



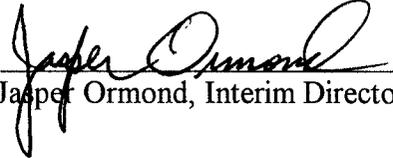
**Court Services and Offender Supervision Agency
for the District of Columbia**

Office of Human Resources

HUMAN RESOURCES DIRECTIVE 610.4

SUBJECT: Alternate Work Schedule Program

EFFECTIVE DATE:

APPROVED: 
Jasper Ormond, Interim Director

I. INTRODUCTION: The Federal Employees Flexible and Compressed Work Schedules Act of 1982 and subsequent legislation provide agencies with the authority to permit employees to work Alternate Work Schedules (AWS) instead of the standard weekly tour of duty consisting of a fixed 5-day, 8-hour tour of duty each day. The underlying purposes of this legislation are to provide better service to the public and other constituents, ease commuting problems and provide staff with more flexibility to better balance their work responsibilities with their private lives and off-duty time. Although AWS is not an employee entitlement or right, CSOSA shares the interests of the legislation and believes that a properly administered AWS Program can accomplish these objectives. The intent of CSOSA's AWS Program is to improve employee morale by striking a better balance between work and homelife, while enhancing the agency's ability to meet its mission-related strategic goals. Following the completion of a successful pilot program, this directive implements AWS for the Agency on a permanent basis.

II. POLICY: CSOSA will provide participating employees with the option of a Flexitime Schedule (with Credit Hours), *OR* a Compressed ("5/4-9") Work Schedule (CWS). Both options may be used in the same work component, but managers are responsible for ensuring that productivity and coverage are not adversely affected.

III. COVERAGE: The AWS Program described in this Directive applies to CSOSA's Office of Community Supervision Services (CSS) and the Office of the Director. It does not apply to the Pretrial Services Agency. The following categories of CSOSA staff are eligible to participate:

- All non-supervisory staff, except occupants of specific positions that are excluded because participation would adversely impact: 1) customer/public service; 2) office or supervisory coverage; or 3) responsibilities to other agencies. Associate Directors will provide a list of any excluded positions to be maintained in OHR.
- First and second-line supervisors are eligible for the Flexitime with Credit Hours option or the Compressed Work Schedule, at the discretion of the appropriate Associate Director.

V. DEFINITIONS:

- A. Agency Work Band - total period of time each day when employees must complete the basic work requirement. The Agency Work Band is 7:00 a.m. to 6:00 p.m. for all CSOSA employees *other than Community Supervision Officers (CSOs) and other employees whose duties also require periodic, but not regularly-scheduled, late evening participation in official CSOSA-community partnership activities.*
- B. Expanded Agency Work Band – total period of time each day between 6:30 a.m. and 10:00 p.m. when CSOs and certain other designated employees must complete their basic work requirement. This band may apply to Community Justice Programs (CJP) employees, such as Community Relations Specialists, whose duties officially require them to participate in CSOSA-community partnership activities. It may also apply to employees who provide drug treatment and counseling for offenders. The expansion of the work band: 1) allows the scheduling of client appointments in the early morning and late evening hours, 2) encourages staff participation in community and civic activities (as described in Critical Success Factor # 4¹ of the Agency’s Strategic Plan), 3) promotes and supports police/CSO teams and 4) facilitates “accountability tours” by these teams to meet with offenders where they live and work. This does not preclude occasional or irregular overtime, or the establishment of additional shifts in the future. Employees in the expanded band are required to obtain prior supervisory approval when working beyond 6:00 p.m.
- C. Alternate Work Schedule (AWS) – a variation to the standard weekly tour of duty which consists of a fixed 5-day a week, 8 ½ -hour² a day, tour of duty.
- D. Compressed Work Schedule (CWS) – fixed tour of duty whereby the employee’s biweekly tour of duty consists of eight - 9 ½ hour days, one - 8 ½ hour day and one regularly scheduled day off from work (RDO). A compressed schedule must fall within the Agency Work Band and may not vary by day or biweekly pay period. Supervisors may reschedule an employee’s RDO to another day within the pay period when necessary due to agency or office needs. Employees may be directed to work on all or part of the RDO; in such cases, they will be compensated by overtime pay or compensatory hours (“comp time”) as may be required by law.
- E. Core Hours - designated “Open Hours” of the agency when all staff should either be on duty, on the expanded band or in an approved leave status. For CSOSA, the core hours are 9:30am to 3:30pm.

¹ “Partnerships among criminal justice agencies, social service organizations and the community are a central element in CSOSA’s strategy to reintegrate the offender into the community.”

² Each daily tour of duty (e.g., 8 ½ hour or 9 ½ hour day) includes a required 30-minute lunch period approximately midway through the shift.

