



# UNITED STATES MARINE CORPS

COMMANDER, MARINE FORCES RESERVE  
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NEW ORLEANS, LOUISIANA 70146-5400

## ORIGINAL

ForO 12620.1  
G-1P

07 MAY 2001

### FORCE ORDER 12620.1

From: Commander, Marine Forces Reserve  
To: Distribution List

Subj: FLEXTIME/COMPRESSED WORK SCHEDULE (CWS) PROGRAM

Encl: (1) Memorandum for Employees  
(2) Flexitime/CWS Participation Form  
(3) Flexitime/Compressed Work Schedule Plans

1. Purpose. This Order establishes the guidance and procedures to implement a flexitime/CWS program for civilian employees at Marine Forces Reserve (MARFORRES) and serviced activities.

#### 2. Policy

a. Implementation of any flexitime/CWS program within MARFORRES and serviced activities is optional and should only be undertaken after careful advance planning and good employee communication. Flexitime/CWS programs are established in order to improve both the service provided by MARFORRES and serviced activities and the quality of life for employees.

b. No employee will be required to participate in the flexitime or CWS program.

#### 3. Background

a. Flexitime is a method of scheduling work which 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. Core time is that portion of the day, designated by management, during which all employees must be present for work. Flexible time is that portion of the day, designated by management, during which employees may choose the times of arrival and departure. Although the specific schedules may vary from pay period to pay period, a full-time employee is still obligated to work 8 hours a day and 40 hours a week, or a lesser number of hours in the case of a part-time employee.

b. Compressed work schedules allow employees to increase the number of hours worked each day and thereby reduce the  
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number of days worked each week or each pay period. Full-time employees must still work 80 hours a pay period and part-time employees must work the lesser number of hours agreed upon when hired.

c. Flexitime and CWS are human resource management tools intended to improve morale and increase efficiency. Flexitime/CWS can offer many advantages to staff agencies, such as reduction of short-term absence and tardiness; increased service provided by longer office hours; and increased productivity as employees have more "quiet" time and increased job satisfaction. Advantages to employees include the ability to adjust working hours to their own personal needs; to avoid rush hour traffic and facilitate carpool arrangements; to schedule working hours around family, social, recreational, and/or physical training activities. For these reasons, staff agency and activity heads are strongly encouraged to implement flexitime/CWS programs using the highest degree of flexibility possible without interfering with mission accomplishment.

#### 4. Information

##### a. Flexitime Procedures

(1) As authorized by staff agency and activity heads, the core time begins 0830 and ends at 1500. Flexible time is 0630 to 0830 and 1500 to 1730.

(2) Flexitime will be used on a daily basis only. Each employee (other than part-time) must accumulate a total of 8 hours daily, and must take a lunch period during core time. Time away from work during the core period (other than lunch periods) must be charged to leave.

(3) The introduction of flexitime does not affect an employee's right to request annual or sick leave during either the core time bands or during the flexible time bands. Current civilian leave and overtime policies will be continued. Each participating employee must work 8 hours a day; leave must be charged if the employee works less than 8 hours, and the approving official must approve overtime if the employee works more than 8 hours a day. Annual leave must continue to be requested and approved in advance, except in emergency situations.

flexitime. Employees working early or late may find uncomfortable temperature levels at times.

(4) No adjustments will be made to support services such as parking, cafeteria hours, security hours, etc., to accommodate flexitime. Employees working early or late may find uncomfortable temperature levels at times.

(5) Managers and supervisors, as authorized by staff agency and activity heads, will select the method for arranging reporting and departure times. They may restrict or deny flexitime privileges when their exercise would impair the efficient or effective accomplishment of duties or when flexitime privileges are abused. The following method is approved for use at MARFORRES serviced activities:

(a) Flexitour. Under the flexitour schedule, the employee selects a starting time from within the established morning flexible time band, and this becomes the employee's assigned schedule until another "open season" for selection is made available. MARFORRES open season is the first pay period at the beginning of each quarter.

