



T MIP file
87-068

UNITED STATES MARINE CORPS
BASE MAINTENANCE DIVISION
MARINE CORPS BASE
CAMP LEJEUNE, NORTH CAROLINA 28542-5000

IN REPLY REFER TO:
 12000
 MAIN
 23 Dec 87

From: Base Maintenance Officer

Subj: IMPLEMENTATION PLAN FOR 5-4-9 ALTERNATE WORK SCHEDULE

1. Commencing the pay period which begins 3 January 1988, the following civilian personnel will be on the 5-4-9 alternate work schedule. They will be grouped into two groups, X and Y, as follows:

a. Group X

<u>NAME</u>	<u>WORK CENTER</u>
<u>Utilities Branch</u>	
[REDACTED]	80
[REDACTED]	81/87
[REDACTED]	87
[REDACTED]	86
[REDACTED]	82
[REDACTED]	83
<u>Operations Branch</u>	
[REDACTED]	20
<u>Admin Branch</u>	
[REDACTED]	10
[REDACTED]	10
<u>Office of BMO</u>	
[REDACTED]	00
[REDACTED] (CA Team)	00
<u>M&R Branch</u>	
[REDACTED]	40
[REDACTED]	32
[REDACTED]	30
[REDACTED]	33
[REDACTED]	39
[REDACTED]	37
[REDACTED]	32
[REDACTED]	32
[REDACTED]	41
[REDACTED]	41
[REDACTED]	43
[REDACTED]	44
[REDACTED]	53
[REDACTED]	61
[REDACTED]	63
[REDACTED]	71
[REDACTED]	72
[REDACTED]	76

Subj: IMPLEMENTATION PLAN FOR 5-4-9 ALTERNATE WORK SCHEDULE

b. Group Y

<u>NAME</u>	<u>WORK CENTER</u>
Utilities Branch	
[REDACTED]	80
[REDACTED]	81
[REDACTED]	81
[REDACTED]	83/84
[REDACTED]	84
[REDACTED]	80
Operations Branch	
[REDACTED]	20
[REDACTED]	20
Admin Branch	
[REDACTED]	10
[REDACTED]	10
Office of BMO	
[REDACTED]	00
M&R Branch	
[REDACTED]	30
[REDACTED]	30
[REDACTED]	72
[REDACTED]	34
[REDACTED]	35
[REDACTED]	38
[REDACTED]	32
[REDACTED]	32
[REDACTED]	32
[REDACTED]	41
[REDACTED]	43
[REDACTED]	51
[REDACTED]	62
[REDACTED]	53
[REDACTED]	71
[REDACTED]	71

2. Work schedules for both Group X and Group Y are attached as enclosure (1). Ensuing pay periods follow the same pattern.

3. Time cards for personnel on the 5-4-9 work schedule are to be highlighted in blue along the edge that has Name, Badge Number, etc. The Fiscal and Accounting Section has a sample.

Subj: IMPLEMENTATION PLAN FOR 5-4-9 ALTERNATE WORK SCHEDULE

4. Enclosure (2) is for your information. However, the major points are summarized and paraphrased below:

a. OT (or Comp Time) for a day is warranted when hours worked are in excess of those normally scheduled. For example, on a day when a person is scheduled to work 9 hours, anything beyond 9 hours is OT, or if 8 hours are scheduled to be worked, anything in excess of 8 hours is OT.

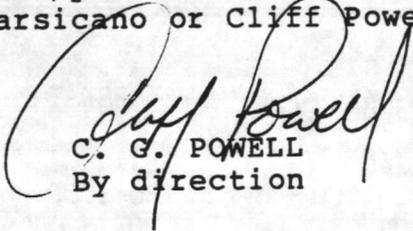
b. Leave is charged for the amount of time that is scheduled to be worked. For example, if 9 hours are scheduled, the charge to leave will be 9 hours, or if 8 hours are scheduled, leave charged will be 8 hours.)

c. Holidays that fall on the Friday that is "the normal day off" will be taken on the preceding Thursday.

d. When holidays fall on a scheduled 9 hour day, that person will receive 9 hours pay for the holiday.

5. Supervisors are reminded that on the "normal Friday off," a relief must be assigned.

6. Address any questions/problems concerning the 5-4-9 implementation to Shirley Marsicano or Cliff Powell.


C. G. POWELL
By direction

Copy to:

BMO

DBMO

CPD

Civil Payroll

AC/S, Fac

Each Branch Head

All Scheduled Personnel

SHIFT SCHEDULE

GROUP X

<u>WEEK 1</u>	<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>FRIDAY</u>
	04 JAN 0730-1700 9 HOURS	05 JAN 0730-1700 9 HOURS	06 JAN 0730-1700 9 HOURS	07 JAN 0730-1600 8 HOURS	08 JAN OFF
<u>WEEK 2</u>	<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>FRIDAY</u>
	11 JAN 0730-1700 9 HOURS	12 JAN 0730-1700 9 HOURS	13 JAN 0730-1700 9 HOURS	14 JAN 0730-1700 9 HOURS	15 JAN 0730-1700 9 HOURS

GROUP Y

<u>WEEK 1</u>	<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>FRIDAY</u>
	04 JAN 0730-1700 9 HOURS	05 JAN 0730-1700 9 HOURS	06 JAN 0730-1700 9 HOURS	07 JAN 0730-1600 9 HOURS	08 JAN 0730-1700 9 HOURS
<u>WEEK 2</u>	<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>FRIDAY</u>
	11 JAN 0730-1700 9 HOURS	12 JAN 0730-1700 9 HOURS	13 JAN 0730-1700 9 HOURS	14 JAN 0800-1630 8 HOURS	15 JAN OFF

Section IIC: THE 5-4/9 PLAN***Tour of Duty**

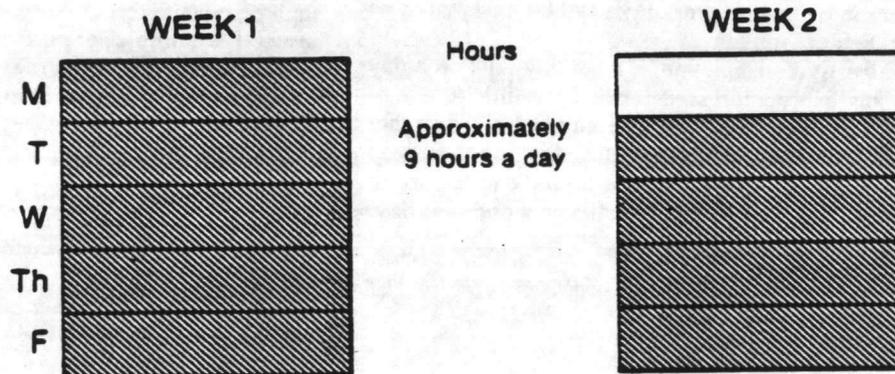
- Agency/Employees establish tour of duty
 - fixed schedule until reestablished by agency/employees
 - limited to approximately 9 hours a day for 9 days within a biweekly pay period.

NOTE: For a unit which has exclusive recognition, the experiment is subject to the terms of the negotiated agreement. For a unit in which an organization has not been accorded exclusive recognition, a majority of the employees must vote to participate in the experiment.

