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# Work-Life Program: Alternative Work Schedules

Tonya Hall September 29, 2022

- To provide an overview of the Alternate Work Schedules Program
- To identify types of Alternative Work Schedules
- To discuss the value of Alternate Work Schedules
- To identify the responsibilities for managing the Alternative Work Schedules Program
- To apply the use of Alternate Work Schedules to “real world” situations

## Learning Objectives

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- Presidential Memorandum, July 11, 1994, *“Expanding Family-Friendly Work Arrangements in the Executive Branch”*
- Presidential Memorandum of June 21, 1996, *“Implementing Federal Family Friendly Work Arrangements”*
- 5 U.S.C. 6122- *Flexible Work Schedules*
- 5 U.S.C. 6121(5)- *Compressed Work Schedules*
- Section 6133 of Title 5, U.S.C. – *OPM Authority*
- 5 U.S.C. 6131(b)- *Adverse Agency Impact*
- 5 U.S.C. 6131(a)(2), 5 U.S.C. 6131(c)(3)- *Procedures for Terminating Alternative Work Schedules*



## References

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- The President’s memorandum of July 11, 1994, “*Expanding Family-Friendly Work Arrangements in the Executive Branch*,” directed the heads of executive agencies to establish a program to encourage and support the expansion of flexible family-friendly work arrangements.
- The President’s memorandum of June 21, 1996, “*Implementing Federal Family Friendly Work Arrangements*,” directed the heads of all executive agencies to review their personnel practices and develop a plan of action to provide their employees flexible hours that will enable employees to schedule their work and meet the needs of their families.

## Background

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- AWS programs are work scheduling programs that allow employees to work other than traditional 8 hour-a-day fixed schedules.

## What Are Alternative Work Schedules?

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- AWS programs have the potential to enable managers and supervisors to meet their program goals while, at the same time, allowing employees to be more flexible in scheduling their personal activities.
- As employees gain greater control over their time, they can balance work and family responsibilities more easily, become involved in volunteer activities and take advantage of educational opportunities.
- The employee benefits provided by AWS programs are also useful recruitment and retention tools.

## Alternative Work Schedules: Why Does It Matter?

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- There are two categories of AWS:

1. **Flexible Work Schedules (FWS)**, and
2. **Compressed Work Schedules (CWS)**

## Categories of AWS

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- FWS consist of workdays with core hours and flexible hours.
  1. Core hours are the designated period of the day when all employees must be at work.
  2. Flexible hours are the part of the workday when employees may choose their time of arrival and departure.
- Within limits set by their agencies, FWS can enable employees to select and alter their work schedules to better fit personal needs and help balance work, personal, and family responsibilities.

## Flexible Work Schedules

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There are various types of FWS arrangements that provide different degrees of flexibility. These include:

- Flexitour
- Gliding
- Variable Day
- Variable Week
- Maxiflex Schedules

## Types of FWS Arrangements

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# Compressed Work Schedules

These are fixed work schedules that enable full-time employees to complete the basic 80-hour biweekly work requirement in less than 10 workdays. These schedules must be negotiated through collective bargaining or, when not applying to a bargaining unit, voted on by a majority of the employees to be covered by the schedule.

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# Compressed Work Schedules: Types

There are 3 different types of Compressed Work Schedules:

1. Four-day Workweek
2. 5-4/9 Schedule
3. Three-day Workweek

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# Authority & Responsibilities

- Agencies are responsible for:
  - Determining whether to establish AWS programs;
  - How to comply with and support the President's memoranda of July 11, 1994 and June 21, 1996 on providing family-friendly work arrangements;
  - Negotiate with bargaining units when appropriate;
  - Administer the programs efficiently; and
  - Ensure that the AWS programs do not cause an adverse agency impact

