

**BY THE ORDER OF THE COMMANDER,
SPACE & MISSILE SYSTEMS CENTER**

**SPACE & MISSILE SYSTEMS CENTER
INSTRUCTION 36-108**

28 JUNE 2004

Personnel

**NONAPPROPRIATED FUND ALTERNATE
WORK SCHEDULES (NAF-AWS)**



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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Pages: 13
Distribution: F

This instruction establishes policy, procedures and assigns responsibilities for all 61 Air Base Group (ABG) personnel at Los Angeles Air Force Base (LAAFB). It applies to all regular Nonappropriated Fund (NAF) employees serviced by LAAFB. This Instruction provides guidance for development and implementation of NAF-Alternate Work Schedules, Compressed Work Schedules, Flextime, Telework, and Credit Hours, and ensures they are implemented in accordance with statutory, regulatory, and policy requirements. 61 ABG/SVH and AFGE Local 2429 completed impact and implementation bargaining on this instruction on 7 January 2003.

Chapter 1

ALTERNATE WORK SCHEDULES

1.1. Policy. All **NAF-Alternate work schedules (NAF-AWS)** at Los Angeles AFB are established under the authority of 5 U.S.C. §§ 6121-6128. 61 ABG/SVH will implement a NAF-AWS program in such a manner as to maintain levels of service and productivity, avoiding increases in operating costs other than reasonable administrative costs of establishing the programs.

1.1.1. **NAF-Alternate work** schedules provide options to a standard 8-hour/5-day workweek. Authority to manage NAF-AWS has been delegated to the lowest level of supervisory management (e.g. 3-letter or 4-letter). NAF-AWS options include a compressed work schedule (CWS), flextime, telework and credit hours.

1.1.2. **61 ABG's official** core hours are 0900 to 1500, Monday through Sunday (as the mission may require). Work schedules must not begin earlier than 0600 and end no later than 1800, unless required by mission.

1.1.3. Employees who are unable to comply with NAF-AWS procedures may be removed from the program.

1.2. Compressed Work Schedule. The CWS authorized for 61 ABG is a fixed tour of duty consisting of eight 9-hour workdays and one 8-hour workday to complete the basic work requirement of 80 hours within one biweekly pay period. Employees designate one Friday or Monday of either week in the biweekly period as their regular day off (RDO) with another day as their regular 8-hour day. For more information refer to [Chapter 2, Procedures for a Compressed Work Schedule \(CWS\)](#).

1.3. Flextime. This allows supervisors and employees to vary the time they come to work and the time they leave based on job requirements, family considerations, commutes, lunch times, and other personal issues. For more information refer to [Chapter 3, Flextime](#).

1.4. Telework. NAF-Alternate workplace arrangements are management tools allowing work at an alternate worksite such as an employee's home, a satellite facility, or approved worksites a minimum of one day and a maximum of two days in a pay period. Participation is contingent on mission requirements and operational commitments, and limited to billets/positions where a supervisor determines assignments can be accomplished away from the workplace. In addition, it can be used to accommodate temporary or permanent handicapping conditions, or adjust for office disruption. For more information refer to [Chapter 4, Telework](#).

1.5. Credit Hours. Employees working 40 hours per week may request credit hours be earned for work to be performed by employees in excess of an eight-hour tour of duty on any workday. Such work is compensated by an equal amount of time off. An employee cannot carry forward more than 24 credit hours to the next pay period. Work performed for credit hours is differentiated from overtime work, which is ordered or directed by management. Work performed for credit hours is not compensated as, nor is it subject to rules and regulations governing, overtime. For more information refer to [Chapter 5, Credit Hours](#).

1.5.1. Employees guaranteed 20 hours per week may request credit hours be earned for work to be performed by employees in excess of an eight-hour tour of duty on any workday. Such work is com-

compensated by an equal amount of time off. An employee cannot carry forward more than 12 credit hours to the next pay period. Work performed for credit hours is differentiated from overtime work, which is ordered or directed by management. Work performed for credit hours is not compensated as, nor is it subject to rules and regulations governing, overtime. For more information refer to [Chapter 5, Credit Hours](#).

Chapter 2

COMPRESSED WORK SCHEDULE

2.1. Compressed Work Schedule. The only CWS authorized for use at 61 ABG is a fixed schedule consisting of eight 9-hour workdays, one 8-hour workday and one Regular Day Off (RDO), either a Monday or Friday, to complete the basic requirement of 80 hours within one biweekly pay period. Organizations may not opt out of the CWS. Notwithstanding the above, if mission requirements dictate, the Services Director may opt for only Mondays or only Fridays as their RDO. Individual participation is voluntary. Subject to the provisions of paragraph **2.1.3.** below, all NAF employees will be permitted to participate in this program. An employee may not combine credit hours with CWS.