- Basic Work Requirement
 - A full-time employee has an approximate 9-hour daily basic work requirement and an 80-hour biweekly basic work requirement.

—For a part-time employee, the basic work requirement is the number of hours the employee must work each day and the number of hours the employee must work during 9 days in a biweekly pay period.

- Nonovertime Work
 - Nonovertime work is work performed during an employee's compressed work schedule and not in excess of the daily work requirement or 80 hours in a biweekly pay period.

Model of 5-4/9 Plan**PREMIUM PAY****(1) Overtime Pay**

Work performed outside an employee's compressed work schedule and in excess of 9 hours in a day or 80 hours in a biweekly pay period is overtime work. Employee is entitled to overtime pay for overtime work in accordance with applicable provisions of law.

(2) Compensatory Time Off

Employee may request compensatory time off in lieu of overtime pay as provided by 5 U.S.C. 5543. Compensatory time off is limited to General Schedule employees and may be used only as a substitute for irregular or occasional overtime work.

*There are two major variations of the 5-4/9 Plan. In the first variation the employee is scheduled to work 9 hours per day during 8 days of the biweekly pay period and 8 hours on the ninth day to complete the basic work requirement of 80 hours for the 2-week period. In the second variation the employee is scheduled to work 8 hours and 53 minutes each of the nine workdays in the biweekly pay period to complete 80 hours for the 2-week period. The latter variation has been used in the construction of this section.

(3) Night Pay (General Schedule)

The regular rules under 5 U.S.C. 5545(a) apply. An employee is entitled to night pay for regularly scheduled nightwork performed between the hours of 6 p.m. and 6 a.m.

(4) Night Pay (Prevailing Rate Employees/Nurses in DMS/VA)

The regular rules of 5 U.S.C. 5343(f) and 38 U.S.C. 4107(e) (2) apply for determining the majority of hours for entitlement to night pay for prevailing rate employees and employees paid under the Nurse schedule in chapter 73 of title 38, United States Code.

(5) Holiday Pay

A full-time employee who performs nonovertime work on a holiday (or a day designated as the "in lieu of" holiday) is entitled to basic pay plus premium pay equal to basic pay for that holiday work, not to exceed 9 hours.

A part-time employee is entitled to holiday pay only for work performed during his/her compressed work schedule on a holiday. A part-time employee is not

entitled to holiday premium pay for work performed on a day designated as an "in lieu of" holiday.

(6) *Sunday Pay*

A full-time employee who performs nonovertime work during a period of service, a part of which is performed on Sunday, is entitled to Sunday pay for the entire 9-hour period of service.

A part-time employee is not entitled to Sunday pay.

ABSENCE AND LEAVE

(1) *Holiday*

A full-time employee who is relieved or prevented from working on a day designated as a holiday is entitled to pay with respect to that day for 9 hours. Note: When an employee has three consecutive nonworkdays off and a holiday falls on one of these nonworkdays, the following rules shall apply in designating the workday as the "in lieu of" holiday. When the holiday falls on the employee's first or second nonworkday, the preceding workday shall be designated as the "in lieu of" holiday, and when the holiday falls on the third nonworkday, the next workday shall be designated as the "in lieu of" holiday.

For a part-time employee, if a holiday falls on a day during his/her compressed work schedule, the employee is entitled to pay for the number of hours he/she was scheduled to work on that day not to exceed 10 hours. A part-time employee is not entitled to an "in lieu of" holiday if a holiday falls on a nonworkday.

NOTE: If an "in lieu of" holiday for full-time employees falls on a day during a part-time employee's tour of duty and if the part-time

employee works that day, he/she is only entitled to straight time pay for that work. Conversely, if the part-time employee does not work that day, he/she may be charged annual leave. However, agencies participating in the experimental program retain the discretionary authority to grant administrative leave to part-time employees on days designated as "in lieu of" holidays.

(2) *Leave*

Time off during an employee's basic work requirement must be charged to the appropriate leave category unless the employee is authorized compensatory time off or an excused absence. For example: A full-time employee who takes one day of annual leave will be charged leave for 9 hours. This results in 40 hours of annual leave for an entire workweek similar to a full-time employee on a normal 8-hour/5-day tour of duty.

The statutory provisions of title 5 relating to the earning of sick and annual leave or entitlement to military and funeral leave, and in some cases creditable service for retirement purposes, have as a frame of reference the 8-hour day with the result that the provisions are stated in terms of "days." Such references to a day or workday (or to multiples or parts thereof) shall be considered to be references to 8 hours (or the respective multiples or parts thereof). It is not intended to either decrease or increase an employee's existing entitlement to leave or creditable service for retirement purposes.

(3) *Excused Absences*

The amount of excused absence to be granted shall be based on the employee's established compressed work schedule in effect for the period of the excused absence.

HEADQUARTERS, MARINE CORPS BASE, CAMP LEJEUNE

ACTION BRIEF

Staff Section: Base Maintenance Division

Date: 13 November 1987

Subj: IMPLEMENTATION OF THE 5-4-9 COMPRESSED WORK WEEK AT BASE
MAINTENANCE DIVISION

Background/Discussion: The Commanding General approved in August 1987, a Model Installation Proposal that would have the Base Maintenance Division "test" a compressed work week schedule that in essence had one half of the work force off every other Friday. It is commonly referred to as the 5-4-9 alternate work week. Success with the work schedule has been much heralded by Bases and Activities on the west coast as a significant morale booster and productivity improvement methodology. Two other Marine Corps installations, MCAS El Toro and MCAS Tustin, are currently using the 5-4-9 plan and have reported good results from the program. On a local level, both OICC Jacksonville and the Naval Audit Service, Camp Lejeune, North Carolina are on the 5-4-9 schedule and have also reported good results.

Therefore, when the proposal was introduced, it was felt that this work scheduling technique had good potential of being a major vehicle in improving our work force's morale and productivity. An informal survey of the work force yielded similar sentiments and in fact, hopeful anticipation of a test period. Hence, when the Commanding General approved a one year test, negotiations with AFGE Local 2065 began as required by the Master Labor Agreement for a change in working conditions. Due to the overwhelming popular support for the proposal, negotiations were expected to be a routine formality. Remarkably, however, the AFGE Local had decided that regardless of the next issue subject to negotiation, they wanted to pursue changing the "ground rules" governing the negotiations. They want to establish the following items:

a. The number of union representatives allowed to be on official time to negotiate. It has been the past practice that the negotiation of a local issue is "one on one" i.e. one management representative and one union representative.

b. Official time to prepare for negotiations.

c. To allow changes in work shifts, if needed, for their negotiators.

In essence, they have basically refused to discuss the issue of 5-4-9 until new ground rules have been established.

The union's position is very surprising due to overwhelming popularity of the 5-4-9 concept with the work force.

Subj: IMPLEMENTATION OF THE 5-4-9 COMPRESSED WORK WEEK AT BASE MAINTENANCE DIVISION

Current Situation: There are two current situations relevant to progressing with the 5-4-9 implementation. The first is that a mediator has been requested to assist in resolving the issue of "ground rules", but has no authority to direct resolution.