# Adverse Agency Impact

- If the head of an agency determines that a proposed AWS schedule will have an adverse impact on an agency, the agency may not establish it.
- Adverse agency impact is defined as:
  - A reduction of an agency's productivity
  - A diminished level of services furnished to the public, or
  - An increase in the cost of agency operations (other than an administrative cost to process the establishment of an AWS program)

# Terminating Alternative Work Schedules

- If the head of an agency finds that a particular AWS schedule has had an “adverse agency impact,” the agency must promptly determine not to continue the schedule.
- If establishment of the AWS schedule was negotiated, the agency may reopen the agreement to seek its termination. If an impasse results, the dispute goes to the Federal Service Impasses Panel, which will determine within 60 days whether the agency’s determination is supported by evidence. If it is, the Panel must act in favor of the agency.
- The AWS schedule may not be terminated until agreement is reached or the Panel acts.

# Why Should Organizations Consider the Use of AWS?

There are several reasons and scenarios why an organization may encourage the use of AWS



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# Other Considerations for the Use of AWS

Incidences of Domestic Violence,  
Sexual Assault and Stalking



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# Questions?



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# Exercises



- You will be given 15 minutes to review and discuss 4 different scenarios within your groups.

## Group Discussion

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*Carol, an employee relations specialist, receives a phone call from Shara who is a friend and co-worker. Carol reports that Shara revealed to her that she is a victim of domestic violence. To her surprise, Carol learned that Shara's husband has been abusing her since their first child was born. He is careful to injure her only in ways that do not leave visible signs, and she feels sure no one would ever believe her word against his. The family's assets, even "her" car, are all in his name, and Shara's salary would not be enough for herself and the children to live on. Further, he has threatened to kill her if she ever leaves him or reveals the truth. After some encouragement, Shara has agreed to let the situation be reported to the workplace violence team. What resources could Shara's supervisor use to assist her?*



## Case Study 1: Shara

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- Work-Life actions= EAP referral
- AWS= Flexitime and Flexiplace options

# Case Study 1: Actions Taken

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*Sam has been a good performer at work, until recently when his performance began to decline. When asked about his deteriorating performance, Sam stated that his elderly father is now living in his home and that his father requires help with all aspects of daily living. Although, arrangements had been made for his father to receive in-home care, the service is only available during the day. In addition, Sam will now be required to take his father to regular weekly appointments, at least once one day during his work week. Sam is fatigued and overwhelmed which is causing him to be distracted at work. How can Sam use work-life programs to better manage his life?*



## Case Study 2: Sam

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- Work-Life= Sam can be referred to EAP for counseling support to cope with his stress and he can seek Dependent Care Services.
- AWS= Sam can work a Flexible Work Schedule

## Case Study 2: Actions Taken

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*Felicia works in Baltimore, Maryland. Her father lives by himself in New Brunswick, New Jersey. Her father's health is relatively good, but he has macular degeneration that has caused him to give up driving. Felicia's father is dealing with feelings of depression related to losing his independence and Felicia wants to help. What available options did Felicia use to help her father?*



## Case Study 3: Felicia

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- Work-Life= EAP services
- Alternative Work Schedule (AWS) / Telework

## Case Study 3: Actions Taken

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*Tina met Tom at a birthday party for her best friend a year ago. After the initial introduction, she would occasionally run into him during social gatherings within her friend group. She found that they had a lot in common including the fact that they both work evening shifts. Six months ago, her car broke down while at work. Tom graciously offered to meet her there. Once her car was towed away, Tom dropped her off at home.*

*Over time, Tina noticed that Tom was excessively calling her, both at home and at work. A few times she spotted him outside of her place of business. Recently, his behavior has escalated even more and he is now leaving threatening voicemail messages. She has even caught him surveillancing her home in the mornings. Tina shared her fear of being at the office at night with her supervisor. What did her supervisor do to assist her?*



## Case Study 4: Tina

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- AWS
- Alternate Work Location

## Case Study 4: Actions Taken

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# Questions?



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