



DEPARTMENT OF THE ARMY

HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
FORT MONROE, VIRGINIA 23651-5000

REPLY TO
ATTENTION OF

16 JUL 97

ATCS

MEMORANDUM FOR Chiefs of General and Special Staff Offices

SUBJECT: Curtailment of Compressed Work Schedules (CWS) for
GS/GM 13-15 Supervisors and Leaders

1. Reference memorandum, ATCS, HQ TRADOC, 10 Mar 93, subject: Alternative and Compressed Work Schedules.
2. Compressed Work Schedules (CWS) were first used in HQ TRADOC in 1990 with a 1-year test in the DCSPAL organization. That experiment was followed by similar tests in 1992. All tests were subject to Chief of Staff approval. In February 1993, Major General Herrling, the Chief of Staff at that time, delegated authority to test, establish, or decline to participate in CWS to DCS's and Chiefs of Special Staff Offices. DCS's exercised their delegated authority in various ways. Some did not implement CWS. Others initially allowed all personnel to elect CWS and, over time, reduced participation to only selected categories.
3. The environment during the early 1990s was favorable for CWS. Resources, both people and dollars, were reasonably plentiful. Since then, resources have reduced dramatically in TRADOC. We now have fewer people and a greater volume of complex and contentious issues throughout the command. This requires availability of supervisors and leaders to coordinate and complete actions. As a result, CWS is not sustainable for those in leadership positions.
4. This memorandum amends the referenced memorandum. Effective 27 September 1997, the last day of the last pay period before the beginning of the next fiscal year, all GS/GM 13-15 employees officially classified as supervisors or leaders will be withdrawn from CWS. Military will remain ineligible for CWS.
5. Some changes in personal schedules may be required. For that reason, implementation has been delayed until late September. DCS's and Chiefs of Special Staff Offices are responsible for making necessary administrative changes to comply with guidance in this memo.

ATCS

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GS/GM 13-15 Supervisors and Leaders

6. CWS remains an excellent and viable management tool. Its usefulness and popularity are unquestioned. The DCS's and Chiefs of Special Staff Offices will retain their flexibility to manage below the GS/GM-13 supervisory and leader level.



JAMES J. CRAVENS, JR.
Major General, GS
Chief of Staff

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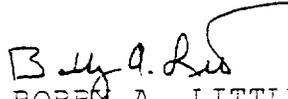
30 JUL 1997

ATZG-CP (690-600)

MEMORANDUM FOR Directors and Chiefs of HQ Fort Monroe Activities

SUBJECT: Elimination of Compressed Work Schedules for
GS/WS 11-14 Supervisors and Leaders

1. Effective 27 September 1997, all GS/WS 11-14 employees officially classified as supervisors or leaders will be withdrawn from Compressed Work Schedules (CWS). This lengthy notice period is to afford employees the opportunity to honor family or personal obligations and make necessary changes to their personal schedules.
2. Compressed Work Schedules were introduced at HQ Fort Monroe in 1993. Some directors and activity chiefs implemented CWS; others did not.
3. In the early 1990s, resources were abundant enough to support CWS. However, resources have been reduced significantly at HQ Fort Monroe. We now have fewer people and a continuing requirement to provide the highest level of BASOPS support to our customers. This requires availability of supervisors and leaders to coordinate actions, complete job assignments, and answer questions. CWS is no longer sustainable for those in leadership positions.
4. Supervisors are responsible for making necessary administrative changes to comply with guidance in this memorandum. Directors will retain their flexibility to manage CWS below the GS/WS-11 supervisory/leader level, and for nonsupervisory employees. Address questions regarding a specific employee's designation as a supervisor or leader to the CPAC.
5. Fort Monroe--A 21st Century Installation in a 19th Century Fortress--Hooah!


