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MARINE AIR GROUND TASK FORCE TRAINING COMMAND
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CCO 12620.2

RMD 4

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COMBAT CENTER ORDER 12620.2

From: Commanding General
To: Distribution List

Subj: ALTERNATIVE WORK SCHEDULE PROGRAM FOR CIVILIAN EMPLOYEES

Ref: (a) Public Law, 97-221, as amended by Public Law 99-196
(b) 5 USC 6101-6133
(c) 5 CFR 610, Subpart D
(d) 5 CFR Part 551
(e) DOD Instruction 1400.25, Volume 610
(f) MCO 12620.2

Encl: (1) Alternative Work Schedule Request Sample

1. Situation. Alternative Work Schedule (AWS) programs enable managers and supervisors to meet their mission, while also allowing employees to be more flexible in work schedules. AWS programs support the underlying organizational mission by efficiently maximizing the use of human capital who are a positive benefit to the Marine Air Ground Task Force Training Command (MAGTFTC), Marine Corps Air Ground Combat Center (MCAGCC) mission and to its employees. The Federal Employees Flexible and Compressed Work Schedules Act was established by reference (a) and codified by reference (b). The regulatory requirements for implementation of such programs were established in references (a) through (f). The following guidance is provided in accordance with the references for the AWS program for Appropriated Fund (APF) employees of MAGTFTC, MCAGCC.

2. Mission. To establish MAGTFTC, and MCAGCC policy, guidelines, and procedures for AWS work scheduling of APF civilian employees. Managers and supervisors have the responsibility for determining operational requirements to ensure that the MAGTFTC, MCAGCC mission is carried out effectively. Civilian employees play an important role in accomplishing the mission. When used properly, the use of an AWS program can be beneficial to all parties involved, as it allows Civilian Marines to balance work and personal responsibilities more easily.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. In accordance with the references, implementation of an AWS program for individual employees is optional, as all positions may not be suitable for flexible or compressed work arrangements. However, managers and supervisors should review positions to determine which may be suitable for participation in an AWS program. Managers and supervisors must determine schedules that will not reduce productivity, hinder services to the public or increase organizational costs.

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Individual participation in the AWS is a privilege and not an entitlement and is subject to the discretion of organizational supervisors. Employee election to participate in an AWS program is based on supervisory approval of the employee's requested schedule.

(2) Concept of Operations. There are two types of schedules under the AWS Program. Compressed Work Schedules (CWS) and Flexible Work Schedules (FWS). Civilian employees who chose not to participate in an AWS program will remain on a regular scheduled workweek of 8 hours per day, 40 hours per week, with a 30-60-minute non-compensated meal break per day.

(a) CWS. CWS allows an employee to increase the number of hours worked each day so that they can schedule one regular day off each week, or each pay period. Under a CWS, arrival and departure times are set by the supervisor and are fixed. Managers may not authorize the use of flexible time procedures in conjunction with a CWS. Employees working a CWS are not eligible to earn credit hours. Employees must work the required number of daily hours to correspond with their approved CWS agreement. The following CWS options are available to MAGTFTC, MCAGCC civilians.

1. 4/10 Schedule. Under this schedule the employee works 10 hours per day, 4 days per week. The employee may select a day off, subject to supervisory approval. Managers and supervisors must ensure adequate personnel are on duty to effectively meet their operational requirements.

2. 5-4/9 Schedule. Under this schedule, the employee works 8 9-hour days, 1 8-hour day, and has one day off during each bi-weekly pay period for a total of 80 hours per pay period. The employee may select one day per pay period as their day off, subject to supervisory approval. Managers and supervisors must ensure adequate personnel are on duty to effectively meet their operational requirements.

(b) FWS. A FWS splits the workday into two types of time: core hours and flexible hours. Core hours cover the period of time during the workday when all employees must be present for work. For purposes of this AWS program, core hours are 0830 to 1430, although Commanders and Directorate heads or equivalent are authorized to designate in writing different core hours to meet mission and office coverage requirements. Flexible time is that time during the workday for which employees may choose arrival and departure times. The standard flexible time bands are from 0600 to 0830 for arrival times and from 1430 to 1800 for departure times. The following FWS options are available to MAGTFTC, MCAGCC civilian employees:

1. Flexi-Tour Schedule. A flexi-tour schedule is a fixed schedule requiring the employee to select and adhere to daily arrival and departure times. The employee's schedule must account for 8 hours per day, 40 hours per week, and must cover established core hours. Arrival and departure times must be set within the established flexible time bands. The schedule cannot vary.

