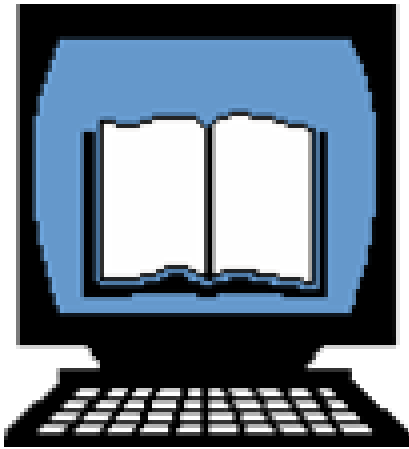




U.S. Department of Transportation  
Maritime Administration

# ALTERNATIVE WORK SCHEDULES (AWS) GUIDE



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# ALTERNATIVE WORK SCHEDULES (AWS) GUIDE

## TABLE OF CONTENTS

SECTION A. INTRODUCTION.....	1
SECTION B. DEFINITIONS .....	2
SECTION C. ALTERNATIVE WORK SCHEDULES .....	2
Flexitour .....	2
Flexitour with Credit Hours .....	3
5-4/9 Compressed Schedule.....	5
Gliding Schedule .....	5
SECTION D. GENERAL QUESTIONS AND ANSWERS .....	6
Appendix A. MA-Form 822, Alternative Work Schedule	
Appendix B. MA-1030, Employee’s Personal Sign In/Sign Out Sheet	



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## Alternative Work Schedules (AWS) Guide

### Section A. Introduction

This guide summarizes many of the issues discussed in Maritime Administrative Order 760-640, Alternative Work Schedules (AWS). It also serves as the general guidelines for MARAD's AWS Program, and provides answers to frequently asked questions about AWS. The AWS Program allows the agency to meet the needs of a changing workforce by providing employees with increased workplace flexibilities. These flexibilities may address many needs which include:

- Reducing absenteeism,
- Alleviating traffic congestion,
- Enhancing recruitment and retention,
- Balancing work and family life issues,
- Pursuing advanced educational courses, and
- Accommodating a medical condition.

Maritime Administrative Order 760-640, Alternative Work Schedules (AWS), establishes procedures for using AWS at Washington headquarters, and extends AWS to employees located outside of the Washington Metropolitan area. It documents the official headquarters business hours as 8:30 a.m. to 5:00 p.m. Monday through Friday, AWS core hours and flexible hours. Instead of regular schedules which include official business hours, employees, if approved by the appropriate management official, may choose any of the following alternative work schedules.

- Flexitour
- Flexitour with Credit Hours
- 5-4/9 Work Schedule (5-4/9)
- Gliding

For additional information on AWS, please call the Office of Human Resources or your servicing personnel representative. Employees and their supervisors are encouraged to become familiar with the contents of this guide. Questions, comments, and suggestions are welcomed in an effort to enhance continuous improvement in this guide.

## Section B. Definitions

**Basic Work Requirement** -- The number of hours an employee must work or otherwise account for by leave, credit hours, etc.

**Compressed Work Schedule** -- In the case of a full-time employee, an 80 hour bi-weekly basic work requirement which is scheduled for less than 10 workdays, and in the case of a part-time employee, a bi-weekly basic work requirement of less than 80 hours which is scheduled for less than 10 workdays.

**Core Hours** -- The time periods during the workday, workweek, or pay period that are within the tour of duty during which an employee covered by a flexible work schedule is required to be present for work (9:30 - 11:30 a.m. and 1:30 - 3:30 p.m.).

**Credit Hours** -- The hours (up to 24 maximum) within a flexible work schedule that an employee elects to work, subject to supervisory approval, in excess of his or her basic work requirement. These hours may be carried over and used in a similar manner to compensatory time. Credit hours may be earned and used in 15-minute increments.

**Flexible Time** -- The hours of a day during which participating employees may choose, subject to supervisory approval, their time of arrival, departure and lunch break. Flexible hours for Headquarters are 7:00 - 9:30 a.m.; 3:30 - 6:00 p.m. and 11:30 a.m. - 1:30 p.m.