- F. Credit Hours - hours worked in excess of 8 hours within the Agency Work Band, with advance approval of the supervisor. Credit hours may be used in place of leave, but only when approved by the supervisor. Credit hours are earned and used in increments of 15 minutes and must be recorded on the time and attendance (T&A) record. The number of credit hours an employee may carry over from one biweekly pay period to a succeeding biweekly pay period is limited to a maximum of 24 hours. A leave slip (SF-71) is used to request the use of accumulated credit hours. Credit hours do *not* constitute *overtime* hours and therefore do not create an entitlement to overtime pay or comp time.
- G. First-line Supervisor - the lowest level of management with the authority to assign work and direct employees, e.g., a Supervisory CSO.
- H. Flexitime - work schedule consisting of two segments: a *fixed* segment consisting of the core hours (9:30-3:30), and a *flexible* segment. The standard Agency Work Band includes a flexible segment of the work schedule, which may begin as early as 7:00 a.m. or as late as 9:30 a.m. and end between 3:30 p.m. and 6:00 p.m. CSOs and other employees whose duties support “extended day” appointments or require their official participation in CSOSA-community partnership activities utilize the Expanded Agency Work Band which extends from 6:30am to 10:00pm. The Agency has a need for these employees to be available for early morning and late evening client appointments, group treatment sessions, CSOSA-community partnership activities and participation in “accountability tours” by teams of CSOs and community police officers. The total tour of duty may vary, but must be scheduled in advance and fall within the appropriate work band. The scheduled arrival time may vary each day, so long as a full 8½ hour tour of duty is accounted for by hours worked, the lunch period, approved credit hours or approved leave. An employee’s work schedule may be changed with approval from the supervisor. Changes may be temporary to accommodate special needs, or on a permanent basis.
- I. “In lieu of” Holiday - if a designated holiday falls on an employee’s scheduled RDO, the supervisor will designate either the preceding or following workday of that same pay period as the “in lieu of” holiday. “In lieu of” days are *not* provided in the case of emergency agency shutdowns, “snow days,” etc. which may occur on an employee’s scheduled regular day off (RDO).
- J. Regular Day Off (RDO) - is the regularly scheduled day off from work an employee on the Compressed Work Schedule accrues each pay period.
- K. Second-line Supervisor - intermediate level of management to whom first-line supervisors report; e.g., Branch Chiefs in the Office of Community Supervision.
- L. Tour of Duty - established basic hours of work (which may include Flexitime hours) including a 30-minute lunch period. The daily tour of duty is either 8½ hours for a regular or flexitime schedule or 9½ hours for a compressed work schedule.

VI. RESPONSIBILITIES:

- A. The Director or designee is responsible for final approval of the AWS Program.
- B. The Associate Director for Human Resources is responsible for providing policy guidance on the AWS Program, administering the Program, and assisting with the evaluation of the Program.
- C. Associate Directors (or equivalent) are responsible for decisions as to the scope of AWS in their organizations and designations of eligible participants and/or exclusions.
- D. Line supervisors are responsible for reviewing and making decisions on employee AWS requests and for monitoring the AWS Program to ensure that participants are complying with administrative requirements and that productivity, office coverage and public service responsibilities are being met.
- E. Employees who participate in AWS are responsible for familiarizing themselves with the provisions of this Directive and for ensuring that their productivity, office coverage and public service responsibilities are fully met at all times. Employees are also required to make arrangements to attend staff meetings and other special events when so directed by the supervisor.

VII. PROCEDURES:

- A. A copy of this Directive will be distributed to all staff.
- B. In order to participate in the AWS Program, eligible employees must submit written requests to their supervisors. All employees requesting participation must identify which of the two AWS options is preferred and the specific tour of duty being requested. Employees currently on AWS need to reapply, unless otherwise directed by their supervisor.
- C. Supervisors will notify employees of their decisions regarding AWS participation within seven (7) working days following the request by the employee. Wherever feasible, pre-existing schedules of those already on a flexible schedule will be maintained. If the office/component cannot accommodate all schedule requests and there is no significant difference in the duties and responsibilities of the employees, seniority (service computation date, i.e., total DC/Federal government service) may be taken into consideration. However, supervisors will make the final decisions. Supervisors may revise the schedules originally approved when necessary to alleviate productivity problems, office coverage shortages or public service problems.

- D. Associate Directors may delegate the authority to supervisors to revise, curtail or terminate an alternate work schedule when necessary. Individuals or work units previously excluded may also be added, based on the criteria in Section IV, above.
- E. Employees in a training and/or travel status may be temporarily suspended from AWS schedules for the duration of the training or travel assignment, subject to supervisory discretion.

VIII. CANCELLATIONS: This Directive cancels any previous regulations or memoranda regarding alternate work schedules.