DEPARTMENT OF THE ARMY
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
UNIT 29351
APO AE 09014-9351

AEAGA-CE 10 May 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Alternate Work Schedules

This memorandum expires in 1 year.

1. The current world situation has placed significant demands on the civilian workforce. Military family member employees are making great sacrifices during the extensive troop deployments and extensions, and the civilian workforce is assuming additional work and performing duties normally performed by Soldiers who are now deployed. Commanders must be innovative in finding ways to help civilian employees cope with the everyday demands of working and living overseas. The use of alternate work schedules (AWS) is one way to do this. Using AWS can reduce employee stress by giving employees greater control in the daily balance of work, family, and personal responsibilities. I strongly encourage leaders to use AWS for appropriated and nonappropriated fund civilian employees when consistent with mission needs. This memorandum does not cover adjusted work schedules for local national employees as any workhour change is subject to co-determination procedures with the appropriate works council.

2. The use of AWS in the Federal Government has been allowed for many years and has proven to be effective in meeting employee needs while supporting mission accomplishment. There are many variations of AWS. In USAREUR, either one of the following are encouraged:

a. A flexible work schedule with staggered reporting and dismissal times. All employees must work the core hours of 0900 to 1500 each day, but they may choose what time they start and what time they end each 8-hour workday, provided the supervisor approves. When adjusting a schedule to accommodate the employee's need to drop off or pick up children from school or day care, it makes sense to do so.

b. A compressed schedule (referred to as the "5/4-9 plan"). In the 5/4-9 compressed work schedule, employees work eight 9-hour days and one 8-hour day per 2-week pay period for a total of 80 hours, with one regular day off (RDO) per pay period. If the nature of the mission allows for it, the 5/4-9 plan can be particularly helpful to military families when a spouse is deployed. The 5/4-9 plan allows the remaining spouse one day per pay period to schedule errands for services that are not available outside the normal duty day (for example, auto repairs, routine doctor or dental appointments, banking).

3. Civilian employees are an important part of the Army team. To support them, leaders at all levels will encourage use of AWS when beneficial to the employee and consistent with mission requirements. At the same time, leaders must ensure that use of AWS is managed in an equitable and nondiscriminatory manner. Approval to use AWS, however, rests with the supervisor. More information about AWS can be found at the Civilian Personnel On Line Web site at *http://www.cpol.army.mil/permiss/2401.html.*

FOR THE COMMANDER:

WILLIAM E. WARD
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