**Flexitour** -- A flexible work schedule in which an employee is allowed to select starting and stopping times, subject to supervisory approval. The tour must be within the flexible time defined above and must include 80 hours per pay period.

**Gliding Schedule** -- A flexible work schedule in which a full-time employee has a basic work requirement of 8 hours in each day and 40 hours in each week, may select a starting and stopping time each day, and may change starting and stopping times daily within the established flexible hours.

## Section C. Alternative Work Schedules (AWS)

### 1. FLEXITOUR WORK SCHEDULE

- Arrival and departure times must be the same each day
- Arrival times must be scheduled between the hours of 7:00 a.m. and 9:30 a.m.
- Departure times must be scheduled between the hours of 3:30 p.m. to 6:00 p.m.
- 8-hour day, 40-hour workweek

MODEL OF A FLEXITOUR WORK SCHEDULE		
Day of the Week	Assigned Shift	
	Week 1	Week 2
MONDAY	7:00 AM - 3:30 PM	7:00 AM - 3:30 PM
TUESDAY	7:00 AM - 3:30 PM	7:00 AM - 3:30 PM
WEDNESDAY	7:00 AM - 3:30 PM	7:00 AM - 3:30 PM
THURSDAY	7:00 AM - 3:30 PM	7:00 AM - 3:30 PM
FRIDAY	7:00 AM - 3:30 PM	7:00 AM - 3:30 PM

## 2. FLEXITOUR WITH CREDIT HOURS

- Fixed arrival and departure times
- Arrival times must be scheduled between the hours of 7:00 a.m. and 9:30 a.m.
- Departure times must be scheduled between the hours of 3:30 p.m. to 6:00 p.m.
- 8-hour day, 40-hour week, 80-hour pay period
- Credit hours must be earned before they can be used
- Credit hours may be earned and used in 15-minute increments
- Credit hours are earned only during the flexible time bands during a regularly scheduled workday.
- Credit hours scheduled to be used which are not used during the pay period due to workload requirements, as determined by the supervisor, may be carried over to the following or subsequent pay periods.
- Maximum of 24 credit hours may be earned

**MODELS OF A FLEXITOUR WORK SCHEDULE WITH CREDIT HOURS**

**Example (1)**

Day of the Week	Assigned Shift	Credit Hours
MONDAY	7:00 AM - 4:30 PM	1 HOUR EARNED
TUESDAY	7:00 AM - 4:30 PM	1 HOUR EARNED
WEDNESDAY	7:00 AM - 4:30 PM	1 HOUR EARNED
THURSDAY	7:00 AM - 4:30 PM	1 HOUR EARNED
FRIDAY	7:00 AM - 11:00 AM	<b>4 HOURS USED</b>

**Example (2)**

Day of the Week	Assigned Shift	Credit Hours
<b>1<sup>st</sup> Week</b>		
MONDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
TUESDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
WEDNESDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
THURSDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
FRIDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
<b>2<sup>nd</sup> Week</b>		
MONDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
TUESDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
WEDNESDAY	8:30 AM - 6:00 PM	1 HOUR EARNED
THURSDAY	8:30 AM - 5:30 PM	NONE
FRIDAY	0	<b>8 HOURS USED</b>
NOTE: Employee has accomplished a 5-4/9 schedule using credit hours.		

**2. 5-4/9 COMPRESSED WORK SCHEDULE**

- Fixed schedule with fixed arrival and departure times
- Arrival times must be scheduled between the hours of 7:00 a.m. and 9:30 a.m.
- Departure times must be scheduled between the hours of 3:30 p.m. to 6:00 p.m.
- Eight 9-hour days, one 8-hour day, and 1 day off during the pay period; 80-hour pay period
- An employee may not work in excess of 9 hours per day unless he/she has received prior approval for overtime or compensatory time.
- Credit hours may not be allowed, granted or in any way utilized under the 5-4/9 compressed work schedule.

