



DEPARTMENT OF DEFENSE
Defense Commissary Agency
Fort Lee, VA 23801-1800

MANUAL

Alternative Work Schedule Manual

DeCAM 50-29.1
May 12, 2011

Human Resources
OPR: DeCA/HRR

1. POLICY. This Manual implements policies as defined in DeCA Directive (DeCAD) 50-29, "Alternative Work Schedules," (Reference (a)), and is in compliance with references listed within this document.

2. PURPOSE. This Manual provides detailed step-by-step procedures for carrying out the policy, assigning responsibilities, and providing guidance and procedures for implementing the Alternative Work Schedule (AWS) Program, in accordance with 5 Code of Federal Regulations (CFR) Part 610, subpart D (Reference (b)), DoD Civilian Personnel Manual 1400.25-M, subchapter 610.4 (Reference (c)), and DoD Administrative Instruction 28, Overtime, Prescribed Hours of Duty, and Alternative Work Schedules for Civilian Employees (Reference (d)).

3. APPLICABILITY. This Manual applies to DeCA activities located at the DeCA HQ and regional offices and the employees therein covered by the General Schedule and Federal Wage System.

4. MANAGEMENT CONTROL SYSTEM. This Manual contains internal management control provisions that are subject to evaluation and testing as required by DeCAD 70-2 Internal Control Program, (Reference (e)).

5. RELEASABILITY – LIMITED. This Manual is not approved for public release and is located on DeCA's intranet Web site, OneNet.

6. EFFECTIVE DATE. This Manual is effective immediately.


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REFERENCES

- (a) DeCA Directive 50-29, "Alternate Work Schedules," May 12, 2011
- (b) 5 Code of Federal Regulations Part 610
- (c) Civilian Personnel Manual 1400.25-M, December 1996
- (d) DoD Administrative Instruction 28, "Overtime, Prescribed Hours of Duty, and Alternative Work Schedules for Civilian Employees," January 5, 2011
- (e) DeCA Directive 70-2, "Internal Control Program," December 17, 2007
- (f) Executive Order 11582
- (g) Title 5 United States Code §6103
- (h) 50 FLRA No. 28, February 23, 1995
- (j) DoD Directive 5105.55, "Defense Commissary Agency (DeCA)," March 12, 2008

CHAPTER 1

RESPONSIBILITIES

1-1. DeCA COMPONENT HEADS. At DeCA HQ level, the chief of staff (CofS) will be the approval authority for exclusion of a position from the AWS. The region director is the approval authority for exclusion of regional positions and functional process owner (FPO) assets located in a regional office.

1-2. SUPERVISORS AND MANAGERS. Supervisors and managers shall:

a. Be responsible for ensuring mission accomplishment, to include adequate coverage, through establishment of efficient and equitably managed work schedules within their organization.

b. Be responsible for reviewing work schedules, ensuring compliance with this policy and that overall requirements (temporary duty (TDY), leave, training, etc.) are taken into consideration.

c. Consider each employee's preference and determine the appropriate schedule for each employee, based on the needs of the work unit, workload requirements, and the requests of other employees.

d. Determine on a continuing basis when the work requirements preclude employees from participating in an AWS. Permanent exclusion of a position will be forwarded to appropriate approving authority for final determination.

e. Approve a method and procedure for accounting for time and attendance to ensure all work hours are properly accounted for.

1-3. EMPLOYEES. Employees shall:

a. Understand and accept the responsibilities incurred with the AWS and be willing to adjust their work schedules to meet mission requirements.

b. Adhere to the work scheduling provisions established herein.

c. Request permission from their supervisor to participate in AWS prior to the start of the administrative workweek.

CHAPTER 2

AWS OVERVIEW

2-1. WORK LIFE BENEFITS. Flexible and compressed work schedules 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 of their time, they can, for example, balance work and family responsibilities more easily, become more involved in volunteer activities, and take advantage of educational opportunities. The use of flexible and compressed work schedules also benefits the Agency by assisting in the recruitment and retention of qualified workers.