The second situation is that of proceeding with implementation of the 5-4-9 with non-bargaining unit employees. The group of 61 employees consists of Base Maintenance Division's supervisors/managers and three personnel classified as non-bargain unit eligible due to the management sensitivity of their positions. Base Maintenance Division would like to proceed with implementing the 5-4-9 plan with this group. Benefits expected are as follows:

a. Gives supervisors/managers "before and after" time for work day planning and does not change the complexion of the 5-4-9 plan's purpose, structure, or anticipated benefits.

b. Brings additional pressure-to-bear on the union to negotiate the 5-4-9 proposal and not hold it hostage to the other issue of "ground rules".

c. Would enable Base Maintenance to phase-in to the plan and hence debug implementation with a smaller group prior to Division wide implementation.

Recommended Action: The Commanding General approve implementation of the 5-4-9 compressed work week plan for non-bargaining unit employees within the Base Maintenance Division.

C. G. Powell
C. G. POWELL
Base Maintenance Officer
By direction

AC/S, MANP	<u>Concur</u>	<u>Non-Concur</u>
AC/S, FAC	<u>H 12/2</u>	_____
C/S	<u>go</u>	_____
	<u>Approved</u>	<u>Disapproved</u>
CG	_____	_____

GO!

CHIEF.
THE NON BARGAINING UNIT
EMPLOYEES VOTED 47 FOR AND
9 AGAINST THIS PLAN ON 20 NOV 87.
V/R
col Hume

ROUTING SLIP

10 SEP 1987

	ACTION	INFO	INITIALS
BMO	<i>[Signature]</i>	✓	
DBMO	<i>[Signature]</i>	✓	<i>[Signature]</i>
DIR, ADMIN			
DIR, OPS			
DIR, M&R			
DIR, UTIL			
OTHER			
SECRETARY			

COMMENTS:

file w/
Re MIP 068, General Working Hours

10 SEP 1987

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12711
CPD
9 Sep 87

From: Commanding General, Marine Corps Base, Camp Lejeune
To: President, AFGE, Local 2065, P.O. Box 251, Jacksonville,
NC 28540

Subj: PROPOSED ALTERNATIVE WORK SCHEDULE (AWS)

Ref: (a) FPM Supp 990.2, Book 620

Encl: (1) Proposed Work Schedule

1. In accordance with an approved Model Installation Program proposal and the reference, it is proposed to test an alternative work schedule for Base Maintenance Division personnel.

2. The AWS proposed is the "5-4/9 Plan" discussed in the reference and as follows:

a. The current work schedule for affected employees would be changed to that shown in the enclosure.

b. All non-shift shop and section personnel would be assigned to Group A or Group B. Respective supervisors would designate the employees assigned to each Group to ensure a balance of skill levels and mix. Consideration for car pools, etc. would be entertained and incorporated into assignments as much as practicable.

c. Personnel would remain in the Group to which initially assigned for the duration of the test except in extraordinary circumstances or to maintain the balance of skill level and mix.

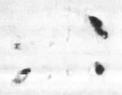
d. Personnel that have legitimate requirements where the Plan would create personal hardships would be permitted to continue their current work schedule.

e. Regular and special shift personnel will not be included in the test.

f. The test period would be for one year subject to a review by the Commanding General at mid-point.

3. Any comments/proposals should be provided not later than 22 September 1987. Management's representative is Jim Sharpe, telephone 451-1886.

HOSEA HORNE, JR.
By direction



Memorandum

11800

FAC

AUG 21 1987

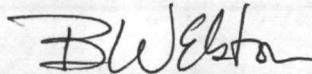
DATE:

FROM: Assistant Chief of Staff, Facilities, Marine Corps Base, Camp
Lejeune
TO: Base Maintenance Officer

SUBJ: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/FAC,
CHANGE IN WORKING HOURS

Encl: (1) BOSMAD ltr 11800 BOSM dtd 18 Aug 87

1. Forwarded for implementation. Request you provide an evaluation of the program and recommendation concerning continuation after six months trial.



B. W. ELSTON
By direction

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11800
BOSM
AUG 18 1987

From: Assistant Chief of Staff, Base Operational Support
Management Assistance
To: → Assistant Chief of Staff, Facilities
Assistant Chief of Staff, Manpower

Subj: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/
FAC, CHANGE IN WORKING HOURS

Encl: (1) Subject proposal
(2) BMaintO memo 11800 MAIN of 15 Jun 87

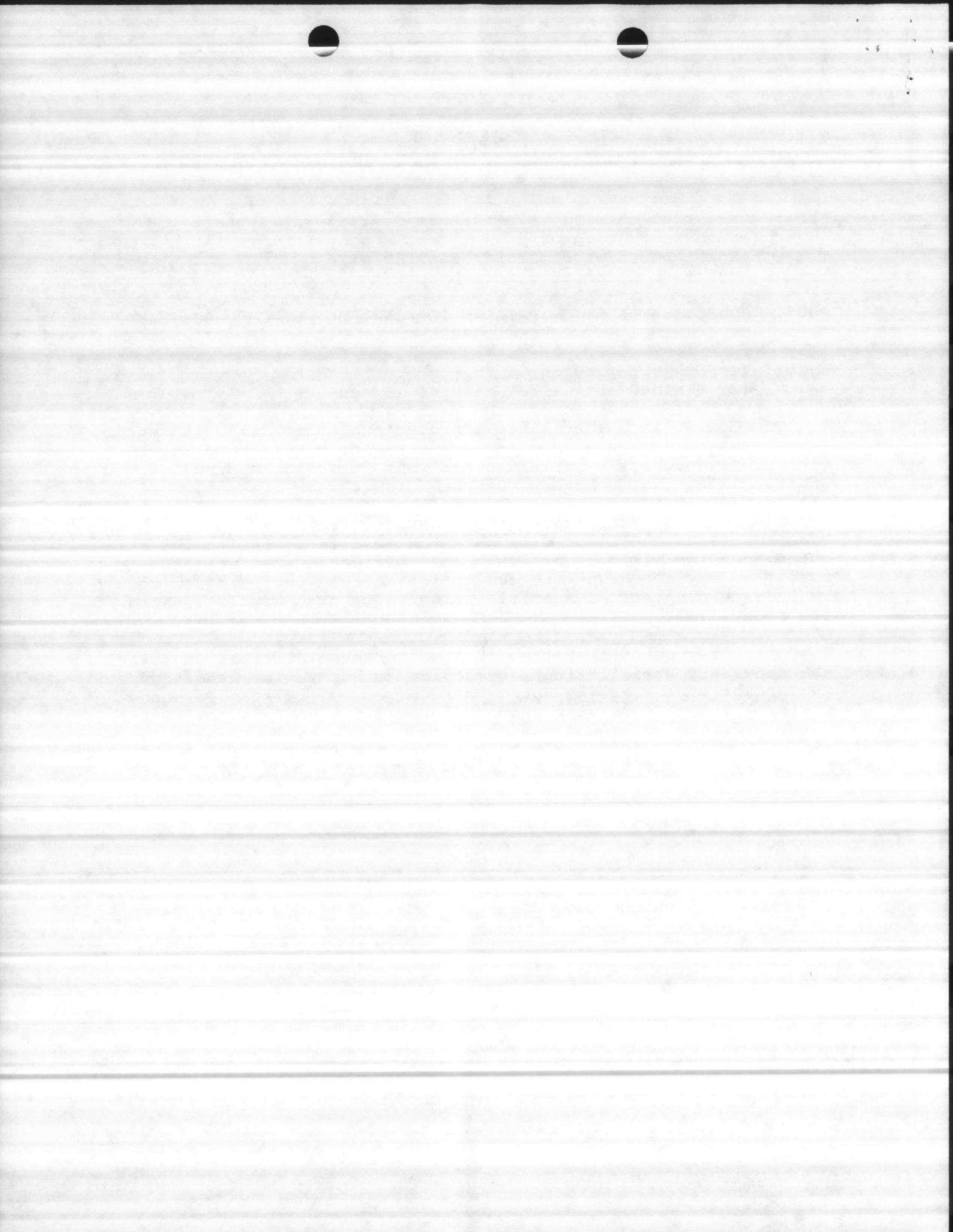
1. The Commanding General has approved enclosure (1), with modifications as outlined in enclosure (2), for testing and implementation; and, it is forwarded for your action as appropriate. Additionally, the Commanding General directed an evaluation of the test following the first six months of operation. It is assumed that the Assistant Chief of Staff, Facilities and the Base Maintenance Officer will have the lead in assessing the outcome of the six months test. This office is available to assist in any aspect of the evaluation of this test program to include development of specific criteria to objectively measure its success.