<b>MODEL OF A 5-4/9 WORK SCHEDULE</b>		
<b>Day of the Week</b>	<b>Week 1</b>	<b>Week 2</b>
MONDAY	8 HOURS	REGULAR DAY OFF
TUESDAY	9 HOURS	9 HOURS
WEDNESDAY	9 HOURS	9 HOURS
THURSDAY	9 HOURS	9 HOURS
FRIDAY	9 HOURS	9 HOURS

**3. GLIDING SCHEDULE**

- No fixed schedule of arrival or departure times is required;
- Arrival and departure times may vary each day;
- Arrival times must be scheduled between the hours of 7:00 a.m. and 9:30 a.m.
- Departure times must be scheduled between the hours of 3:30 p.m. to 6:00 p.m.
- 8-hour day, 40-hour week, 80-hour pay period

<b>MODEL OF A GLIDING WORK SCHEDULE</b>		
<b>DAY OF THE WEEK</b>	<b>WEEK 1 Hours Worked</b>	<b>WEEK 2 Hours Worked</b>
MONDAY	7:30 to 4:00	8:30 to 5:00
TUESDAY	7:00 to 3:30	7:00 to 3:30
WEDNESDAY	8:00 to 4:30	9:00 to 5:30
THURSDAY	8:30 to 5:00	7:30 to 4:00
FRIDAY	9:00 to 5:30	8:00 to 4:30

## GENERAL QUESTIONS AND ANSWERS

**Q1. What is an alternative work schedule?**

**A1.** An alternative work schedule (AWS) refers to varying types of flexible and compressed work schedules.

**Q2. What is the difference between a flexible, gliding and a compressed work schedule?**

**A2.** Flexible work schedules consist of workdays composed of two different types of time: core time and flexible time bands. These arrangements replace traditional schedules with fixed arrival and departure times. Core time is the designated period of the day when all employees must be at work. Core hours are 9:30 a.m. to 11:30 a.m. and 1:30 p.m. to 3:30 p.m. Flexible time is the part of the workday when employees may (within limits and with supervisory approval) choose their time of arrival and departure. Flexible hours for headquarters are normally 7:00 a.m. to 9:30 a.m. and 3:30 p.m. to 6:00 p.m. Deviations from this tour must be approved by the Administrator, Associate Administrator, Independent Office Director, Region Director or Superintendent, U.S. Merchant Marine Academy. Copies of deviations must be forwarded to the Office of Human Resources.

A gliding schedule allows for different arrival and departure times on each given day. However, the arrival time must be within the hours of 7:00 a.m.



to 9:30 a.m. and the departure time between the hours of 3:30 p.m. to 6:00 p.m.

A compressed work schedule modifies the basic work requirement to less than 10 days within a biweekly pay period.

**Q3. Can employees on flexible or compressed work schedules vary their starting times from day to day ?**

**A3.** No. Flexible and compressed work schedules are fixed schedules with a pre-determined starting and ending time for each workday in the pay period unless otherwise approved by the appropriate official.

**Q4. Under a compressed work schedule, what happens when a holiday falls on an employee's scheduled day off?**

**A4.** When a holiday falls on a non-workday outside a full-time employee's basic workweek, the day to be treated as his or her holiday is the workday immediately before the non-workday unless the holiday falls on Sunday-- then the subsequent workday is the holiday. Part-time employees are not covered by 5 U.S.C. 6104(b) and Executive Order 11582, which authorizes "in lieu of" holidays for full-time employees when a holiday falls on a non-workday.

**Q5. Does an employee on AWS whose "Regular Day Off" (RDO) falls on a workday when the office is closed due to an emergency, e.g., blizzard, hurricane, power failure, receive another day off "in lieu of" the day the office was closed?**

**A5.** No. Comptroller General opinion B-217080, June 3, 1985, provides that an employee on AWS whose AWS day is the same workday on which a Federal activity is closed is not entitled to another AWS day off "in lieu of" the workday on which the Federal activity was closed. Further, OPM advised that there is no basis for any agency to grant excused absence to such an employee on the RDO.