2.1.1. RDO Designation. An employee may request a Monday or Friday of either week in the biweekly period as an RDO. Supervisors will make every effort to accommodate an employee's RDO choice. Supervisors remain responsible, however, for ensuring that CWS participants are allocated in equal proportions to each designated RDO. Supervisors will consider employee seniority in resolving RDO conflicts.

2.1.2. Mission Requirements. All 61 ABG Services supervisors of eligible NAF employees must ensure there is reasonable manning to respond to mission requirements and supervisory controls are in place to ensure compliance with workplace rules. For regular working employees (40 hours per week), hours worked in excess of the established compressed work schedule are overtime hours. Employees with the same occupational series and/or position description must perform employee coverage in the Child Development Center and the Youth Center to meet ratio. A supervisor may, in order to meet mission requirements, require an employee work on their scheduled RDO. In that case:

2.1.2.1. Employees covered by the Fair Labor Standards Act (FLSA) must be paid overtime for hours worked on the RDO unless the employee requests compensatory time. The FLSA status for employees are designated in the position description/position guide.

2.1.2.2. FLSA-exempt employees may be required to accept compensatory time for hours worked on the RDO. FLSA-exempt employees are designated in the position description/position guide.

2.1.2.3. A non-exempt employee, as defined in paragraph **2.1.2.1.** above, may request compensatory time off or overtime pay.

2.1.3. CWS Exempt Positions.

2.1.3.1. The intent of this program is to give all employees the opportunity to participate in CWS if they desire to do so. There may, however, be certain unique and unusual situations where mission requirements make CWS impracticable.

2.1.3.2. The responsibility rests with management to justify why mission requirements preclude a specific position from being included in the CWS program.

2.1.3.3. Before proposing to exempt a position from CWS, the responsible supervisor must consult with the affected employees to develop a workable plan for CWS implementation. With respect to bargaining unit positions, AFGE Local 2429 may enter into this consultation process with the immediate supervisor.

2.1.3.4. In the event that a workable CWS implementation plan does not emerge from these consultations, and the positions involved are bargaining unit positions, AFGE Local 2429 and man-

agement shall consult with the Services Director with the objective of reducing or eliminating any adverse mission impact.

2.1.3.5. Where such mission impacts cannot be adequately addressed, the Services Director may exempt specific positions from the CWS program. Management officials below the Services Director have no authority to exempt positions from the CWS program.

2.1.3.6. Where a bargaining unit employee is aggrieved by a decision made pursuant to paragraph **2.1.3.**, that employee may proceed in accordance with the negotiated grievance procedure.

2.1.4. **Holidays.** When an employee's RDO falls in the same week as a holiday, the RDO will be taken as scheduled. However, if the RDO falls on the same day as a holiday, the RDO will be taken within the pay period as agreed upon by the supervisor and the employee. Supervisors must ensure civilian employees have completed the basic requirement of 80 hours inclusive within the pay period.

2.1.5. TDY. Personnel on TDY will normally observe the regular duty days and hours of the TDY location. If compatible with the working hours at the temporary duty station, an employee may remain on a CWS schedule. Where incompatible, personnel scheduled for TDY may be removed from their CWS for the pay period(s) covering travel.

2.1.6. Leave. Leave is charged at the same number of hours that an employee is scheduled to work (nine hours for nine-hour days, eight hours for eight-hour days).

2.2. Procedures.

2.2.1. CWS Requests. Employees are required to fill out a NAF-AWS Enrollment and Approval Request form – **SMC IMT 6**. This form constitutes an agreement between employee and supervisor.

2.2.2. Timekeeping. The enrollment form and an accurate account of the working hours of CWS participants must be maintained by the timekeeper, showing number of hours of duty, attendance, and nature and length of absences (see OPM's Handbook on Alternative Work Schedules).

2.3. Management Controls. 61 ABG/SVH is responsible for reviewing implementation and utilization of the 61 ABG compressed work schedule program. The assessment includes and evaluation of metrics, feedback on the use, effectiveness of, and satisfaction with, compressed work schedules. Supervisors are responsible for providing data on productivity, service to the public, operating costs and other factors.