2. It is requested that the Civilian Personnel Officer prepare the necessary notification/request for authorization from the Commandant of the Marine Corps as required by Civilian Personnel Letter 610-2. It is also requested the Civilian Personnel Officer coordinate any required notifications of the local AFGE.


H. F. SMITH

Copy to:
CPD
BMaintO







MODEL INSTALLATION PROGRAM

PROPOSAL

MARINE CORPS BASE CAMP LEJEUNE

**INSTRUCTIONS:**

1. COMPLETE ALL INFORMATION REQUESTED.
2. PLEASE PRINT OR TYPE LEGIBLY.
3. USE ADDITIONAL SHEETS IF NECESSARY.
4. FORWARD COMPLETED PROPOSAL TO AC/S, BOSMAD, MCB

DO NOT WRITE IN THIS SPACE

DATE RECEIVED

24 Mar 87

TITLE OR SUBJECT OF PROPOSAL

PROPOSAL NUMBER

87-CLNC-068-MANP/FAC

CHANGE IN WORKING HOURS

NAME, TITLE, GRADE/RANK, UNIT OF SUBMITTER(S)

PHONE

PADGETT, LOUIS H. - GS-7 - BASE MAINTENANCE

451-2156

CURRENT PROCEDURE

8 HOURS DAILY - MONDAY THRU FRIDAY -
0800-1200 ——— 1230-1630

PROPOSED PROCEDURE (If a directive/order must be waived to implement proposal-Identify the specific reference.)

A CHANGE IN WORKING HOURS FOR MAINTENANCE AND
REPAIR EMPLOYEES (CIVILIAN) TO 10 HOURS DAILY -
0700-1200 ——— 1230-1730 MONDAY THRU THURSDAY-

BENEFITS/ADVANTAGES

THIS WOULD CUT TRAVEL TIME BY 20% ON MAJOR JOBS,
YIELDING MORE PRODUCTIVE MAN HOURS AVAILABLE TO THE JOB. SHOULD
CUT UTILITY USAGE BY A CONSIDERABLE MARGIN, AND WOULD SAVE
FUEL BY 20% BECAUSE OF LESS TRIPS REQUIRED TO JOB SITES
BY JOURNEYMEN AND SUPERVISORS. SHOULD ALSO HELP TRAFFIC
PROBLEMS DURING RUSH HOURS.

I (WE) UNDERSTAND THAT THE ACCEPTANCE OF A CASH AWARD FOR THE USE OF THIS PROPOSAL BY THE UNITED STATES GOVERNMENT SHALL NOT
FORM THE BASIS OF A FURTHER CLAIM OF ANY NATURE UPON THE UNITED STATES BY ME (US), MY (OUR) HEIRS, OR ASSIGNS.

Louis H. Padgett 3-23-87
(SIGNATURE AND DATE)

(SIGNATURE AND DATE)

MODEL INSTALLATION PROPOSAL

MCBCL 11800

Excellent Installations — The Foundation Of Defense

ENCL (T)



Memorandum

DATE: 15 JUN 1987

FROM: Base Maintenance Officer

TO: Assistant Chief of Staff, Facilities

11800
MAIN

SUBJ: MODEL INSTALLATION PROGRAM PROPOSAL #87-CLNC-068-MANP/FAC,
CHANGE IN WORKING HOURS

Ref: (a) AC/S Fac memo 11800 FAC of 7 Apr 87

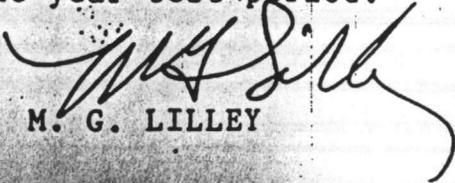
1. As requested by the reference, the subject proposal has been reviewed. Implementation of this suggestion as written would have an adverse impact on the productivity of the Base Maintenance work force. In addition to the fatigue and loss of productivity associated with a 10-hour work day, many areas aboard base would not be accessible in the early morning and after normal working hours to accommodate a 10-hour daily schedule for Maintenance personnel.

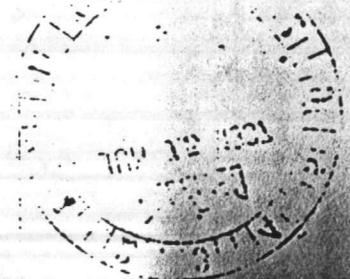
2. An alternative proposal was discussed with all Maintenance general foremen. The consensus of opinion was that a schedule based on a 9-hour day scenario does have merit. Thirty minutes would be added to the existing schedule at the beginning of each work day and thirty minutes at the end of each day. When the work force reports at 0730, assignments would be made, instructions given, and tools and materials loaded. During this period of time, workers would travel to the work site. The journeymen and service personnel would be at the work site when most facilities become accessible to Maintenance workers at 0800. The reverse would occur in the afternoon with workers remaining at the job site until 1630. Personnel working in the Base Maintenance shops and offices simply would observe a 0730-1700 work schedule.

3. The 9-hour day schedule would be based on an 80-hour (two week) pay period. Each worker would work eight 9-hour days and one 8-hour day, and have a 3-day weekend every other weekend. The work force would be divided and alternate 3-day weekends so that service would be available five days each week, as is the case now.