2-2. TYPES OF ALTERNATIVE WORK SCHEDULES. At DeCA there are two basic types of alternative work schedules: flexible and compressed.

a. Flexible Work Schedules (FWS). FWS may be accomplished one of two ways:

(1) Gliding Schedule. The gliding schedule is where the employee selects an arrival time each day and may change that arrival time without prior notification to the supervisor as long as it is within the established flexible time band.

(2) Flexitour. Flexitour is where the employee selects a starting time and ending time, including lunch break, within the established flexible time bands. Once selected, the hours are fixed until modified and approved by the supervisor. Prior notification of at least one day in advance of the change in schedule is required.

b. Compressed Work Schedules (CWS). CWS is a tour of duty consisting of eight 9-hour days, one 8-hour day, and one day off each pay period. Employee will work five days one week and four days the other week for a total of nine days and 80 hours (commonly referred to as a 5/4/9 plan). CWS are fixed schedules and employees on CWS may not “glide” or “flex.” There is no authority to establish hybrid work schedules that borrow selectively from FWS and CWS.

2-3. CORE TIME. Hours of work available to employees will be 6:30 a.m. to 6 p.m.; an employee may not start work prior to 6:30 a.m. or work later than 6 p.m.; the core hours, when everyone must be at work, are from 8:30 a.m. to 3 p.m. Lunch breaks shall be scheduled between the hours of 11 a.m. and 1 p.m.

CHAPTER 3

COMPRESSED WORK SCHEDULES

3-1. PROCEDURES. Supervisors will determine whether a CWS may be approved by reviewing the position and ensuring that there will be no degradation of service, disruption of operations, or interference of mission accomplishment.

a. Work Schedule. The work schedule for employees who work a CWS will be a tour of duty consisting of eight 9-hour days, one 8-hour day, and one day off each pay period. The employee will work 5 days one week and 4 days the other week for a total of 9 days and 80 hours (commonly referred to as a 5/4/9 plan).

b. Employee's Request. Under CWS, an employee's tour of duty will be established in advance of the administrative workweek and approved by the supervisor in advance. Employees approved to participate in the CWS will be advised by their supervisor. They must complete DeCA Form 70-92, DeCA Work Schedule Establish/Change Request, indicating their requested basic schedule and identifying their regular tour of duty.

c. Approval Authority. Supervisors are responsible for approving or disapproving the DeCA Form 70-92. Supervisors have the option to review positions for exclusion from participation in the CWS if they find that participation is detrimental to the accomplishment of the mission. At DeCA HQ level, the CofS will be the approval authority for exclusion of a position. The region director is the approval authority for exclusion of regional positions and FPO assets located in a regional office. An employee unable to comply with the terms of this policy may be removed from participation in the program.

3-2. HOURS OF WORK. All compressed work schedules are fixed schedules, meaning the times of arrival and departure are regular and fixed. In accordance with 50 FLRA No. 28 (Reference (g)), hybrid schedules which combine compressed and flexible work schedules are prohibited. Employees' work schedules for CWS will be established using the guidelines in paragraph 2-3.

a. Meal Period. Full time employees will be required to take a meal period of at least 30 minutes. The meal period may not be taken at the beginning or the end of the day. Authorized break periods may be taken during the day and will not be the basis to allow an employee to depart earlier than his or her approved CWS permits.

b. Leave Usage. When an employee is absent, the hours of charged leave would be the number of hours the employee is scheduled to work that day. There is no requirement that employees use their regular days off to attend doctor or dental appointments or take care of personal matters. These appointments, as well as personal time off, may continue to be scheduled anytime during the designated working hours if the employee wishes to charge this time to leave. Further, the introduction of CWS in no way changes the supervisor's authority to approve the scheduling of leave.

c. In lieu of Holidays. All full-time employees, including those on an AWS, are entitled to an in lieu of holiday when a holiday falls on a non-workday. In such cases, the employee's holiday is the basic workday immediately preceding the non-workday. There are three exceptions to the in lieu off holiday provision.

(1) If the non-workday is Sunday (or an in lieu of Sunday), the next basic workday is the in lieu of holiday, as prescribed in Executive Order 11582.