ROBERT A. LITTLE
Colonel, Adjutant General
Commanding

11 0 MAR 1993

MEMORANDUM FOR Chiefs of General and Special Staff Offices

SUBJECT: Alternative and Compressed Work Schedules

1. Authority to test and/or establish Alternative Work Schedules (AWS) is delegated to Deputy Chiefs of Staff (DCSS) and Chiefs of Special Staff Offices.
2. There are two types of AWS in existence at HQ TRADOC: (1) flexible schedules, in which employees work a basic 8-hour day, 40-hour week, 80-hour pay period, but are allowed to have varied arrival/departure times and (2) compressed work schedules (CWS), which allow employees to complete the basic work requirement of 80 hours per pay period in fewer than 10 workdays.
3. The DCSS and Chiefs of Special Staff Offices currently may establish flexible work schedules for reasons such as expanding office coverage and accommodating mission needs, car pools, and family care arrangements. This memorandum delegates to DCSS and Chiefs of Special Staff Offices authority to test, establish, or decline to participate in CWS as specified in enclosed guidelines. Although a variety of CWS exist, HQ TRADOC will employ the 5-4/9 CWS, as described in the guidelines.
4. Testing or establishment of any CWS as well as termination of an existing CWS, requires negotiation with the local union, NAGE, R4-12. For assistance in establishing CWS, contact the Personnel Management Support Office, x2737.

Enclosure


JOHN P. HERRLING
Major General, GS
Chief of Staff

GUIDELINES FOR COMPRESSED WORK SCHEDULES

1. When established, Compressed Work Schedules (CWS) must be in accordance with the Federal Personnel Manual, chapter 610, subchapter 4, paragraph 4-13.
2. Participation in the CWS is open to all full-time civilian employees, including supervisory personnel, at the discretion of the activity head, and is strictly voluntary. If employees do not wish to participate, they must work the normal two 40-hour workweeks per pay period.
3. If a test period is established, employees may not begin a CWS at any time other than at the beginning of the test period. If a CWS is permanently established, participation may commence at periodic intervals as determined by each DCS. Participating personnel may withdraw from the CWS at any time. If an existing CWS is determined to have an adverse agency impact, including a reduction of productivity, a diminished level of services furnished to the public, or an increase in operations cost, management may terminate the CWS.
4. Management may identify employees as ineligible to participate in the CWS due to the nature of their positions or due to employee violations of the CWS policy, as described in paragraph 6j, below. The reasons for the exclusion should be communicated to the affected employees.
5. All CWSs established for testing and/or permanent implementation as well as termination of an existing CWS are subject to prior negotiation with the NAGE, Local R4-12.
6. The following procedures will be followed by personnel participating in a 5-4/9 CWS:
 - a. Employees will work 80 hours per pay period: 9 hours for 8 days, 8 hours for 1 day, and have 1 day off during each pay period.
 - b. With the exception of special duty (e.g., support of ADP requirements), work will be performed between 0630 and 1800 hours to include a 30-60 minute lunch break.
 - c. Work schedules, to include days off and backup for absent employees, will be established and managed at office/division level with employee input and supervisor approval. Each office/division chief should publish a schedule of employee workhours, selected days off, and if appropriate, backup for absent personnel. At no time should office/division be staffed at a level below 50 percent.

d. Employees will be charged leave on an hour-for-hour basis for all absences. The amount of leave charged will be equal to the number of hours scheduled to be worked that day; i.e., 8 hours leave on an 8-hour day, 9 hours leave on a 9-hour day.

e. Workhours will be considered overtime when they are performed outside the employee's approved CWS and in excess of:

- 9 hours on a 9-hour workday
- 8 hours on an 8-hour workday
- 80 hours in a biweekly pay period

f. The extension from 8- to 9-hour days does not expand rest period consideration provided in Article IX, Section 8, of the Negotiated Union Agreement between HQ TRADOC and the NAGE, Local R4-12, dated 12 Nov 82.

g. Holidays:

(1) When a holiday falls on an employee's regularly scheduled workday, the employee is entitled to pay for the number of hours he or she would have been scheduled to work that day.

(2) If the scheduled day off is Friday and a holiday falls on that day, Thursday will be the day off.

(3) If the scheduled day off is Monday and a holiday falls on that day, Tuesday will be the day off.

h. The scheduled day off for each employee must be taken within the pay period. Days off cannot be accumulated across pay periods.

i. When TDY, employees will work the normal duty hours of the installation to which he/she is TDY, or will work a tour of duty as established by his/her supervisor.

j. Supervisors will monitor adherence to this policy and to established work schedules, and report violations to office/division chiefs. Employees abusing the policy will lose the opportunity to participate in the CWS, and the supervisor will initiate appropriate disciplinary action.