



DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, US ARMY GARRISON-YONGSAN  
UNIT #15333  
APO AP 96205-5333

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US ARMY GARRISON YONGSAN COMMAND POLICY 1-27

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS)

**1. REFERENCES:**

- a. Title 5, United States Code, Chapter 61, Subchapter II, Flexible and Compressed Work Schedules.
- b. U.S. Office of Personnel Management, Handbook on Alternative Work Schedules, available on line at <http://www.opm.gov/oca/aws/>.
- c. DOD 7000.14-R, Financial Management Regulation, Volume 8, Chapters 2 and 3, June 2009.
- d. U.S. Army Regulation 215-3, Morale, Welfare, and Recreation, Non-appropriated Funds Personnel Policy, 29 August 2003.
- e. IMCOM Regulation 690-610, Civilian Personnel Work Schedules, 15 May 2014.
- f. USFK Regulation 690-1, Regulations and Procedures, Korean Nationals, Chapter 6-3, Paragraph f, Compressed Work Schedule, dated 6 January 2009.

**2. PURPOSE:** This memorandum establishes policy and procedures for AWS within USAG Yongsan.

**3. APPLICABILITY:** This policy applies to United States Army Garrison Yongsan (USAG-Y) Department of the Army Civilian (DAC), Appropriated Fund Korean National (KN), US and KN Nonappropriated Fund (NAF) civilian employees that volunteer to participate in the AWS Program. This policy applies only to permanent employees; it does not apply to either term or temporary employees.

**4. DEFINITIONS:**

a. Alternative Work Schedule: An arranged tour of duty that varies from the basic work week and may include a flexible work schedule (FWS) and a compressed work schedule (CWS). **This is an employment benefit, not an employee entitlement.** Further, the AWS is a matter of supervisory discretion.

IMYN-HR

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS) Program

b. Basic Work Requirement: The number of hours, excluding overtime hours, an employee is required to work or to account for by charging approved leave, credit hours, excused absence, compensatory time, or time off as an award.

**5. POLICY:**

a. The objective of the AWS program is to fully support mission accomplishment while improving the efficiency and productivity of operations, enhancing personnel recruitment and retention, reducing absenteeism, fostering energy conservation and carbon emissions through reduction of commuter traffic, and furthering employee job satisfaction and morale by improving the quality of work life. Supervisors and employees will adhere to all applicable rules as outlined in this policy letter.

b. Core hours within USAG Yongsan will be from 0900 to 1600, Monday through Friday. When possible, supervisors should attempt to schedule meetings and other official group activities during core hours, unless it is known that all individuals involved are able to attend before or after the core hours or to attend a meeting remotely (i.e., teleconference).

c. To be eligible to participate in the AWS Program, a USAG Yongsan employee's most recent performance rating must be at or above a Level 3 under the Total Army Performance Evaluation System (TAPES). The employee must maintain performance at Level 3 or above once approved to participate in the AWS Program. Also, an employee must maintain an adequate leave balance as determined by the Supervisor to ensure the employee can fulfill the requirements of the AWS Program.

d. Employees in a supervisory position, newly appointed to a position, serving a probationary period, undergoing on-the-job training, having declining performance or a less than fully successful rating on their current performance appraisal, serving on a Performance Improvement Plan (PIP) or within one year after completion of a PIP, or subsequently engaged in misconduct, have documented attendance problems or receive official discipline may be excluded or removed from participating in the AWS Program.

e. The following are the types of AWS available within USAG Yongsan:

(1) Compressed Work Schedule (CWS).

(a) A compressed work schedule constitutes a biweekly basic work requirement of less than 10 workdays. A full-time employee has a basic work requirement of 80 hours in a bi-weekly pay period, which may be scheduled for less than 10 workdays, after supervisory approval. An employee's biweekly CWS request shall be submitted to the supervisor for approval via the Employee-Management Contract, IMCOM Form 1-A. Once approved employees who wish to change their work schedule from the existing CWS agreement must submit a new Employee-Management Contract to their supervisor for approval. Once approved, changes will normally become effective at the beginning of the pay period following the date of approval by the supervisor and shall remain in effect until a new work schedule is implemented, the employee voluntarily discontinues CWS participation or the employee's CWS participation is terminated. Changes to the CWS should be infrequent; generally not more than once per quarter.

