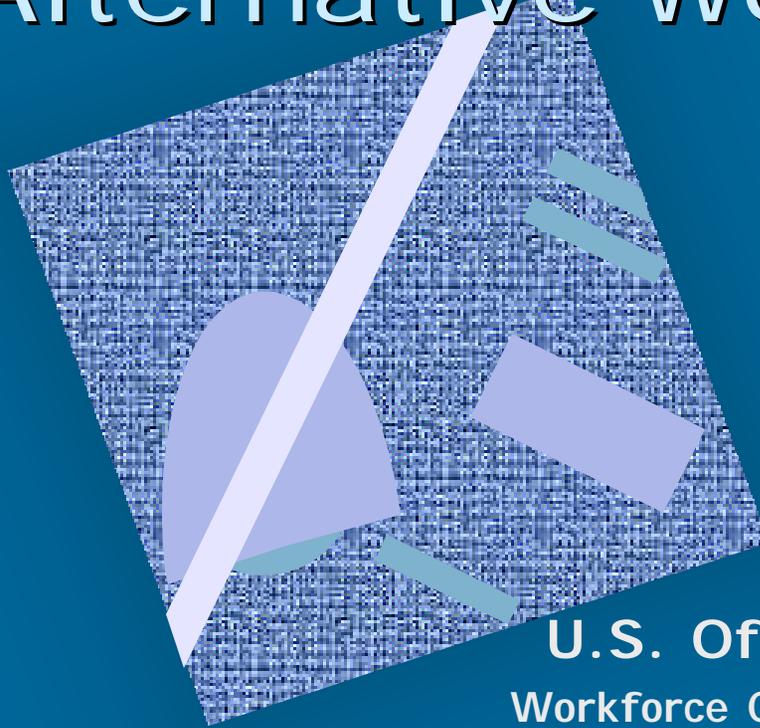


Designing and Implementing Alternative Work Schedules



U.S. Office of Personnel Management
Workforce Compensation and Performance Systems
Office of Compensation Administration
Pay and Leave Administration Division

Designing and Implementing Alternative Work Schedules

**Objective: Select, design and
implement the best AWS program
based on the nature of your
organization and its mission.**



Designing and Implementing Alternative Work Schedules

- 1. Understand the AWS Program**
- 2. Understand your organization's needs, objectives & limitations**
- 3. Understand the likely impact of each choice.**



Designing and Implementing Alternative Work Schedules

- 4. Select the schedule design**
- 5. Implement with a written plan document.**
- 6. Address Special Problems**
- 7. Qs & As**



Understanding Your Objectives

Understand the Needs and Challenges from Both Perspectives

- **Employee Needs**
 - Flexibility
 - Additional nonworkdays
 - Credit hours
- **Agency Needs**
 - Impact on mission
 - Impact on productivity
 - Limitations
 - Positions
 - Operations
 - Labor contract



Other Factors that Impact Choices

- **Other Factors that impact AWS administration**
 - Unions and negotiations
 - Statutory or regulatory rules or limitations
 - OPM Guidance (Handbook on Alternative Work Schedules)
 - Factors unique to the organization
 - Culture
 - Types of workers/ work
 - Agency policies and procedures
 - Timekeeping, payroll & recordkeeping systems
 - Geography



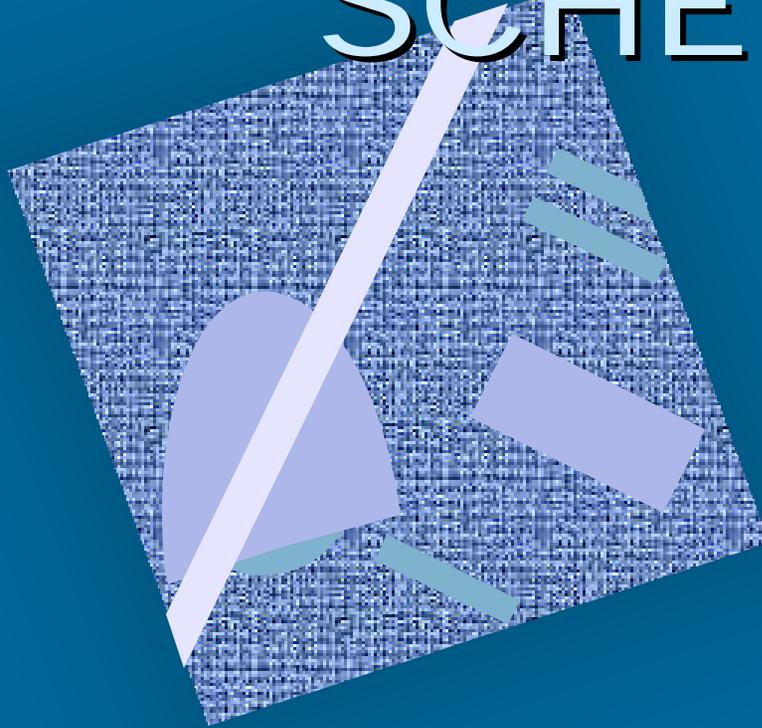
Understanding the AWS Program

Alternative Work Schedules - 2 Types

- Flexible Work Schedules
- Compressed Work Schedules



FLEXIBLE WORK SCHEDULES



Flexible Work Schedules

Various work schedule arrangements in which fixed work schedules are replaced by a working day composed of two types of time --

- core hours, and
- flexible time bands.