Chapter 3

FLEXTIME

3.1. Types of Flextime Schedules.

3.1.1. Morning Flex. Employees may begin work at 15-minute intervals (at the $\frac{1}{4}$, $\frac{1}{2}$, or $\frac{3}{4}$ past the hour) between the hours of 0600-0900. Supervisors in accordance with paragraph 3.2.1. must approve arrival times.

3.1.2. Core Time. Employees must be present for duty 0900-1100 and 1300-1500. Normally, meetings will be held during these hours; however, employees are expected to arrange their workday to attend meetings, training, conferences, etc., scheduled outside these core hours.

3.1.3. Midday Flex. Lunch will be taken between the hours of 1100-1300. Employees must take at a minimum, a 30 minute lunch break and may take up to 120 minutes for lunch.

3.1.4. Afternoon Flex. Departure times of 1500-1800 are determined by adding 8 hours plus the amount of time taken for lunch to arrival time.

3.1.5. Workday. A workday is 24 consecutive hours during which an employee is scheduled to work and usually coincides with a calendar day. The calendar day on which a shift begins is considered the workday even though the work schedule extends into the next calendar day. Because of the need for flexibility for employees subject to shift work, the workday may extend over two calendar days.

3.1.6. Normal Duty Hours. Normal work hours are 0715-1600. Employees not on flextime will observe these hours with a lunch period of 45 minutes.

3.1.7. Flextime may be combined with CWS.

3.1.8. Regular NAF employees working 40 hours per week are eligible to participate in Flextime.

3.2. Procedures.

3.2.1. Flextime Requests. Employees must provide written requests at least 5 calendar days before the workweek to their immediate supervisors for approval, unless circumstances preclude the 5-day advance request. The request should normally cover a minimum of 2 weeks unless the supervisor determines another period to be more appropriate.

3.2.2. Timekeeping: Supervisors are responsible for certifying time and attendance in accordance with DoD 7000.14-R.

3.2.3. Absences and Tardiness. For tardiness and leave, the first hour of the workday commences at the scheduled arrival time for that day. Unavoidable absence of less than 1 hour, and brief periods of tardiness may be excused by the supervisors for adequate reasons (this authority should be used judiciously), or charged to an appropriate leave category outside core time or extend the individual's scheduled workday (not beyond 1800) to compensate for tardiness. If the absence or tardiness is charged to leave, the charge is in multiples of 15 minutes. Unauthorized absence during the workday may be charged to absence without leave (AWOL) if the circumstances do not justify excusing the absence or approval of leave.

3.2.4. Responsibilities:

3.2.4.1. Supervisors and employees must ensure sufficient work is available and required levels of productivity are maintained. Employees must be productively engaged in work assignments even though supervisors may not be present.

3.2.4.2. Supervisors and employees will adhere to approved flextime requests. However, requests may be subject to change by supervisors and employees, acting jointly, due to mission requirements or personal emergencies.

3.2.4.3. Employees on temporary duty (TDY) will adjust their workday to meet the needs of the situation and the duty hours at the TDY point.

Chapter 4

TELEWORK

4.1. General Information.

4.1.1. Telework is an alternative work arrangement that provides a civilian employee the opportunity to perform duties at his or her personal residence, telecenter, or other approved worksite for a specified amount of time per week.

4.1.2. **Telework not authorized for Nonappropriated Fund (NAF) Employees.**

Chapter 5

CREDIT HOURS

5.1. Procedures. Credit Hours allows an employee to work additional hours for credit to be used in the future as hours or days off. For the purpose of this chapter, the term “employee” means a Nonappropriated Fund employee.

5.1.1. The following procedures apply to the Credit Hours process for regular employees working 40 hours per week:

5.1.1.1. Within the limits described herein, employees may vary his/her work schedule by working additional hours for credit. No more than 2 Credit Hours can be earned in a workday. They cannot be earned on non-work days (i.e., Saturday and Sunday, if the normal work week is Monday-Friday).

5.1.1.2. All Credit Hours to be worked must be requested 5 days in advance of the beginning of the pay period and approved in advance by the supervisor, unless there are extenuating circumstances as listed in the paragraph below. Credit Hours may be carried over from pay period to pay period. Carry over hours in excess of 24, will be forfeited and cannot be converted to overtime after the fact. Every employee is responsible for planning the usage of accumulated credit hours.

5.1.1.3. An employee Work Schedule must be submitted in writing in advance (at least 5 days) of the beginning of the pay period and approved by the supervisor, unless there are extenuating circumstances. Employees are not required to submit a new work schedule unless a change is being requested. Time off may be taken in advance of it being earned, as long as it will be earned that pay period or annual leave will be automatically substituted. The supervisor may grant changes to an approved employee leave schedule at any time as long as the employee will have worked or earned enough Credit Hours to account for at least the 80 hour pay period.