IMYN-HR

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS) Program

Although supervisors may change or stagger employee arrival and departure times, there are no provisions for employees to flex their arrival or departure times.

(b) The 5-4/9 schedule is the approved CWS work schedule. This work schedule permits an employee to work eight 9-hour days and one 8-hour day over two weeks to comprise 80 hours over a pay period (five days during one week and four days during the other week of the pay period) with a fixed Regular Day Off (RDO).

(c) An employee's RDO may be any day upon which the supervisor and employee have mutually agreed. Supervisors will evaluate employee requests for a specific RDO with consideration for mission accomplishment and office coverage. The supervisor may flex the RDO within the pay period to accommodate either mission need or an employee request. Some situations may require the rotation of the RDO to meet mission requirements.

(2) Flexitour. Flexitour is a schedule in which an employee selects a fixed starting and ending time for his or her workday during the biweekly pay period, approved by the supervisor. An Employee must work an eight hour period excluding lunch break during the period 0700-1800. He/she must arrive between 0700-0900, depart between 1600-1800, and be present during the core hours of 0900-1600. An employee's Flexitour request shall be submitted to the supervisor for approval via the Employee-Management Contract, IMCOM Form 1-A. Once approved employees who wish to change their work schedule from the existing Flexitour agreement must submit a new Employee-Management Contract to their supervisor for approval. Once approved, changes will normally become effective at the beginning of the pay period following the date of approval by the supervisor and shall remain in effect until a new work schedule is implemented, the employee voluntarily discontinues Flexitour participation or the employee's Flexitour participation is terminated.

f. Lunch Periods. Lunch periods will be approved by the supervisor and may be of a fixed duration of 30 or 60 minutes. They should normally be taken during the hours of 1100 to 1300 and are non-duty time. Employees may NOT shorten their duty day by working during or skipping the lunch period.

g. Official Hours of Duty. The official hours of duty during which Garrison entities on Yongsan proper must be open to conduct business are from 0730 to 1630, Monday through Friday. The official duty hours at K-16 are 0800-1700. Directors may establish different hours of duty with the approval of the Garrison Commander. Directors will ensure that they have adequate manning to provide full service during these hours of operation.

h. Office Hours. The office hours for Garrison employees are 0700 to 1800.

i. This policy does not alter other regulations concerning the use of leave and compensatory time or the rights of supervisors or employees.

j. Use of AWS must not disrupt Garrison operations or impede the accomplishment of the Garrison's mission. Employees participating in AWS understand that they must be flexible in changing their planned schedules to satisfy the requirements necessary to accomplish the

IMYN-HR

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS) Program

Garrison mission. Employees must be prepared to make necessary changes in their preferred schedules to accommodate meetings and other work activities that require their presence at specific times or on specific days. The Supervisor has the responsibility to terminate the AWS for a particular employee if the AWS is negatively impacting the Garrison mission.

k. When a supervisor determines that a particular AWS has had or would have an adverse mission impact on or is substantially disrupting the work of a directorate, office, or group of employees with similar duties traceable to participation in such a schedule, including but not limited to, reduction in productivity, untimely performance of work, unavailability of employees for work, diminished level of services to the public, inadequate office coverage, problems with operational requirements, workload demands, or an increase in cost of operations, that particular AWS may be temporarily suspended or permanently terminated. When such suspension or termination will affect bargaining unit employees, the union shall be notified before suspension or termination of the AWS in question, unless circumstances make that not practical, in which case the union will be notified as soon as possible.

l. Because of the nature of the work performed or by the requirements of a particular position, it may be necessary to deny an employee's request for AWS and to keep them on the basic 8-hour day, 5-day work week schedule. Accordingly, authority is delegated to supervisors to approve or disapprove an employee's request for AWS. If an employee's request for AWS is disapproved, the employee will be notified in writing of the reason(s) for the disapproval.

m. Requests for a 4/10 CWS which comprises eight 10-hour work days within the bi-weekly pay period and two RDO per pay period will not be approved, as this schedule is not conducive to the Garrison mission or efficiency of services that we provide.

n. Requests for telework that allows employees to perform mission related work away from the traditional worksite will be considered only by the Garrison Commander or the Deputy to the Garrison Commander, and no lower.

o. This policy is effective immediately. It remains in effect until rescinded or superseded.

