



UNITED STATES MARINE CORPS
MARINE FORCES RESERVE
MARINE FORCES NORTH
2000 OPELOUSAS AVENUE
NEW ORLEANS, LA 70114-1500

ForO 12620.1A
G-1

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FORCE ORDER 12620.1A

From: Commander
To: Distribution List

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

Ref: (a) MCO 12620.2

Encl: (1) Sample NAVMC 11650, Alternative Work Schedule Request Form

1. Situation. In accordance with the reference, this Order establishes the guidance and procedures to implement an AWS Program for General Schedule (GS) and Non-appropriated Fund (NAF) civilian employees at Marine Forces Reserve (MARFORRES), Marine Forces North (MARFORNORTH), and serviced activities.
2. Cancellation. Force Order 12620.1 and Force Policy Letter 07-13.
3. Mission. Implementation of any AWS Program within MARFORRES, MARFORNORTH, and serviced activities is optional and should only be undertaken after careful advance planning and good employee communication. AWS programs are established in order to improve both the service provided by the organization, serviced activities, and the quality of life for employees. No employee will be required to participate in the AWS Program.
4. Execution

a. The AWS Program 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, core time and flexible time. Core time is that portion of the day, designated by management, during which employees must be present for work. Although the specific schedules may vary from pay period, a full-time employee is still obligated to work eight 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 (CWS) allow employees to increase the number of hours worked each day and thereby reduce the 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.

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c. The AWS Program is a human resource management tool intended to improve morale and increase efficiency. An AWS can offer many advantages to staff agencies, such as reduction of short-term absence and tardiness; increase 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 Flexible Work Schedules (FWS)/CWS Programs using the highest degree of flexibility possible without interfering with mission accomplishment.

d. Information

(1) Alternative Work Schedule Procedures

(a) As authorized by staff agency and activity heads, the core time begins at 0830 and ends at 1400. Flexible time is 0530 to 0830 and 1400 to 1730.

(b) An AWS 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 core period (other than lunch periods) must be charged to leave.

(c) The introduction of flextime does not affect an employee's right to request annual or sick leave during either the core time or flexible hour time bands. Each participating employee must work eight hours a day; leave must be charged if the employee works less than eight hours. Compensatory time (comp time) must be approved in advance if an employee is required to work more than eight hours a day. The Deputy Comptroller must approve comp time if the employee works more than eight hours a day. Annual leave must continue to be requested and approved in advance, except in emergency situations.

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

(e) 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 AWS privileges when their exercise would impair the efficient or effective accomplishment of duties or when AWS privileges are abused.

(2) Flex-tour. Under the AWS, at the Supervisor's discretion, the employee selects a starting time from within the established

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morning flexible time band. This becomes the employee's assigned scheduled start time. The employee's departure time will be based upon completion of a full eight hour workday exclusive of lunch time, or of a shorter workday in the case of part-time employees.

(3) Compressed Work Schedule Procedures. 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:

(a) Four-day Workweek. Under this schedule, the employee works 10 hours a day, four 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 nine hour days, one eight hour day, and has one day off during each biweekly pay period, for a total of 80 hours each pay period. The employee may select any day off that is agreed upon by the employee and the supervisor as the day off. Managers and supervisors must ensure that adequate personnel are on duty each day to effectively meet their operational requirements.

(c) 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 schedules mentioned above, Maxiflex allows employees to complete the 80-hour work requirement in less than five (5) days a week/10 days a pay period and does not require the employee's work schedule to cover core hours. The Maxiflex schedule is not authorized at MARFORRES and MARFORNORTH.

(4) MARFORRES and MARFORNORTH will utilize the Traditional Work Schedule (TWS); accumulation of eight (8) hours per day/40 hours a week and the Compressed Work Schedule as outlined in the reference as the standard acceptable forms of civilian work scheduling.

(5) MARFORRES and MARFORNORTH will not utilize the Gliding, Variable Day, Variable Week, or Maxiflex time and attendance programs as outlined in the reference without prior written approval of the Executive Director via the Civilian Personnel Office (CPO).

(6) As outlined above, the TWS and CWS are the only permanent work schedules to be utilized for civilian employees. However, it is recognized that during time of extreme emergencies, other types of flexible work schedules may be required. Such temporary work schedules will be requested via the CPO on standard naval letter format. Requests must fully substantiate the request and include:

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- (a) Estimated start of the requested flexible schedule.
- (b) Exact termination date of the requested schedule.
- (c) Specific reason or need for the requested schedule.
- (d) Estimated start of the requested flexible schedule.
- (e) Exact termination date of the requested schedule.
- (f) Specific reason or need for the requested schedule.

(g) Additional estimated costs associated with the requested schedule (i.e., Night Differential, Holiday Pay, and Overtime Pay).

(h) Negative impact should the requested schedule not be approved.

(7) Managers may authorize the use of AWS procedures in conjunction with CWS. The AWS 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.

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

(9) 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 preceding Friday off.

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

e. Suspension when impacted by Temporary Additional Duty (TAD)

(1) When TAD is required of an employee participating in the CWS Program, the employee's participation in the program will be suspended for the entire pay period impacted by TAD. The employee's timesheet will be appropriately changed and filled out to reflect the standard eight hour work day throughout the pay period.

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(2) The CWS will be returned at the beginning of the next pay period not impacted by TAD.

6. Administration and Logistics

a. Managers who have authority to implement an AWS Program will provide each interested employee with an AWS Request Form, enclosure (1). Employees will be required to complete and return the participation form to their supervisor for endorsement. Upon receiving the endorsement from the department, the form must be forwarded to the CPO to obtain endorsement from the Comptroller.

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 AWS methods chosen, the number of employees participating, and the implementation date.

c. The CPO will provide assistance to staff agencies and serviced activities as required to implement the AWS Program.

d. Recommendations concerning the contents of this Order may be forwarded to the CPO. The point of contact for the CPO is the Civilian Personnel Officer, commercial (504) 697-7283 or DSN 647-7283.

7. Command and Signal

a. Command. This Order is applicable to MARFORRES and MARFORNORTH GS and NAF employees.

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



G. T. HABEL
Executive Director

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Copy to: HROM, Kansas City

Directives issued by this Headquarters are published and distributed electronically.

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Sample NAVMC 11650, Alternative Work Schedule Request Form

Print Form

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 COMPRESSED: <input type="checkbox"/> 5 - 4/9 <input type="checkbox"/> 4-day week <input type="checkbox"/> Variable Day <input type="checkbox"/> Variable Week <input type="checkbox"/> Maxiflex | | | | | | | |
| 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. Total pay period 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: | | | | | | | |
| If disapproved, state reasons: | | | | | | | |
| SUPERVISOR'S SIGNATURE: | | | | | | DATE: | |

NAVMC 11650 (01-09)

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