (RDO) per week.

(2) 5 - 4/9 Plan. Under this plan, the employee works eight 9-hour days, one 8-hour day and has one RDO during each biweekly pay period, for a total of 80 hours each pay period.

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

8. 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 ordered to work in excess of the basic work requirement by an authorized overtime approving official.

b. Employees on an FWS will be credited with 8 hours of holiday leave on scheduled workdays designated as a holiday, regardless of the number of hours the employee was scheduled to work. Employees who were scheduled to work more or fewer than 8 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 (8, 9, or 10 hours) on workdays designated as a holiday. When a Federal holiday occurs on a CWS employee's 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 in lieu of holiday.

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

(3) Supervisors have the authority to designate a different day for an employee's in lieu of holiday to

**APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION**

ensure office coverage and mission requirements are met. Such day must be within the same pay period as the holiday.

9. Lunch Period. All employees are required to schedule a lunch period of 30 minutes, 45 minutes, or 60 minutes. The time allotted for the lunch period does not count as hours of work. Employees are not authorized to work through lunch in order to arrive late or leave early.

10. Action.

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

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

**APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION**

**ALTERNATIVE WORK SCHEDULE REQUEST FORM**

NAME: \_\_\_\_\_

DATE OF REQUEST: \_\_\_\_\_

TYPE OF WORK SCHEDULE REQUESTED (SELECT ONE ONLY):

Flexible:     Flexitour     Modified Variable Day

Compressed:  5-4/9             4-day week

Record the tour of duty you propose to work (e.g., 0730 to 1600, 0630 to 1500) and the number of work hours each day in the table below. Arrival time must be between 0600 to 0900; departure time must be between 1500 to 1800. Total pay period work hours (i.e., number of daily hours not including lunch break) must equal 80.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
WEEK 1	# of work hours:	# of work hours:	# of work hours:	# of work hours:	# of work hours:
WEEK 2	# of work hours:	# of work hours:	# of work hours:	# of work hours:	# of work hours:

SUPERVISORY APPROVAL:

Approved     Disapproved

Comments (if any):

Effective date of AWS: \_\_\_\_\_

\_\_\_\_\_  
Supervisor's signature

\_\_\_\_\_  
Date

**APPENDIX D: SAMPLE AWS POLICY/INSTRUCTION**

**CREDIT HOURS REQUEST FORM**

Employee Signature: \_\_\_\_\_  
 Pay period ending date: \_\_\_\_\_

Use this form to request prior approval to work more than 4 credit hours in a pay period or more than 2 hours in a day.

DATE CREDIT HOURS WILL BE WORKED	
NUMBER OF CREDIT HOURS PROJECTED TO BE WORKED	
BRIEF DESCRIPTION OF WORK TO BE ACCOMPLISHED	
<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved Supervisor's signature: Date:	
DATE CREDIT HOURS WILL BE WORKED	
NUMBER OF CREDIT HOURS PROJECTED TO BE WORKED	
BRIEF DESCRIPTION OF WORK TO BE ACCOMPLISHED	
<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved Supervisor's signature: Date:	
DATE CREDIT HOURS WILL BE WORKED	
NUMBER OF CREDIT HOURS PROJECTED TO BE WORKED	
BRIEF DESCRIPTION OF WORK TO BE ACCOMPLISHED	
<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved Supervisor's signature: Date:	

Enclosure (2)