(b) Departure Times. The employee's departure time will be based upon completion of a full 8-hour workday exclusive of lunch time, or of a shorter workday in the case of part-time employees.

b. Compressed Work Schedule Procedures

(1) Managers and supervisors, as authorized by staff agency and activity heads, will make a reasonable effort to accommodate employee work schedule requests. They may restrict or deny CWS privileges when necessary to ensure efficient or effective accomplishment of duties. The following CWS plans are approved for use at MARFORRES:

(a) Four-day Workweek. Under this schedule, the employee works 10 hours a day, 4 days a week. The employee may select Monday or Friday off, subject to supervisory approval. Managers and supervisors must ensure that adequate personnel are on duty each day to effectively meet their operational requirements.

(b) 5 - 4/9 Plan. Under this plan, the employee works eight 9-hour days, one 8-hour day, and has 1 day off during each biweekly pay period, for a total of 80 hours each pay period. The employee may select every other Monday or Friday as the day off, subject to supervisory approval. Managers and supervisors must ensure that adequate personnel are on duty each day to effectively meet their operational requirements.

(2) Managers may authorize the use of flexitime procedures in conjunction with CWS. The flexitime procedures described in paragraph 5 of this Order will be followed. The employee must work the required number of daily hours to correspond with the CWS established for that employee.

(3) Current civilian leave and overtime policies will be continued. Employees on scheduled leave will be charged 10, 9, or 8 hours of leave, depending on how many hours were scheduled for that day. Similarly, approving officials must approve overtime for hours in excess of the employee's scheduled work hours for that day.

(4) When a Federal holiday occurs on an employee's scheduled workday, the employee is entitled to holiday pay for the total number of hours regularly scheduled for that day. When a Federal holiday occurs on a CWS employee's scheduled day off, the following rules apply:

(a) If the holiday occurs on Friday, full-time employees will have the preceding Thursday off.

(b) If the holiday occurs on Monday, full-time employees will have the following Tuesday off.

(c) Part-time employees are not entitled to an "in-lieu-of" holiday if a holiday falls on a non-workday.

## 6. Action

a. Managers who have authority to implement a flexitime/CWS program will provide each employee with a written memorandum explaining the procedures to be followed within their organization. Employees will be required to complete and return participation forms to their supervisor. Enclosure (1) is a sample memorandum and participation form which can be adapted to the flexitime/CWS method chosen by each organization.

b. Approved implementation plans and employee participation forms should be retained locally at the staff agency/activity level. Implementation plans should include a list of participating organizations, the flexitime/CWS methods chosen, the number of employees participating, and the implementation date.

c. Managers/Supervisors will record the words "flexitime" or "CWS," as appropriate, in the tour of duty block on the timecards of employees participating in the program.

d. The Civilian Personnel Coordinator will provide assistance to staff agencies and serviced activities as required to implement flexitime and CWS programs.



D. P. HEIDENTHAL  
Acting

DISTRIBUTION: A

MEMORANDUM FOR EMPLOYEES

MEMORANDUM FOR \_\_\_\_\_

Subj: FLEXTIME/COMPRESSED WORK SCHEDULE (CWS) PROCEDURES

1. Employees of (name of organization) are permitted to participate in a voluntary flexitime/CWS program, beginning on \_\_\_\_\_.

2. Flexitime/CWS programs have worked satisfactorily in many government organizations. To a great degree, the success of the program here will depend upon all persons involved acting responsibly and cooperatively. Please read these rules carefully and keep this memorandum for reference.

3. Under a flexitime program, fixed times of arrival and departure are replaced by a working day composed of two different types of time: core time and flexible time. Core time is the designated period during which all personnel in a specified group must be present. Flexible time is the period designated as part of the schedule of work hours within which personnel may exercise some choice in selecting their times of arrival and departure from the office. For this organization, core time is from \_\_\_\_\_.  
Flexible time is from \_\_\_\_\_.

4. Under a CWS program, employees increase the number of hours worked each day, thereby reducing the number of days worked each week or each pay period.

5. You may participate under the (enter the name of the plan authorized). The following is a description of this plan:

(Adapt appropriate paragraphs from attached sheet and enter them here.)