5.1.1.4. Where a conflict in scheduling occurs, pre-scheduled annual leave will normally take priority over Credit Hours time off.

5.1.1.5. Credit Hours used may be for an entire workday or a portion of a workday, as long as the 80-hour minimum requirement for that pay period is met and the supervisor approves the employee’s schedule in advance. Credit hours will be approved/disapproved by the first-level supervisor as with annual and sick leave requests.

5.1.1.6. Regular NAF employees working on 40 hours who are not participating in CWS are eligible to participate in credit hours.

5.1.2. The following procedures apply to the credit hours process for employees guaranteed 20 hours per week:

5.1.2.1. Within the limits described herein, employees may vary his/her work schedule by working additional hours for credit. No more than 1 Credit Hours can be earned in a workday. They cannot be earned on non-work days (i.e., Saturday and Sunday, if the normal work week is Monday-Friday).

5.1.2.2. All Credit Hours to be worked must be requested 5 days in advance of the beginning of the pay period and approved in advance by the supervisor, unless there are extenuating circumstances as listed in the paragraph below. Credit Hours may be carried over from pay period to pay

period. Carry over hours in excess of 12, will be forfeited and cannot be converted to overtime after the fact. Every employee is responsible for planning the usage of accumulated credit hours.

5.1.2.3. An employee Work Schedule must be submitted in writing in advance (at least 5 days) of the beginning of the pay period and approved by the supervisor, unless there are extenuating circumstances. Employees are not required to submit a new work schedule unless a change is being requested. Time off may be taken in advance of it being earned, as long as it will be earned that pay period or annual leave will be automatically substituted. The supervisor may grant changes to an approved employee leave schedule at any time as long as the employee will have worked or earned enough Credit Hours to account for at least the 20 hour pay period.

5.1.2.4. Where a conflict in scheduling occurs, pre-scheduled annual leave will normally take priority over Credit Hours time off.

5.1.3. *Annual/Sick Leave:* When an employee is absent from the job other than for a holiday, he or she will be charged with leave equal to the scheduled length of the work day in the employee's work schedule. Based on the need to use emergency annual leave or sick leave, the employee may request to alter his/her Credit Hours schedule request for that pay period. Employees may request to use their "banked hours" for sickness or unscheduled leave that would otherwise be charged to sick leave or annual leave. The Standard Form 71, Application for Leave, will be used to document this time.

5.1.4. *Overtime/Compensatory Time Off:* Credit hours are distinguished from overtime and compensatory time off. Credit hours are worked at the option of the employee with prior supervisory approval. Overtime and compensatory time off are hours officially ordered in advance by management. Authorized work which management orders and approves in advance to be performed outside an employee's daily work schedule or in excess of 80 hours per pay period or on any nonwork day, must be paid overtime or receive compensatory time off.

5.2. Restrictions.

5.2.1. *Reasons for Disapproval.* Consistent with the provisions set forth below, employees may request to earn Credit Hours. Restrictions or denials of a particular work schedule and changes to a work schedule shall be based on one of the following:

5.2.1.1. Operational Considerations. The goal of this process is to allow as many employees as possible to utilize credit Hours, if they so choose. However, a supervisor may exclude a position or group of positions from participation in Credit Hours if it would adversely impact mission accomplishment. Management may also temporarily suspend Credit Hours to meet peak or unusual mission demands.

5.2.1.2. Documented Abuse. If an employee is proven to be abusing a particular work schedule during the scheduled workdays, the supervisor may exclude the employee from this program for up to six months. This prohibition may be extended if the employee continues to have attendance and/or tardiness problems.

5.2.1.3. Scheduled Training. Supervisors may disapprove employee participation in a particular work schedule when the employee is required to work a different schedule in connection with participation in formal training.

5.2.1.4. Close Supervision Required. Supervisors may disapprove credit hours when –

5.2.1.4.1. Documented performance deficiencies dictate the need for close supervision, including but not limited to Performance Improvement Plans, performance counseling, etc.

5.2.1.4.2. New hires, or other employees new to the position require close supervision during the initial training to understand and perform duties of the position.

5.2.1.4.3. Documented misconduct requires close supervision.

5.2.2. *Written Notice.* All disapprovals or restrictions shall be provided in writing to the employee and shall specify the reason(s) for denial. The employee may resubmit a request to work Credit Hours if the reason for denial has been corrected.