Types of Flexible Work Schedules

- Flexitour
- Gliding schedule
- Variable day or variable week
- Maxiflex (including a “flexible 5-4/9”)



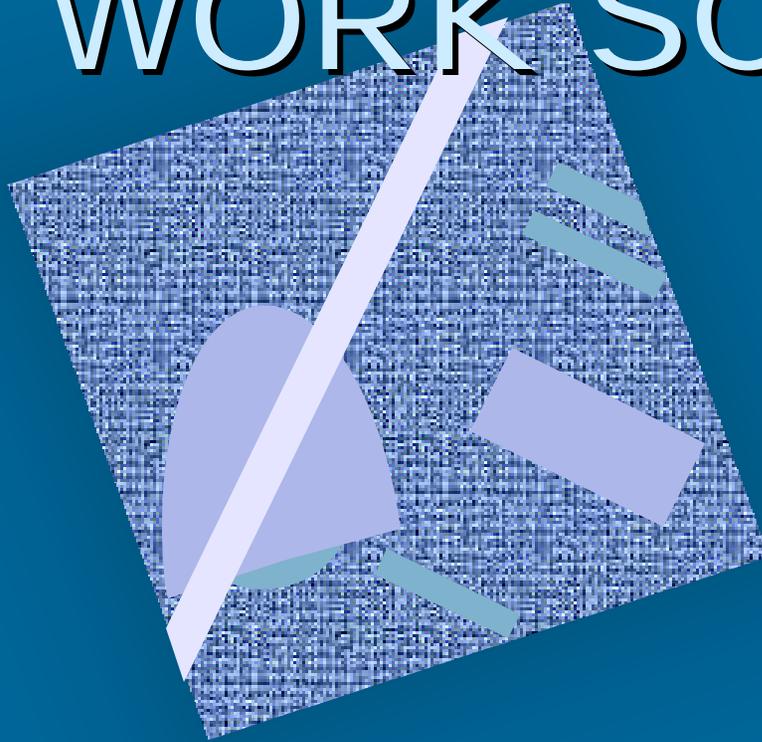
Flexible Work Schedules

Key Features

- **Core time** - designated periods when employees must be present for work.
- **Flexible time bands** - periods of time when employees may choose time of arrival and departure.
- **Tour of Duty** - Outer limits set by the agency for completing the 80-hour basic work requirement.
- **Credit Hours** - Excess hours employees may elect to work to vary the length of a workday or workweek. (Optional.)



COMPRESSED WORK SCHEDULES



Compressed Work Schedules Defined

A fixed work schedule that enables an employee to complete the basic work requirement (80 hours) in less than 10 workdays in a biweekly period.



Types of Compressed Work Schedules

- 4 - ten hour days per week
- 5-4/9
- 3-day workweek
(13 hours & 20 minutes per day for 3 days)

Note: These are all fixed schedules.



Compressed Work Schedules

Key Features

- Always fixed schedules.
- Overtime is paid only for hours worked in excess of the CWS--not for 8/40.
- Holiday and Sunday premium hours = no. of scheduled non-overtime hours.
- 80-Hour biweekly work requirement scheduled in less than 10 workdays. (For full-timers.)
- No credit hours.
- May not be imposed unless negotiated or voted in.



AWS Reference Sources

- **OPM Web Site - www.opm.gov**
 - Handbook on Alternative Work Schedules (12/96)
 - LMR Guidance Bulletin “Negotiating Flexible and Compressed Work Schedules” (7/95)
- **United States Code**
 - 5 U.S.C. 6120 through 6133
- **Code of Federal Regulations**
 - 5 CFR 610.401 through 610.408



Selection & Implementation

- Choose AWS plan
 - FWS
 - CWS
 - Both Options
- Implementation--have a written plan
 - Negotiate if necessary
 - Communicate Rules
 - Use trial period and test group
- Adjustments & Final Implementation



Special Challenges

- Holiday hours & pay
- In lieu of holidays
- Sunday pay
- Night pay
- Facility closures
- Travel time issues
- Training
- Timekeeping

A Real Challenge!

- **Credit hours**
 - FWS only
 - Not for travel time
 - Not for scheduled training
 - Cannot be converted to pay
 - Part-timers?
 - Restrictions by agency
- See our new handout on credit hours



Questions and Answers

