



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380-0001

MCO 12620.1
ARC
25 Feb 92

MARINE CORPS ORDER 12620.1

From: Commandant of the Marine Corps
To: Distribution List

Subj: FLEXITIME/COMPRESSED WORK SCHEDULE (CWS) PROGRAM

Encl: (1) Flexitime Register, [NAVMC HQ 825](#) (6-91)
(2) Memorandum for Employees

1. Purpose. This Order establishes the guidance and procedures to implement a flexitime/CWS program for civilian employees at Headquarters Marine Corps (HQMC) and serviced activities (Headquarters Battalion, Henderson Hall; Marine Barracks, 8th and I Streets, Washington, DC; and Marine Corps Systems Command).

2. Cancellation. HQO 12610.2.

3. Policy

a. Implementation of any flexitime/CWS program within HQMC 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 HQMC and serviced activities and the quality of life for employees.

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

4. 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 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.

5. Flexitime Procedures

a. As authorized by staff agency and activity heads, managers will have the option of establishing their own core time and flexible time bands, as long as the normal working hours of 0800 to 1630 are covered. A suggested core time would begin at 0900 and end at 1500. The morning flexible time band would begin at 0600 and end at 0900, and the afternoon flexible time band would begin at 1500 and end at 1800. Managers may also be authorized to establish a third midday flexible time period to allow employees an extended lunch period.

b. 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 and cannot be worked during flexible periods.

c. Employees who participate in flexitime must sign in or out at the time of arrival or departure on the Flexitime Register, [NAVMC HQ 825](#) (6-91) enclosure (1). These registers will be used by timekeepers in completing official timecards, and will be retained for review and evaluation of flexitime programs. Local reproduction of [NAVMC HQ 825](#) (6-91) is authorized.

d. 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

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requested and approved in advance, except in emergency situations.

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

f. 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 methods are approved for use at HQMC and serviced activities:

(1) 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. Opportunities to select a different schedule may be offered as frequently or infrequently as desired by the organization. Schedule changes could be permitted each week, each pay period, or each month.

(2) Modified Flexitour One. An employee selects a starting time as under the basic flexitour model; however, the employee is permitted a degree of flexibility on either side of the selected arrival time which may be 5, 10, or 15 minutes. For example, if a schedule of 0730-1600 is selected, the employee might be permitted to arrive anytime between 0715 and 0745. In this model, if an employee begins as early as 0715, that becomes the employee's starting time for that day and that quarter hour counts toward the completion of the 8-hour day, which would end at 1615. Conversely, an employee arriving later than 0730 but not later than 0745 begins the day at that time and is not considered tardy. However, it is understood that the basic schedule is 0730-1600, and under normal circumstances the employee is expected to adhere to that schedule. Deviation from the basic schedule should occur only on an irregular or occasional basis. If deviation from the selected schedule occurs frequently, consideration should be given to establishing a new flexitour.

(3) Modified Flexitour Two. Under this schedule, the employee also preselects a starting time from within the flexible time band with a 5 to 15 minute variation allowed as in Modified Flexitour One. In addition, the schedule may be further modified occasionally with prior notification and approval by the

supervisor. Prior notification would typically be required 1 day in advance under this type of program.

(4) Modified Gliding Schedule. Under this schedule, the organization typically identifies not only the flexible time and core time bands, but also establishes an 8-hour customer service band. Customer service hours may be established from 0800 to 1630. This model is normally used where coverage for a certain period of the day, i.e., customer service hours, is required. A certain percentage of the employees would be placed on a Flexitour or Modified Flexitour schedule, selecting a starting time which would ensure coverage during the customer service hours. This may be applied to groups of employees on a rotating basis. All other employees would be free to vary their starting times within the flexible time band on a day-to-day gliding schedule.

(5) Gliding Schedule. Under a gliding schedule, an employee may select an arrival time each day and may change that arrival time without prior notification to the supervisor so long as it is within the established flexible time band.