4. Shift workers, such as utility plant operators, would remain on the current schedule.

5. Accordingly, it is recommended that the subject MIP as modified above be approved for a one-year test period.


M. G. LILLEY





ROUTING SLIP

30 JUN 1987

	ACTION	INFO	INITIALS
BMO		✓	
DBMO		✓	OP ²
DIR, ADMIN			
DIR, OPS			
DIR, M&R			
DIR, UTIL			
SECRETARY			
COMMENTS:			

30 JUN 1987

Memorandum

11800

FAC
JUN 29 1987

DATE:

FROM: Assistant Chief of Staff, Facilities, Marine Corps Base

TO: Assistant Chief of Staff, Base Operational Support
Maintenance Assistance Division, Marine Corps Base

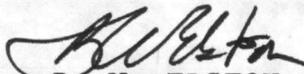
SUBJ: MIP PROPOSAL NO. 87-CLNC-068-MANP/FAC, CHANGE IN WORKING
HOURS

Ref: (a) AC/S BOSM ltr 11800 BOSM of 31 Mar 87

Encl: (1) BMO ltr 11800 MAIN of 15 June 87

1. In accordance with the reference, the subject MIP proposal was reviewed. The proposal is one that has great potential both positive and negative. Adoption of the MIP by Base Maintenance would not only affect that organization but also the customer served and those agencies that support Base Maintenance such as the Logistics Department (DSSC and MT). Recommend any decision on this MIP be held in abeyance pending a thorough review of all alternatives and their impact. Perhaps a study by BOSMAD would be appropriate. A possible alternative is suggested in the enclosure.

2. Point of contact GySgt. S. D. Maple, extension 3034/3035.


B. W. ELSTON
By direction

JUN 9 1987

11:00

... Division, ...

... WORKING ...

(1) ... of ...

... that has ...

... and ...

... in ...

... 1987

Memorandum

DATE: 15 JUN 1987

FROM: Base Maintenance Officer

TO: Assistant Chief of Staff, Facilities

SUBJ: MODEL INSTALLATION PROGRAM PROPOSAL #87-CLNC-068-MANP/FAC,
CHANGE IN WORKING HOURS

Ref: (a) AC/S Fac memo 11800 FAC of 7 Apr 87

11800
MAIN

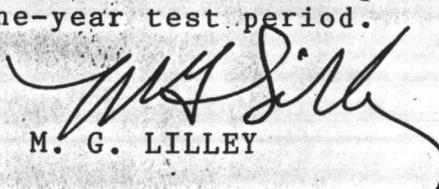
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2. An alternative proposal was discussed with all Maintenance general foremen. The consensus of opinion was that a schedule based on a 9-hour day scenario does have merit. Thirty minutes would be added to the existing schedule at the beginning of each work day and thirty minutes at the end of each day. When the work force reports at 0730, assignments would be made, instructions given, and tools and materials loaded. During this period of time, workers would travel to the work site. The journeymen and service personnel would be at the work site when most facilities become accessible to Maintenance workers at 0800. The reverse would occur in the afternoon with workers remaining at the job site until 1630. Personnel working in the Base Maintenance shops and offices simply would observe a 0730-1700 work schedule.

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4. Shift workers, such as utility plant operators, would remain on the current schedule.

5. Accordingly, it recommended that the subject MIP as modified above be approved for a one-year test period.


M. G. LILLEY





Faint, illegible text centered on the page, possibly bleed-through from the reverse side.

15 JUN 1987

11800
MAIN

Base Maintenance Officer
Assistant Chief of Staff, Facilities

MODEL INSTALLATION PROGRAM PROPOSAL #87-CLNC-068-MANP/FAC,
CHANGE IN WORKING HOURS

Ref: (a) AC/S Fac memo 11800 FAC of 7 Apr 87

1. As requested by the reference, the subject proposal has been reviewed. Implementation of this suggestion as written would have an adverse impact on the productivity of the Base Maintenance work force. In addition to the fatigue and loss of productivity associated with a 10-hour work day, many areas aboard base would not be accessible in the early morning and after normal working hours to accommodate a 10-hour daily schedule for Maintenance personnel.

2. An alternative proposal was discussed with all Maintenance general foremen. The consensus of opinion was that a schedule based on a 9-hour day scenario does have merit. Thirty minutes would be added to the existing schedule at the beginning of each work day and thirty minutes at the end of each day. When the work force reports at 0730, assignments would be made, instructions given, and tools and materials loaded. During this period of time, workers would travel to the work site. The journeymen and service personnel would be at the work site when most facilities become accessible to Maintenance workers at 0800. The reverse would occur in the afternoon with workers remaining at the job site until 1630. Personnel working in the Base Maintenance shops and offices simply would observe a 0730-1700 work schedule.

3. The 9-hour day schedule would be based on an 80-hour (two week) pay period. Each worker would work eight 9-hour days and one 8-hour day, and have a 3-day weekend every other weekend. The work force would be divided and alternate 3-day weekends so that service would be available five days each week, as is the case now.

4. Shift workers, such as utility plant operators, would remain on the current schedule.

5. Accordingly, it recommended that the subject MIP as modified above be approved for a one-year test period.

M. G. LILLEY

Writer: M. G. Lilley, X2511
Typist: C. Kowalski, 11 Jun 87

Memorandum

11800
FAC

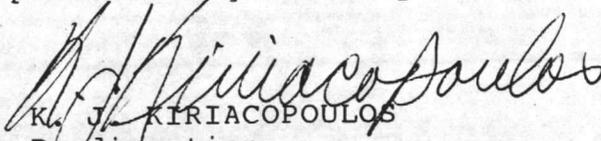
DATE: APR 7 1987

FROM: Assistant Chief of Staff, Facilities, Marine Corps Base,
Camp Lejeune
TO: Base Maintenance Officer

SUBJ: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/FAC,
CHANGE IN WORKING HOURS

Encl: (1) AC/S BOSM ltr 11800 BOSM of 31 Mar 87

1. Please review the subject MIP proposal in accordance with established procedures. Response is requested by 30 April 1987.


K. J. KIRIACOPOULOS
By direction



4 1 4 1

11800
BOSM
MAR 31 1987

MEMORANDUM

From: Assistant Chief of Staff, Base Operational Support
Management Assistance
To: Assistant Chief of Staff, Manpower
~~Assistant Chief of Staff, Facilities~~
Subj: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/
FAC, CHANGE IN WORKING HOURS