2. Gliding Work Schedule. A gliding schedule is where the employee has a basic work requirement of 8 hours each day and 40 hours each week and may select an arrival time each day and may change the arrival time daily as long as the arrival time is within the flexible time band. The schedule must cover core hours each day. A gliding schedule is not a fixed schedule.

3. Variable Day Schedule. A variable day schedule is where an employee has a basic work requirement of 40 hours per 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 hours each day. A variable day schedule is not a fixed schedule.

4. Variable Week Schedule. A variable week schedule is a schedule in which an employee has a basic work requirement of 80 hours per pay period. The employee's work schedule must cover core hours 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.

5. Maxi-flex Work Schedule. A maxi-flex schedule contains core hours on fewer than 10 days in the biweekly 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 maxi-flex schedule is not a fixed schedule. This schedule allows employees to complete the 80-hour biweekly pay period work requirement by varying the number of hours worked on a given workday, or the number of hours each week within the limits established for the organization. Employees on this schedule are not authorized to work more than 10 hours per day, without first level supervisory approval for each occurrence for emergent work requirements. This is the most flexible schedule available under FWS and will not be appropriate for many positions. Supervisors are, therefore, specifically cautioned to carefully consider an employee's work requirements before endorsing their request for a maxi-flex schedule.

(c) Credit Hours. Credit hours are those hours of work in excess of the basic work requirement that an employee voluntarily elects to work. Credit hours are distinguished from compensatory hours in that credit hours are not officially ordered and will not pay out after one year. Employees on fixed schedules or CWS are not eligible to earn credit hours. Credit hours may not be earned on lunch breaks.

1. Supervisory approval must be obtained before an employee works credit hours. This approval may be in the form of an email but must also occur in the payroll system.

2. Credit hours earned each pay period will be officially approved at the end of the pay period when the supervisor certifies hours worked and leave taken in the designated payroll system. Credit hours, in excess of the required workday, must be recorded in the Type Hour Code (THC) field on the timesheet in the payroll system as Credit Hours Earned-CD. Credit hours may be earned and used in half hour increments only.

3. A maximum of 24 credit hours for full-time employees may be accumulated. Credit hours in excess of the maximum allowed for accumulation are forfeited.

4. Credit hours must be exhausted prior to separation (transfer, resignation, retirement, etc.) or prior to converting to a CWS. An employee will be paid for credit hours not exhausted, up to 24 hours, when the employee is no longer subject to a FWS.

5. Credit hours are used in the same manner as annual leave. Credit hours taken as leave will be recorded in the THC field on the timesheet in the payroll system. Use of credit hours must be approved by the employee's supervisor.

b. Subordinate Element Missions

(1) Director, Civilian Human Resources Office (CHRO). Provide advice, guidance, and necessary assistance on the processing and use of AWS and credit hours.

(2) Supervisors and Managers

(a) Determine if AWS is appropriate for the requesting employee by considering potential impact on mission requirements and the needs of the organization. The supervisor will review and approve or deny the employee's request for AWS and communicate the decision about implementation of AWS to the employee.

(b) Periodically review and adjust work schedules to ensure that employee participation in an AWS is consistent with mission requirements.

(c) Ensure approved work schedules are updated and correct in the payroll system. Set any specific requirements for communication between employee and the supervisor regarding daily, weekly, or pay period scheduling; arrival and departure times; absences, etc.

(d) When employees are represented by a collective bargaining unit, known as a Union, bargaining obligations must be satisfied in accordance with 5 United States Code (U.S.C.), Chapter 71. If any unit desires to establish a mandatory AWS for employees, the unit supervisor must coordinate with the Labor Relations Specialist of CHRO prior to implementation. Implementation of this Order does not affect any mandatory AWS that has previously been approved and implemented.

(3) Employees

(a) Submit work schedule requests to first-line supervisor in writing (sample in enclosure (1)) at least one full pay period in advance of the start of the pay period in which the schedule is to be effective.

(b) Adhere to provisions agreed upon AWS.

(c) Follow established staff office requirements for communicating AWS with other staff members.

c. Coordinating Instructions

(1) AWS Guidelines

(a) Employees opting to work an AWS must provide a request containing information in enclosure (1) to request an AWS. While the use of enclosure (1) is not required, it is provided as a sample document that contains all required information for an employee's request. Employee requests are subject to the following limitations:

1. Time off for a meal period may not be counted in meeting an employee's basic work requirement. A meal period of a minimum of 30 minutes is required for any employee who works more than 6 hours in 1 day. If an employee is not excused from job duties due to mission, or if an employee is recalled to job duties, the employee is entitled to pay for compensable work. A supervisor may require or permit unpaid meal periods during overtime hours.