(6) Departure Times. For each of the above methods, 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.

g. Credit Hours

(1) Credit hours may be worked only by employees on flexible schedules. Credit hours are hours in excess of the basic work requirement, but within the tour of duty. The tour of duty is the core time plus the flexible bands.

(2) Credit hours are hours of work performed at the employee's option; they are distinguished from overtime hours in that they do not constitute overtime work (that is, work in excess of 8 hours in a day or 40 hours in a week) which is officially ordered in advance by management.

(3) An employee has the right to use earned credit hours, subject to management's authority to approve the time at which they may be used.

(4) Credit hours are to be counted as a part of the basic work requirement to which they are applied.

(5) An employee may accumulate no more than 20 credit hours during a pay period. The number of credit hours employees

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may carry over from pay period to pay period is limited to 10 hours. Credit hours are not recorded on the time card. They will be verified from the flexitime register and accounted for by systems established within organizations using the credit hour program.

6. Compressed Work Schedule Procedures

a. 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 HQMC:

(1) 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.

(2) 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.

b. Subject to approval by staff agency and activity heads, managers may authorize the use of flexitime procedures in conjunction with CWS. If such authorization is given, 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.

c. 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.

d. 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:

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

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

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

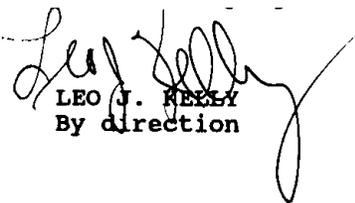
7. Action

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 (2) 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. Timekeepers 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 Employee Relations/Training Section (ARCB) will provide assistance to staff agencies and serviced activities as required to implement flexitime and CWS programs.


LEO J. KELLY
By direction

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FLEXITIME REGISTER (12620)
NAVMC HQ 825 (6-91)

ORGANIZATION							DATE
EMPLOYEE NAME	TIME IN	TIME OUT	TOTAL HOURS WORKED	AL	SL	OTHER LEAVE	EMPLOYEE SIGNATURE

ENCLOSURE (1)

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.

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

ENCLOSURE (2)

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8. You will not be required to participate in flexitime/CWS, but if you select flexitime, you must sign in or out at the time of arrival or departure and enter the exact time of arrival and departure on a register. The register will be available in room _____.

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 of 0800-1630.

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 _____.

ENCLOSURE (2)

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:
_____ (NOT APPLICABLE FOR GLIDING 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)

ENCLOSURE (2)

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 (2)

FLEXITIME/COMPRESSED WORK SCHEDULE PLANS

1. Flexitime Plans

a. Flexitour. In this plan, the employee selects a starting time from within the established flexible time, and this becomes the employee's assigned schedule until another "open season" for selection is available. You will have an opportunity to change this time _____. Your departure time will be based on completion of a full 8-hour workday exclusive of lunch time.

b. Modified Flexitour One. An employee selects a starting time from within the established morning flexible time, and this becomes the employee's assigned schedule until another "open season" for selection is available. You will have an opportunity to change this time _____. Although this is the time you are expected to report, you may occasionally sign in as much as _____ minutes late or early and work until you have completed 8 hours of work exclusive of lunch time.

c. Modified Flexitour Two. An employee selects a starting time from within the established morning flexible time, and this becomes the employee's assigned schedule until another "open season" for selection is available. You will have an opportunity to change this time _____. You may occasionally sign in as much as _____ minutes late or early without prior notification to your supervisor. If you should wish to occasionally vary this schedule by more than _____ minutes during the flexible time, you must ask permission of your supervisor _____ hours ahead of time. Your departure time will be based on completion of a full 8-hour workday exclusive of lunch time.

d. Gliding Schedule. Under this plan, you may select an arrival time each day and may change that arrival time without prior notification to your supervisor so long as it is within the established morning flexible time. Your departure time will be based on completion of a full 8-hour workday exclusive of lunch time.

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.

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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.

ENCLOSURE (2)