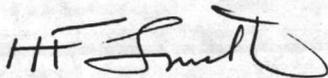
Encl: (1) Subject Proposal

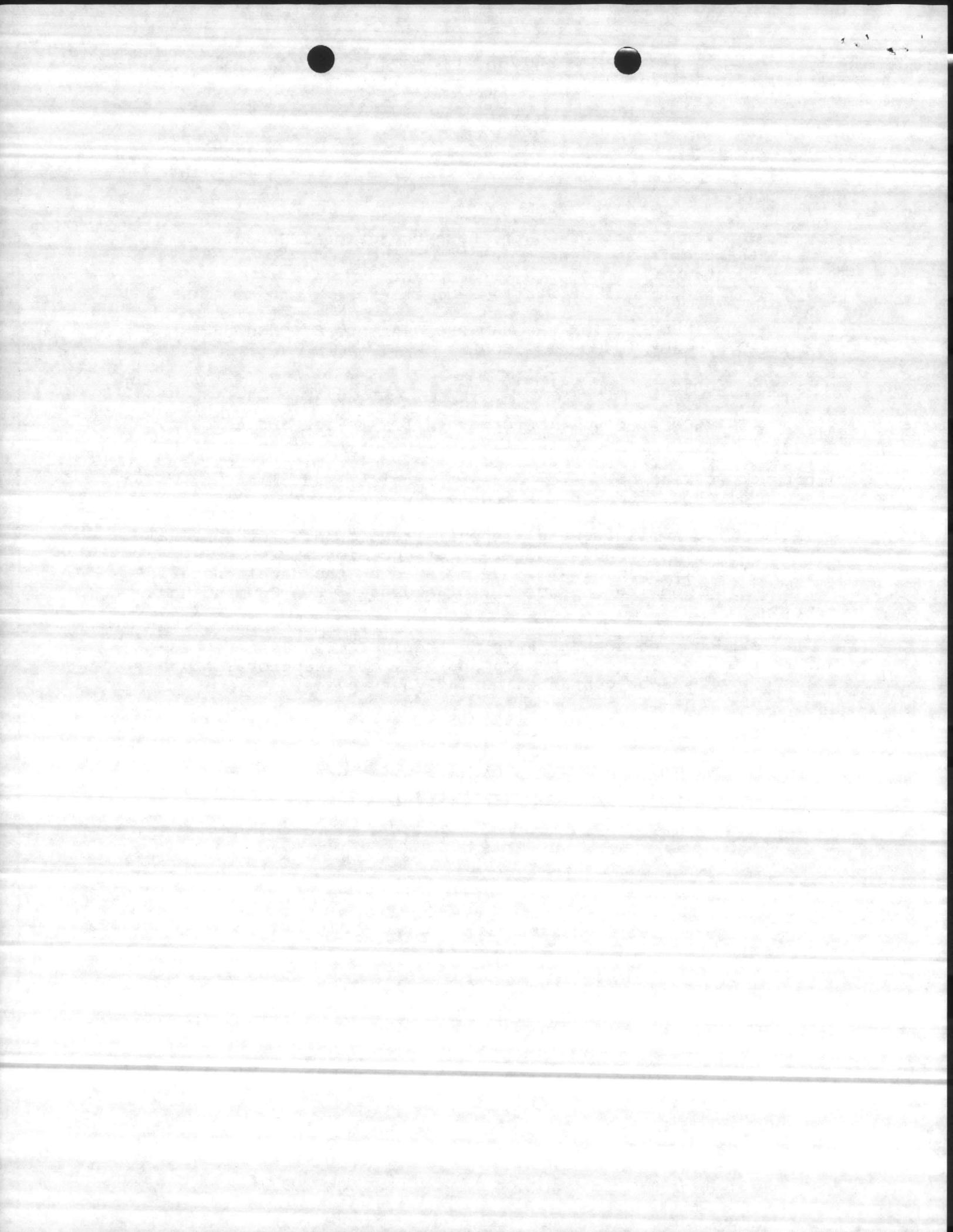
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2. This office will forward proposals recommended for approval directly to the Commanding General for decision. Proposals recommended for disapproval will be reviewed by the Model Installation Steering Committee prior to forwarding to the Commanding General.

3. It is recommended that any other Marine Corps Base department that may be affected by the approval or disapproval of the enclosed proposal be contacted during your review.

4. BOSMAD POC is D. Martin, 5521/1577.


H. F. SMITH





MODEL INSTALLATION PROGRAM

PROPOSAL

MARINE CORPS BASE CAMP LEJEUNE



INSTRUCTIONS:

1. COMPLETE ALL INFORMATION REQUESTED.
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4. FORWARD COMPLETED PROPOSAL TO AC/S, BOSMAD, MCB

DO NOT WRITE IN THIS SPACE
DATE RECEIVED

24 Mar 87

TITLE OR SUBJECT OF PROPOSAL

CHANGE IN WORKING HOURS

PROPOSAL NUMBER

87-CLNC-068-MANP/FAC

NAME, TITLE, GRADE/RANK, UNIT OF SUBMITTER(S)

PADGETT, LOUIS H. - GS-7 - BASE MAINTENANCE

PHONE

451-2156

CURRENT PROCEDURE

8 HOURS DAILY - MONDAY THRU FRIDAY -
0800-1200 ——— 1230-1630

PROPOSED PROCEDURE (If a directive/order must be waived to implement proposal-Identify the specific reference.)

A CHANGE IN WORKING HOURS FOR MAINTENANCE AND
REPAIR EMPLOYEES (CIVILIAN) TO 10 HOURS DAILY -
0700-1200 ——— 1230-1730 MONDAY THRU THURSDAY-

BENEFITS/ADVANTAGES

THIS WOULD CUT TRAVEL TIME BY 20% ON MAJOR JOBS,
YIELDING MORE PRODUCTIVE MAN HOURS AVAILABLE TO THE JOB. SHOULD
CUT UTILITY USAGE BY A CONSIDERABLE MARGIN, AND WOULD SAVE
FUEL BY 20% BECAUSE OF LESS TRIPS REQUIRED TO JOB SITES
BY JOURNEYMEN AND SUPERVISORS. SHOULD ALSO HELP TRAFFIC
PROBLEMS DURING RUSH HOURS.

I (WE) UNDERSTAND THAT THE ACCEPTANCE OF A CASH AWARD FOR THE USE OF THIS PROPOSAL BY THE UNITED STATES GOVERNMENT SHALL NOT
FORM THE BASIS OF A FURTHER CLAIM OF ANY NATURE UPON THE UNITED STATES BY ME (US), MY (OUR) HEIRS, OR ASSIGNS.