2. Employees must obtain supervisory approval prior to working more than 10 hours of scheduled work on any given day for emergent work requirements.

3. No change to a schedule shall be made before the beginning of the next pay period.

4. Employees who may be required to revert to a standard workweek for the purposes of attending training, traveling, or to serve temporarily at a different location, may revert to their original AWS without it counting against their allotted two changes per calendar year.

(b) Managers and supervisors will review requests for AWS and approve only those requests that meet mission requirements. Work schedules will be reviewed periodically and adjusted as necessary to ensure that the mission is not being negatively impacted.

(c) When an employee is participating in an AWS Program and is required to travel, attend training course, or serve at a location where the hours of work are different from his/her approved schedule, it may be necessary to change the employee's schedule to the standard workweek during this time.

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

(e) Managers and supervisors are authorized to terminate or modify the AWS of an employee in order to satisfy mission requirements. Terminating or modifying the AWS of an employee must be in accordance with procedures in the labor agreement if applicable.

(2) Leave

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

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

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

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

(3) Overtime and Premium Pay. Overtime rules are consistent with those provided in reference (b) and the Federal Labor Standards Act of 1938. Prior supervisory approval is required to earn or use overtime and compensatory hours.

(a) For employees on a CWS, overtime hours are those hours in excess of the number of hours the employee was scheduled to work that are ordered in advance by an authorized overtime approving official.

(b) For employees on a FWS, overtime hours are those hours in excess of 8 hours per day or 40 hours per week that are ordered in advance by an official authorized to approve overtime. If the hours ordered to be worked are not in excess of 8 hours per day or 40 hours per week, the employee may, at management's discretion, be permitted or required to:

1. Take time off from a subsequent workday in an amount equal to the number of extra hours of work ordered; or

2. Complete the basic work requirement as scheduled and count the extra hours as credit hours.

(4) Holidays. In accordance with the references, employees on a FWS and CWS receive basic pay when relieved or prevented from working on a workday designated as a holiday.

(a) Employees on a CWS are to be credited with the number of hours the employee was scheduled to work on a workday designated as a holiday. When a Federal holiday occurs on an employee's CWS day off, the employee shall be entitled to an in-lieu-of day for that holiday. The following rules apply in determining an in-lieu-of day pay entitlement:

1. If the holiday falls on Sunday, the first regularly scheduled workday following the Sunday-holiday is the employee's in-lieu-of day.

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

3. Supervisors may designate a different day for an employee's in-lieu-of day to ensure office coverage and mission requirements are met. Such a day must be within the same pay period as the holiday.

(b) Employees on a FWS are to be credited with 8 hours of holiday leave on scheduled workdays designated as a holiday, regardless of the number of hours the employee planned or was scheduled to work. Employees who planned or were scheduled to work more or fewer than 8 hours on a holiday are required to adjust their work schedules to ensure that 80 hours are accounted for in the pay period. If a holiday falls on a non-workday for an employee on a maxi-flex FWS, they shall be entitled to an in-lieu-of holiday as described for employees on a CWS.

(5) Telework. Employees authorized to telework may also be approved to work an AWS.

(6) Timekeeping and verification. Employees are responsible for inputting Time and Attendance into the payroll and timekeeping systems. Supervisors and certifiers are responsible for verification and certification of the employee time keeping records, to ensure fulfillment of basic work requirements, as well as leave usage, accumulation and usage of credit hours, compensatory time, and overtime.

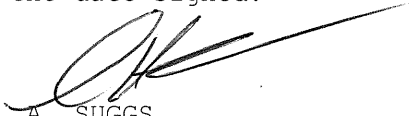
(7) Meal Period. Employees scheduled to work 6 or more hours will normally schedule and take a meal period between 1100 and 1330 each day for a minimum of 30 minutes and a maximum of 60 minutes.

4. Administration and Logistics. Directives issued by this Headquarters are published and distributed electronically. Electronic versions of Combat Center Orders can be found at <https://www.29palms.marines.mil/Staff-Offices/Adjutant-Office/Orders/>.

5. Command and Signal

a. Command. This Order is applicable to all APF civilian personnel under the cognizance of MAGTFTC, MCAGCC.

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


D. A. SUGGS
Chief of Staff

DISTRIBUTION: A