## **6. RESPONSIBILITIES:**

a. Deputy to the Garrison Commander / Directors will:

(1) Ensure that AWS are offered to employees to the fullest extent possible to meet employee desires while meeting mission requirements.

(2) Provide guidance to their supervisors and employees on the provisions of this policy.

(3) The Deputy to the Garrison Commander is the approval authority for alternative work schedule requests for Garrison Directors, Special Staff and Command Group Admin.

(4) Directors are the approval authority for alternative work schedule requests within their directorates.

IMYN-HR

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS) Program

b. Branch/Division Chiefs will:

- (1) Assist supervisors in carrying out the requirements of this policy.
- (2) Make recommendations to the director on all employee AWS requests.

c. Immediate/First level Supervisors will:

- (1) Ensure their organizations are properly and sufficiently staffed to meet mission requirements at all times.
- (2) Ensure that employees are treated fairly and equitably with respect to scheduling requests.
- (3) Ensure that employees are present for duty during core hours, unless otherwise in an approved absence status.
- (4) Adjust an employee's work schedule when mission accomplishment requires and adjustment.
- (5) Ensure timekeepers are kept updated in a timely manner of all employee work schedule changes.
- (6) Allow, to the extent possible, temporary deviations from an approved work schedule.
- (7) Maintain the approved request for AWS and the schedule regarding establishment, revision, or termination of an employee's AWS. This includes documenting and discussing with their employees the establishment of Flexitour work schedules (which includes the appropriate lunch period).

d. Employees will:

- (1) Have a full understanding that participation in the Garrison AWS is NOT an employee entitlement, rather it is a privilege.
- (2) Negotiate a work schedule that meets both mission requirements and personal considerations.
- (3) Be flexible in adjusting work schedules to meet mission requirements, as needed.
- (4) Keep supervisors informed as far in advance as possible of work schedule changes or adjustments.
- (5) Complete and submit to their supervisor the IMCOM Form-1A to document their request for either a CWS or Flexitour.

IMYN-HR

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS) Program

(6) Be responsible to report to work on time and put in a full day's work.

**7. PROCEDURES:**

a. Employees will be given the opportunity to participate in the AWS on a voluntary basis. Any civilian employee wishing to participate in the program, or requesting a change in a current work schedule, shall submit in writing or by e-mail to their immediate supervisor. The immediate supervisor will discuss the request with the employee and forward the request to their branch/division chief or Directorate Chief (if appropriate) with a recommendation. The branch/division chief will consult with the immediate supervisor and/or employee as needed and forward the request with a recommendation to the appropriate Directorate Chief for a final decision. The Directorate Chief will be the approval authority for all requests for flexible and compressed work schedules. Once the Directorate Chief has made a decision, he/she will notify the subordinate chain of supervision of the decision and the immediate supervisor will communicate the Director's decision to the employee. The immediate supervisor will ensure all approved work schedule agreements are forwarded to the appropriate timekeeper.

b. If a mission requirement arises that necessitates that an employee work either part or all of their day off, the supervisor and employee will arrange to reschedule the employee's day off.

c. Employees who attend training or are on Temporary Duty (TDY) shall normally work the hours of the TDY. If the TDY or training is scheduled for longer than one week, the employees schedule must be changed to an eight-hour workday. RDOs generally do not apply during training or on TDY.

d. To ensure accurate records of the arrival and departure times and to ensure proper accounting of employee time and attendance, supervisors may require their employees to record their work hours in a manner deemed appropriate by the supervisor, including e-mail notification to the supervisor upon arrival to work.