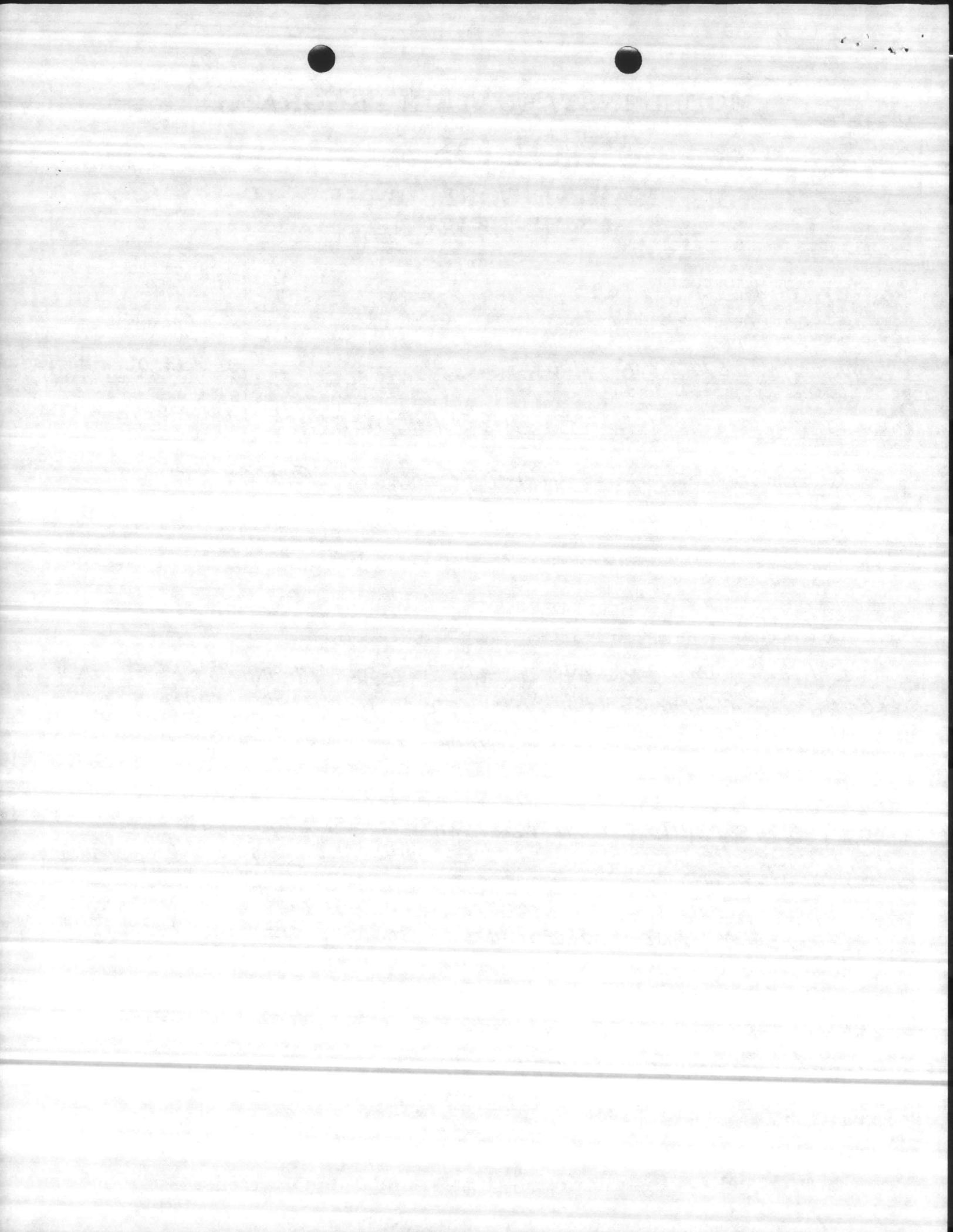
Louis H. Padgett 3-23-87
(SIGNATURE AND DATE)

(SIGNATURE AND DATE)

MODEL INSTALLATION PROPOSAL
MCBCL 11800

Excellent Installations — The Foundation Of Defense

ENCL (1)



ROUTING AND TRANSMITTAL SLIP

Date 5/15/87

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. <u>Col. Lilley</u>		
2. <u>Cliff</u>	<u>CP</u>	<u>5/18</u>
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested		are Reply
Circu		le
Comm		ture
Coorc		

REMARK

Col, some interesting ?? comments by Branch heads. ent. desire.

Perhaps a test of selected shops with an objective measure of productivity gain or loss?

CP 5/18

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Shirley

Phone No.

5041-102 S/N 0107-LF-000/100

OPTIONAL FORM 41 (Rev. 7-76)
 Prescribed by GSA
 FPMR (41 CFR) 101-11.206

ROUTING AND TRANSMITTAL SLIP

5/15/87

To (Name, office symbol, room number, building, floor/level)

Mr. [Name] [Initials]

Investigate	For Your Information	See Mr.	For the Report
Investigate	For Your Information	See Mr.	For the Report
Investigate	For Your Information	See Mr.	For the Report
Investigate	For Your Information	See Mr.	For the Report

Handwritten routing notes and signatures.

Handwritten notes at the bottom of the page, including a date stamp 'MAY 15 1987'.

ROUTING AND TRANSMITTAL SLIP

Date

5/15/87

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. Col. Lilley		
2. Cliff	CP	5/18
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Pls review, Comment, or Change as you desire.

productivity gain or loss?

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Shirley

Phone No.

Memorandum

11800
MAIN

DATE: 24 APR 1987

FROM: Director, Operations Branch

TO: Director, Administrative Branch

SUBJ: MIP 87-CLNC-068-MANP/FAC

Encl: (1) P&E Comments
(2) Work Reception Comments

1. General consensus per enclosures (1) and (2) shows ten hour working days, four days per week would mean 52 days per year Camp Lejeune would be without a maintenance work force. Camp Lejeune cannot afford to be without a maintenance force one day per week. Work Reception averages 12,000 service tickets a month. In a 31 day month, we average 387 service tickets per day.

2. As an example, the week ending April 10th we had an ending ticket balance of 3,959. We could not keep up with the flow of tickets using a four day work week.

T. D. Jewell
T. D. JEWELL

100
100

100

Director, Administrative Branch
Director, Operations Branch

419 57-0100-000-000-000

(1) Mail Comments
(2) Work Reception Comments

1. General comments per enclosure (1) and (2) show that you
working days, four days per week with most 12 days per week.
Leaving would be without a maintenance work force. Some facilities
could not be without a maintenance force for the day.
was received over 11,000 service tickets a month. In 1971
the month we average 207 service tickets per day.

2. We are advised the amount of work in 1971 was 100% of the
total tickets in 1970. We would not lose on work for 1971
tickets using a four day work week.

Handwritten signature
J. D. JEWELL

We believe that ten hours a day would save travel time, however, working everyday would be draining on each employee, eventually leading to poor production.

Also, working ten hours daily would require every employee to be off every Friday thus leaving the activity with 52 days per year without a maintenance force.

A better idea would be nine hours daily, from 0800 to 1730 with half the maintenance force off every other Friday.

This type of work schedule would provide management positions with an hour of uninterrupted time each day. It is a proven management theory that one hour of uninterrupted time for thought and communication will produce four hours of equal time being interrupted.

In conclusion, nine hours a day would be an acceptable work day. Shops would gain production time with less travel time, and still retain a working force five days per week, 52 weeks per year.

The civilian force working for the Officer in Charge of Construction Contracts at Building 1005 is presently working nine hour work days with one half the work force off every other Friday, which appears to be working well.

Coy E. Strain

No effect on Work Reception since we have a person on the desk at 0700. However, unit must make sure that Friday's are covered (i.e. 10 persons-five working Monday through Thursday, and five working Tuesday through Friday). This shift would reduce overtime and Shop 31 requirements.

H. B. Manheim

H. B. Manheim

41. B. HANSEN



MODEL INSTALLATION PROGRAM

PROPOSAL

MARINE CORPS BASE CAMP LEJEUNE

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DO NOT WRITE IN THIS SPACE

DATE RECEIVED

24 Mar 87

PROPOSAL NUMBER

87-CLNC-068-MANP/FAC

TITLE OR SUBJECT OF PROPOSAL

CHANGE IN WORKING HOURS

NAME, TITLE, GRADE/RANK, UNIT OF SUBMITTER(S)

PADGETT, LOUIS H. - GS-7 - BASE MAINTENANCE

PHONE

451-2156

CURRENT PROCEDURE

8 HOURS DAILY - MONDAY THRU FRIDAY -
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FUEL BY 20% BECAUSE OF LESS TRIPS REQUIRED TO JOB SITES
BY JOURNEMEN AND SUPERVISORS. SHOULD ALSO HELP TRAFFIC
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FORM THE BASIS OF A FURTHER CLAIM OF ANY NATURE UPON THE UNITED STATES BY ME (US), MY (OUR) HEIRS, OR ASSIGNS.