6. You must work a total of (8 hours each day) (appropriate number based on CWS plan selected) counting from the time you arrive until the time you leave, but not counting 1/2 hour for lunch, which you must take. You may not count your lunch period as time worked. Tardiness and other absences during the core time must be charged to leave.

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7. You must request annual and sick leave just as you have in the past.

8. You will not be required to participate in flexitime/CWS.

9. Your supervisor may suspend, terminate, or change your flexitime/CWS privileges if necessary to accomplish work or to provide necessary coverage in the office. This need could arise because of vacation leave schedules, unexpected workload, deadlines, or other reasons related to getting the organization's work done. A supervisor may also deny flexitime/CWS privileges to an employee who has abused them. If your flexitime/CWS privileges are suspended or terminated, you will revert to the normal duty hours.

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

11. If you have any questions about these attendance rules, please do not hesitate to ask your supervisor. Please complete the attached participation form and return it to your supervisor no later than \_\_\_\_\_.

FLEXITIME/CWS PARTICIPATION FORM

Section: \_\_\_\_\_

Name/Grade: \_\_\_\_\_

By signing this flexitime/CWS participation form, I am indicating my preference to participate/not participate in the flexitime/CWS program as described in the basic memorandum. I further certify that my selection is voluntary and that I have not been coerced by any management official in reaching my decision. I understand that management may disapprove or restrict my participation in flexitime/CWS if I abuse my privileges or if my work schedule interferes with mission accomplishment.

**NONPARTICIPATION:**

I voluntarily request to continue my current tour of duty. I do not wish to participate in the flexitime/CWS program.

\_\_\_\_\_  
(Signature/Date)

**FLEXITIME SELECTION:**

I voluntarily request to participate in the \_\_\_\_\_ flexitime program. I select the following 8-hour work schedule:

\_\_\_\_\_

\_\_\_\_\_  
(Signature/Date)

**CWS SELECTION:**

I voluntarily request to participate in the 4-day workweek CWS program. I select the following 10-hour work schedule:

\_\_\_\_\_ Monday-Thursday, \_\_\_\_\_  
(work hours)

\_\_\_\_\_ Tuesday-Friday, \_\_\_\_\_  
(work hours)

\_\_\_\_\_  
(Signature/Date)

FLEXITIME/COMPRESSED WORK SCHEDULE PLANS

1. Flexitime Plans

a. Flexitour. Under the flexitour schedule, the employee selects a starting time from within the established morning flexible time band, and this becomes the employee's assigned schedule until another "open season" for selection is made available.

2. Compressed Work Schedule Plans

a. Four-Day Workweek. The employee works 10 hours a day, 4 days a week, with the fifth workday off. You may select Monday or Friday off, subject to approval by your supervisor.

b. The 5 - 4/9 Plan. During each 80-hour biweekly pay period, the employee works eight 9-hour days, one 8-hour day and has 1 day off. You may select alternate Mondays or Fridays off, subject to approval by your supervisor.

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I voluntarily request to participate in the 5-4/9 CWS program.  
I select the following work schedule:

\_\_\_\_\_ Tue-Fri 9-hour days, \_\_\_\_\_  
(work hours)

1st week (36 hours) - Mon off

2d week (44 hours) - Mon 8-hour day, \_\_\_\_\_  
(work hours)

\_\_\_\_\_ Tue-Fri 9-hour days, \_\_\_\_\_  
(work hours)

1st week (44 hours) - Mon 8-hour day, \_\_\_\_\_  
(work hours)

2d week (36 hours) - Mon off

\_\_\_\_\_ Mon-Thu 9-hour days, \_\_\_\_\_  
(work hours)

1st week (36 hours) - Fri off

2d week (44 hours) - Fri 8-hour day, \_\_\_\_\_  
(work hours)

\_\_\_\_\_ Mon-Thu 9-hour days, \_\_\_\_\_  
(work hours)

1st week (44 hours) - Fri 8-hour day, \_\_\_\_\_  
(work hours)

2d week (36 hours) - Fri off

\_\_\_\_\_  
(Signature/Date)

ENCLOSURE (3)