(2) If Inauguration Day falls on a non-workday, there is no provision for an in lieu of holiday.

(3) If the agency head determines that a different in lieu of holiday is necessary to prevent an adverse agency impact, he or she may designate a different in lieu of holiday for full-time employees under CWSs in accordance with 5 U.S.C. §6103 (Reference (f)).

d. Office Closures. An employee is not entitled to another day off as an in lieu of holiday if a Federal office or facility is closed because of a weather emergency or when employees are furloughed.

e. Training and Temporary Duty (TDY). Supervisors will determine, on a case-by-case basis, whether an employee can retain the CWS while in a training or travel status. Employees may be required to revert back to an 8-hour work schedule for the affected period. Generally, short-term TDY will not require a change in work schedule.

f. Excused Absences. Excused absences from duty; e.g., Agency employees are dismissed because of inclement weather, may be administratively authorized without loss of pay and without charge to leave. If such absence is authorized on an employee's scheduled day off, the employee will not be entitled to equivalent time off at a later date.

g. Court Leave/Jury Duty. Supervisors will determine, on a case-by-case basis, whether an employee should revert back to an 8-hour work schedule while on court leave or jury duty for the affected period.

h. Overtime. For an employee under a CWS who is exempt from the provisions of the Fair Labor Standards Act (FLSA), overtime hours are all hours of work that are officially ordered and approved in excess of the CWS. For an employee who is covered by the provisions of the FLSA (non-exempt), overtime hours also include any hours worked outside the CWS that are "suffered or permitted."

3-3. CANCELLATION. Management may temporarily suspend a CWS during emergencies to include a workload crisis upon notification to the affected employee(s). If at any time a supervisor determines that the CWS has an adverse impact on the Agency's mission, they will refer their determination to the Labor Relations Office for review.

CHAPTER 4

FLEXIBLE WORK SCHEDULES

4-1. PROCEDURES. The availability of flexible work schedules is not intended to change the regular hours of operation, nor does it alter the responsibility or diminish the authority of supervisors to establish and adjust work schedules. Instead, this type of flexible scheduling is intended to bolster staff morale and retention while maintaining and enhancing a department's service delivery.

4-2. HOURS OF WORK.

a. Gliding Schedule Configuration. Supervisors are encouraged to implement the most liberal degree of flexibility; i.e., gliding schedules, where possible. Flex hours are as follows: 6:30 a.m. to 8:30 a.m.; 11 a.m. to 1 p.m. (lunch); and 3 p.m. to 6 p.m. Employees on a gliding schedule may report at any time during the morning flexible band, Monday through Friday. From the time of reporting they must remain in a work status for the completion of 8 hours of work. Lunch periods are nonpaid, nonwork periods during the workday. The time during the day which an employee uses for lunch period is in addition to the 8 hours of work.

b. Exceptions. Exceptions to the core hours may be made on a case-by-case basis only when authorized by the supervisor and at the request of the employee, during which the core time may be made up within the same day during the hours of flexible time in lieu of a charge to any type of leave. Absence during core time may be granted only when sufficient time remains within the established working hours to complete the full 8-hour day (including other leave or authorized absence).

c. Agency Endorsed Luncheons. For specific Agency endorsed luncheon activities or meetings, additional time exceeding the usual lunch time may be reported as excused time (carried as duty time for time and attendance purposes). Employees' second-level supervisors are the approving officials for the excused time.

d. Limited Participation. Because of operational requirements, some employees, such as those on shift work, will not be able to participate in flextime at all; other employees may be able to participate on a partial basis only; i.e., instead of being able to report at any time during the morning flexible band, these employees may be required to report to work during a more narrow flexible band or at specified times. For example, rather than being able to report at any time between 6:30 a.m. and 8:30 a.m., some employees may be required to report at any time between 7 a.m. and 7:30 a.m. Other similar arrangements, depending upon the operational situation and need for office coverage, may restrict employees from full participation in flextime.

e. Part-time Employees. The use of flextime is not limited to full-time employees. The core time band(s) need not be the same for part-time employees as they are for full-time employees. The core time band(s) for the part time employee can be established separately based on the operational needs of the office. In addition to the establishment of core time and flexible time bands, the number of hours a part-time employee must work each day in the administrative workweek must be prescribed in order to satisfy the requirements of the leave laws.