**Q6. Does an alternative work schedule affect the amount of leave earned or taken by an employee?**

**A6.** No. For any schedule, the amount of leave earned by an employee is not affected by an AWS; however, when an employee takes a day of leave, the amount charged is the number of hours scheduled for that day (e.g., 8 or 9 hours).

**Q7. May I continue my AWS schedule if I am on temporary duty or detailed to another organizational component?**

**A7.** If you are on temporary duty or detailed to an organization that does not participate in AWS or operates under a different flexible schedule, then you must adhere to that organization's schedule.

When you know in advance of a pay period that you will be on travel, detail or reassigned on your scheduled day off, you shall either (a) revert to a 5-day, 8-hour workweek and adhere to the schedule of the organization to which temporarily assigned or (b) request a change in your scheduled day off within the same pay period. If neither of these options are available and you are required to work more than 80 hours in a pay period, you may request approval for overtime pay or compensatory time.

**Q8. What are credit hours?**

**A8.** Credit hours are hours of work which an employee requests to work in excess of the basic daily 8-hour work requirement in order to be able to take time off from work, normally within the same pay period. Employees must submit Form MA-822, Alternative Work Schedule, to their supervisor for approval prior to earning or using credit hours. Employees can earn credit hours only within the flexible time band established for the workday and they may not be used before they are earned.

**Q9. Can credit hours be earned and used in less than one (1) hour increments?**

**A9.** Yes. Credit hours may be earned and used in 15-minute increments.

**Q10. Who may work credit hours?**

**A10.** Only those employees who are working under an authorized Flexible Work Schedule. Senior Executive Service members may not accumulate credit hours.

**Q11. Can a part-time employee earn credit hours?**

**A11.** Yes. For a part-time employee, credit hours are hours of work which the employee requests to work in excess of the basic work requirement established for the day (e.g., 6 hours per day) or on a day off during the regular work week (not Saturday or Sunday).

**Q12. How do credit hours differ from compensatory time?**

**A12.** Compensatory time can be earned only by working overtime hours which are ordered and approved by a supervisor. Credit hours differ from compensatory time in the following ways:

- (1) The request to work credit hours is initiated by the employee, rather than by a supervisor;
- (2) Credit hours scheduled to be used which are not used during the pay period due to workload requirements, as determined by the supervisor, may be carried over to the following or subsequent pay periods. No more than 24 unused credit hours can be carried-over from one pay period to another; and
- (3) Credit hours are not converted to pay unless the employee moves to a schedule that does not permit the use of credit hours. At that time, they are paid at the employee's basic rate of pay.

**Q13. May a supervisor direct an employee to work credit hours in order to complete high priority work before the employee's next scheduled workday?**

**A13.** No. A request to work credit hours may be initiated only by an employee. Of course, an authorized supervisor may order and approve overtime or compensatory time in accordance with established procedures.

**Q14. What about emergency conditions and credit hours?**

**A14.** If an employee was scheduled to work credit hours during a workday but the work place was closed and employees were dismissed early, the employee is not entitled to have credit hours recognized that he/she did not work.

If an employee was scheduled to work credit hours before the start of normal work hours and actually did work those hours but the office was closed early due to emergency conditions, the employee will have the credit hours recognized for those hours. If the opening of the office is delayed due to emergency conditions and the employee is precluded from working credit hours prior to the start of his/her normal workday, recognition for the scheduled credit hours will not be given since these hours were not actually worked.

**Q15. What must a supervisor consider before approval of AWS schedules?**

**A15.** Before approving a particular AWS schedule you must consider how that particular AWS will impact the operations of your office. Factors to be considered are the effect of AWS on the productivity and efficiency of the office; services provided by the office; technical and administrative staffing required during office hours for successful day-to-day coordination with other offices including the regions; and the availability of appropriate supervision, if necessary. In some instances you may be compelled by circumstances to disapprove a request.