e. Employees may be removed or suspended from AWS for, including but not limited to; failing to comply with the provisions of this policy, for abusing AWS privileges, for falsifying time and attendance records, or for performance or conduct that is determined by the supervisor to be less than satisfactory.

f. The policies and procedures for requesting annual and sick leave will remain the same except the amount of leave taken will be commensurate with an employee's regular tour of duty.

g. When a designated federal holiday falls on an employee's scheduled RDO, the following rules apply when determining "in lieu of" holiday:

(1) If a holiday falls on an RDO that is Monday, the subsequent workday (Tuesday) will be the employee's designated "in lieu of" holiday.

(2) If a holiday falls on an RDO other than a Monday, the employee's preceding work

IMYN-HR

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS) Program

day will be designated the "in lieu of" holiday. For example, the RDO is Friday and the holiday falls on Friday, the "in lieu of" holiday is Thursday. If the RDO is Wednesday and the holiday falls on Wednesday, the "in lieu of" holiday is Tuesday.

h. Excused absence from duty may be administratively authorized without loss of pay and without charge to leave in accordance with applicable regulations for excused absences on a scheduled work day. For example, the installation is closed due to inclement weather. If such absence is authorized during an employee's RDO, the employee will not be given equivalent time off at a later date or otherwise compensated.

i. An employee who is a member of the National Guard or Armed Forces Reserves must convert to the basic work week for the pay period(s) while on military leave.

j. Employees must obtain prior approval from their supervisor to work overtime/compensatory time. For employees on a CWS, work performed in excess of the employee's compressed work schedule in a bi-weekly pay period is overtime work. The employee is entitled to compensatory time or overtime pay as appropriate. For employees on a Flexitour work schedule, overtime hours are all hours of work that are officially ordered and approved in advance by the supervisor and in excess of 8 hours in a day or 40 hours in a week.

k. Korean National Employees participating in the Garrison AWS are regulated separately by USFK Regulation 690-1, Chapter 6, as discussed below:

(1) Overtime rates for KGS/KWB Garrison employees will not be paid for those CWS daily scheduled hours even though the employee actually worked more than 8 hours on CWS workdays. The hours in excess of eight hours a day will be accounted for as CWS time earned, and the CWS time earned (or to be earned) during the given week will be paid off/offset by charging to CWS time used during the work week.

(2) All hours actually worked in excess of the CWS daily scheduled hours on CWS workdays will be paid at overtime rates.

(3) Under the 5/4-9 CWS schedule, CWS employees are paid 40 hours vs. 36 hours during the 36-hour CWS work week, and are paid 40 hours vs. 44 hours during the 44-hour CWS workweek. In other words, the CWS employees are paid based on adjusted hours through CWS time earned and used (not based on actual hours). For that reason, overtime hours to be paid in excess of 44 hours a week will be determined based on adjusted hours instead of actual hours.

(4) When an employee works on their CWS day off, the overtime rate will be paid for the actual hours worked more than 4 hours on the CWS day off, and the first 4 hours will be paid at the regular rate charging to extended workweek (EW). For example, when an employee (who is in the 5/4-9 schedule) works 8 hours on his/her CWS day off, the employee will receive 4 hours at regular rate charging to EW, and 4 hours paid the overtime rate.

(5) Employees transferring, being reassigned or terminating their employment may be required to change to a standard tour of duty to avoid positive or negative CWS time earned

IMYN-HR

SUBJECT: Civilian Personnel Alternative Work Schedule (AWS) Program

balances upon the effective date of the action. Otherwise, negative CWS time earned balances will be charged to annual leave or LWOP if there is an insufficient annual leave, and the positive CWS time balances will be paid at the appropriate overtime rate.

(6) Timekeeping procedures shall be coordinated with the servicing payroll office prior to implementation of the CWS.

(7) This policy is effective at the start of the first pay period in FY 2016.

**8. PROPONENT:** The Directorate of Human Resources (DHR) is the staff proponent for this policy.

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