BRIAN E. KISTNER, Colonel, USAF
Commander, 61 Air Base Group

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

5 U.S.C. § 6121 - 6128

5 U.S.C. § Section 6121(2) Amendment covers NAF Employees Under Flexible & Compressed Work Schedules Act of 1982

5 U.S.C. § Chapter 61, Subchapter II, Flexible and Compressed Work Schedules

5 C.F.R. Part 610, Hours of Duty

AFI 21-109, Communications Security (COMSEC) Equipment Maintenance, and Training

AFI 31-1-1, Vol. 1, The Air Force Physical Security Program

AFI 31-209, The Air Force Resource Protection Program

AFI 33-111, Telephone Systems Management

AFI 33-112, Computer Systems Management

AFI 33-114, Software Management

AFI 33-129, Transmission of Information Via the Internet

AFI 36-807, Weekly and Daily Scheduling of Work and Holiday Observances, 21 Jun 99

AFI 37-132, Air Force Privacy Act Program

AFMAN 34-310, Non-Appropriated Fund Personnel Program Management and Administration Procedures

Department of Defense Telework Policy and Guide

Department of Defense 7000.14-R (NAF Payroll Time and Attendance)

OPM Handbook on Alternative Work Schedules (available on the Internet at <http://www.opm.gov/oca/NAFAWS/index.htm>)

Public Law 97-221

Public Law 104-52

Section 359 of Public Law No. 106-346

The Telework Site, <http://www.telework.gov>

Title 5, Code of Federal Regulations, Part 610, Subpart D

Terms

Ad Hoc Telework—Approved telework performed on an occasional, one-time, or irregular basis. Telework of less than one day per pay period is considered ad hoc. **Telework not authorized for Nonappropriated Fund (NAF) Employees.**

Alternative Worksite—A place away from the traditional worksite that has been approved for the

performance of officially assigned duties. It may be an employee's home, a Telecenter, or other approved worksite including a facility established by state, local, or county governments or private sector organizations for use by teleworkers. **Telework not authorized for Nonappropriated Fund (NAF) Employees.**

CWS Plan—A fixed tour of duty consisting of eight nine-hour workdays and one eight-hour workday to complete the basic work requirement of 80 hours within one biweekly pay period.

Duty Hours—The normal **61 ABG** duty hours are an eight-hour day from 0715 to 1600 with a 45-minute lunch. The normal schedule may be modified in accordance with **NAF-AWS** procedures. **NAF-AWS** schedules (to include CWS and flextime) may be established between 0600 and 1800 with the employee present for duty during the core hours of 0900-1100 and 1300-1500. A **NAF-AWS** schedule must include a scheduled lunch period that may range from 30 minutes to two hours (between 1100 and 1300).

Holidays—When an employee's RDO falls in the same week as a holiday, the RDO will be taken as scheduled. However, if the RDO falls on the same day as a holiday, the RDO will be taken within the pay period as agreed upon by the supervisor and the employee. Supervisors must ensure civilian employees have completed the basic requirement of 80 hours inclusive within the pay period.

Leave—Leave taken during the administrative workweek will be charged the same number of hours employee was scheduled to work (nine hours for nine-hour days and eight hours on the eight-hour day).

Lead Time—Payroll requires a lead-time of two full pay periods prior to start of all actions regarding CWS. Information required by Payroll includes name, SSN, employee's eight-hour day, and relief days (normally Saturday and Sunday).

Regular and Recurring Telework—An approved work schedule where eligible employees regularly work at least one but no more than 2 days per biweekly pay period at an alternative worksite. **Telework not authorized for Nonappropriated Fund (NAF) Employees.**

TDY—Personnel on TDY will observe the regular duty days and hours of the TDY location. Personnel scheduled for TDY may be removed from the local CWS for the administrative workweeks included in the period of travel.

Telecenter—A central area that houses employees of more than one organization. **Telework not authorized for Nonappropriated Fund (NAF) Employees.**

Telework—Any arrangement in which an employee performs officially assigned duties at an alternative worksite on either a regular and recurring, or an ad hoc basis (not including while on official travel). **Telework not authorized for Nonappropriated Fund (NAF) Employees.**

Telework Agreement—A written agreement, completed and signed by an employee and appropriate official(s) in his or her organization, that outlines the terms and conditions of the telework arrangement. **Telework not authorized for Nonappropriated Fund (NAF) Employees.**

Work-at-Home Telework—An approved arrangement whereby an employee performs his or her official duties in a specified work or office area of his/her home that is suitable for the performance of official government business. **Telework not authorized for Nonappropriated Fund (NAF) Employees.**