**Q16. Must a supervisor be present during the entire work period for their organizations?**

**A16.** Not necessarily. However, they must use an appropriate method to insure that proper control of work operations is maintained for the entire work period, especially under a compressed work schedule. For example, senior employees may be designated to oversee operations during the supervisor's absence, with authority to insure that employees comply with the schedule procedures.

**Q17. Who may participate in the AWS Program?**

**A17.** ▼ Full-time Employees

▼ Part-time Employees

A compressed schedule such as 5-4/9 requires that employees work at least four days a week and, therefore, may not be advantageous to many part-time employees.

▼ New employees may elect to participate immediately

**Q18. Can SES employees participate in the AWS Program?**

**A18.** As directed by the Deputy Secretary of DOT, effective December 1, 2002, Senior Executive Service Employees were no longer eligible to participate in a compressed schedule under the AWS Program.

**Q19. How do I participate in the AWS Program?**

**A19.** To start, change, or discontinue an authorized work schedule, an employee must submit Form MA-822, Alternative Work Schedule, to his/her supervisor for approval. Employees who wish to make changes to their work schedules should normally make such requests at least two pay periods in advance. The Alternative Work Schedule request is not required for one-time variations, only long-term changes. Local management determines the frequency of changes that may be made during a given time period.

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Raymond Pagliarini, Jr.  
Director  
Office of Human Resources

Captain William Schubert  
Maritime Administrator



U.S. Department of Transportation  
Maritime Administration

## ALTERNATIVE WORK SCHEDULE

### PART A – TO BE COMPLETED BY EMPLOYEE

1. NAME (Last, First, Middle)

2. ORGANIZATION TITLE AND CODE

3. WORK SCHEDULE TYPE (CHECK ONE): \_\_\_Compressed \_\_\_Flexitour \_\_\_Flexitour with credit hours \_\_\_Gliding

BEGINNING PAY PERIOD #: \_\_\_\_\_

Midday Lunch Break: \_\_\_\_\_ to \_\_\_\_\_

#### FIRST WEEK

Day	Assigned Shift		Complete if Requesting Flexitour with Credit Hours Schedule	
	Start	Stop	Start	Stop
MON				
TUE				
WED				
THU				
FRI				

#### SECOND WEEK

Day	Assigned Shift		Complete if Requesting Flexitour with Credit Hours Schedule	
	Start	Stop	Start	Stop
MON				
TUE				
WED				
THU				
FRI				

4. SIGNATURE

5. DATE

6. COMMENTS:

### PART B - TO BE COMPLETED BY SUPERVISOR

7.  APPROVED

DISAPPROVED

8. SIGNATURE

9. DATE

10. REMARKS:

#### INSTRUCTIONS

- **Employee** - Fill in Part A and submit request to immediate supervisor.
- **Supervisor** - Fill in Part B, obtain Office clearance, and send four copies to Office of Human Resources.
- **Personnel** - Retain copy for employee's official folder, and distribute to payroll, MAR 330.



U.S. Department of Transportation  
Maritime Administration

### Employee's Personal Sign In/Sign Out Sheet

Name:		MAR-				Pay Period Ending:			
Day	Assigned Shift		Time Outside Shift [Overtime (OT), Compensatory Time (CT) or Credit Hours (CH) Earned]			Absence from Work			Comments
	Start	Stop	Start	Stop	# of hours Earned (e.g. 3 hrs. CT)	Start	Stop	Type of Leave/# of Hours (e.g. Annual - 8 hrs.)	
SUN									
MON									
TUE									
WED									
THU									
FRI									
SAT									
SUN									
MON									
TUE									
WED									
THU									
FRI									
SAT									
<b>TOTAL</b>									

I certify that the above time recorded is an accurate reflection of the hours I have worked, the leave I have been granted, and the credit hours (if any) I have earned or used.  
OPM Form(s) 71, Request for Leave or Approved Absence, are required.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
Initials of Supervisor