f. Leave Usage. There is no requirement that employees use their gliding schedule to avoid using paid leave to attend doctor or dental appointments or take care of personal matters. These appointments, as well as personal time off, may continue to be scheduled anytime during the designated working hours if the employee wishes to charge this time to leave. Further, the introduction of flextime in no way changes the supervisor's authority to approve the scheduling of leave. Excused absence in the event of hazardous or emergency conditions should be handled in such a manner as to ensure equitable treatment for both employees on flextime and employees working on a nonflexible schedule.

g. Training and Temporary Duty. The standard tour of duty, as established by local policy, will be used in determining an employee's travel for TDY and training.

h. Shift Differential.

(1) General Schedule Employees. The establishment of the working hours under a flexible work schedule constitutes the establishment of a scheduled tour of duty and, thereby, fixes the period designated for regularly scheduled work. If the flexible time band established for the DeCA component begins prior to 6 a.m. or ends after 6 p.m., a shift differential must be paid to an employee for any hours the employee works toward completing the basic 8-hour work day before 6 a.m. or after 6 p.m.

(2) Federal Wage System Employees. 5 U.S.C. 5343(f), provides that "A prevailing rate employee is entitled to pay at his scheduled rate plus a night differential (1) amounting to 7 ½ percent of that scheduled rate for regularly scheduled non-overtime work a majority of the hours of which occur between 3 pm and midnight; and (2) amounting to 10 percent of that scheduled rate for regularly scheduled non-overtime work a majority of the hours of which occur between 11 p.m. and 8 a.m." In the establishment of the FWS for prevailing rate employees, if the working hours of the day, that is, those hours consisting of the flexible time bands and the core time band(s) taken in combination, are such that either of the provisions of 5 U.S.C. 5343(f) are applicable, employees are entitled to pay for shift differential.

4-3. CANCELLATION. If the employee disputes the reason(s) given by the authorized management official for not approving a request for a FWS, or for terminating an existing FWS, the employee may submit a grievance using the administrative or negotiated grievance procedure, as appropriate.

GLOSSARY

DEFINITIONS

alternative work schedule. An arranged tour of duty that varies from the regular tour of duty. Includes both flexible work schedules and compressed work schedules.

compressed work schedule. In the case of a full-time employee, an 80-hour biweekly basic work requirement which is scheduled for less than 10 workdays. This is a fixed schedule with predetermined starting and ending times for each workday in the pay period.

core time. The hours of the basic work day during which an employee, covered by an alternative work schedule, who is not on leave, must be present for work.

component heads. This group includes DeCA Chief of Staff, Special Staff Group, Functional Process Owners, and Region Directors.

flexible time bands. The times during the workday, workweek, or pay period within the tour of duty during which an employee covered by a flexible work schedule may choose to vary his or her times of arrival to and departure from the work site consistent with the duties and requirements of the position.

flexible work schedule. A work schedule in which the employee may, within agreed upon limits, vary the time at which they report for work, within a flexible time band. At DeCA, flexible work schedules include flexitour and gliding schedules.

flexitour schedule. The employee preselects a starting time and ending time, including lunch break, within the established flexible time bands; however, the schedule may be modified with prior notification and approval of the supervisor. Prior notification of one day in advance of the change in schedule is required.

gliding work schedule. A type of flexible work schedule in which the employee selects an arrival time each day and may change that arrival time without prior notification to the supervisor as long as it is within the established flexible time band.

GLOSSARY

ACRONYMS

AWS	alternative work schedule
CFR	Code of Federal Regulations
CofS	Chief of Staff
CWS	compressed work schedule
DeCA	Defense Commissary Agency
DeCAD	DeCA Directive
DOD	Department of Defense
FLRA	Federal Labor Regulation Authority
FLSA	Fair Labor Standards Act
FPO	Functional Process Owners
FWS	flexible work schedule
HQ	headquarters
TDY	temporary duty
U.S.C.	United States Code