Louis H. Padgett 3-23-87

(SIGNATURE AND DATE)

(SIGNATURE AND DATE)

MODEL INSTALLATION PROPOSAL

MCBCL 11800

Excellent Installations — The Foundation Of Defense

ENCL (1)



Memorandum

11800
MAIN

DATE: 15 April 1987

FROM: Director, Maintenance and Repair Branch

TO: Director, Administrative Branch

SUBJ: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/FAC,
CHANGE IN WORKING HOURS

Ref: (a) Your ltr 11800 MAIN of 14 Apr 87

1. As requested by the reference, the subject MIP has been reviewed. Recommend disapproval based on the following:

a. A ten-hour work day would only benefit the recipient and would possibly help the traffic problem. This wouldn't be bad until accidents occur.

b. It is mandatory to have a five day work week for responding to emergencies and keeping up with the backlog of work. Overtime would be greatly increased.

b. Scheduling and rotation of employees for a Monday or Friday duty would create problems, which has been experienced in the after-hours Emergency Service Shop 31. A considerable amount of downtime is created by negotiations from grievances causing morale to decrease.

c. Productivity would decrease with adding two hours of work in succession. It has been proven that an honest days work exhausts the average worker on an eight hour shift. Average workers are not capable of producing up-to-par with extra hours added on a regular basis.

d. Entering some type buildings is a problem now prior to 0900 and after 1530. Instead of a one hour loss, a ten hour workday could create a three hour loss.

2. Based on the above, it is felt that the Government would lose in several areas.


R. E. AVANT

Memorandum

TO : [Illegible]

DATE: [Illegible]

FROM : [Illegible]

1000

SUBJECT: [Illegible]

1001

1. [Illegible]

1002

[Illegible]

Memorandum

11800

MAIN

DATE: 20 Apr 87

FROM: Director, Utilities Branch

TO: Director, Administrative Branch

SUBJ: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068 Manp/Fac Change
in Working Hours

(a) Dir, Admin ltr 11800 MAIN of 14 Apr 87

1. As requested by the reference, the subject proposal has been reviewed regarding implementation in the Utilities Branch. As proposed, a change to a 4-10 hour day workweek would not be feasible for a large portion of Utilities Branch personnel due to the requirement of around the clock operation of water, sewer, and steam plants. If the proposal is implemented, additional overtime for repair and maintenance shops will probably be required to handle emergency repairs on the additional off-day since most activities on Base will continue to operate on a 5 day workweek.

2. As an alternative, a modified 4-10 hour day workweek may be possible allowing half of the repair and maintenance shops crews to be on the job on Mondays and Fridays. One group would work Monday through Thursday and the other Tuesday through Friday. Approximately 35 persons out of 200 total personnel in the Utilities Branch could work a 4 day week without significantly impacting operations.

C. H. Baker

C. H. BAKER

ROUTING SLIP

08 APR 1987

	ACTION	INFO	INITIALS
BMO		✓	
DBMO		✓	APA
DIR, ADMIN (log)	✓		
DIR, OPS			
DIR, M&R			
DIR, UTIL			
OTHER			
SECRETARY			

COMMENTS:

Suspense
30 Apr



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11800
MAIN

APR 14 1987

From: Director, Administrative Branch
To: Director, Operations Branch
Director, Maintenance and Repair Branch
Director, Utilities Branch

Subj: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/
FAC, CHANGE IN WORKING HOURS

1. Request you conduct a thorough review of the subject proposal and how it would impact on your operation.
2. Provide your comments, suggested modification, if any, and the rationale for the modification to the Admin Office NLT 23 April 1987.

S. L. MARSICANO

Writer: S. L. Marsicano, Admin
Typist: S. Pricer, 14 Apr 87

APR 14 1957

Writer: S. E. Massiano, Admin
Typist: S. Priger, 14 Apr 57

Memorandum

11800

FAC

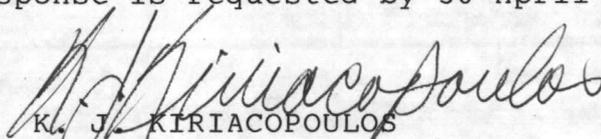
DATE: APR 7 1987

FROM: Assistant Chief of Staff, Facilities, Marine Corps Base,
Camp Lejeune
TO: Base Maintenance Officer

SUBJ: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/FAC,
CHANGE IN WORKING HOURS

Encl: (1) AC/S BOSM ltr 11800 BOSM of 31 Mar 87

1. Please review the subject MIP proposal in accordance with established procedures. Response is requested by 30 April 1987.


K. J. KIRIACOPOULOS
By direction

APR 7 1981

Department of Health, Education and Welfare
Social Security Administration
Washington, D.C. 20420

REPLY TO: SOCIAL SECURITY ADMINISTRATION, ROOM 300, 400 NORTH ZEEB ROAD, ANN ARBOR, MI 48106

Dear Mr. [Name]:

We have reviewed the information you provided in connection with your application for Social Security benefits. The information you provided is being reviewed by the Social Security Administration.

Sincerely,
[Signature]
[Title]

11800
BOSM
MAR 31 1987

MEMORANDUM

From: Assistant Chief of Staff, Base Operational Support
Management Assistance
To: Assistant Chief of Staff, Manpower
Assistant Chief of Staff, Facilities

Subj: MODEL INSTALLATION PROGRAM PROPOSAL NO. 87-CLNC-068-MANP/
FAC, CHANGE IN WORKING HOURS

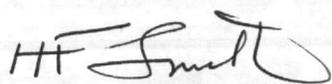
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4. BOSMAD POC is D. Martin, 5521/1577.


H. F. SMITH



TO: [Illegible]

FROM: [Illegible]

SUBJECT: [Illegible]

[Illegible body text]

[Illegible text]

[Illegible text]

[Illegible text]

[Illegible text]

[Illegible text]

[Illegible text]



MODEL INSTALLATION PROGRAM

PROPOSAL

MARINE CORPS BASE CAMP LEJEUNE

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DATE RECEIVED

24 Mar 87

TITLE OR SUBJECT OF PROPOSAL

CHANGE IN WORKING HOURS

PROPOSAL NUMBER

87-CLNC-068-MANP/FAC

NAME, TITLE, GRADE/RANK, UNIT OF SUBMITTER(S)

PADGETT, LOUIS H. - GS-7 - BASE MAINTENANCE

PHONE

451-2156

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Louis H. Padgett 3-23-87

(SIGNATURE AND DATE)

(SIGNATURE AND DATE)

MODEL INSTALLATION PROPOSAL

MCBCL 11800

Excellent Installations — The Foundation Of Defense

ENCL (1)





UNITED STATES MARINE CORPS
MARINE CORPS BASE
CAMP LEJEUNE, NORTH CAROLINA 28542-5001

IN REPLY REFER TO:
11800
CPD
6 Apr 87

MEMORANDUM

From: Civilian Personnel Officer
To: Assistant Chief of Staff, BOSMAD
Via: Assistant Chief of Staff, Manpower *A* 4-7-87

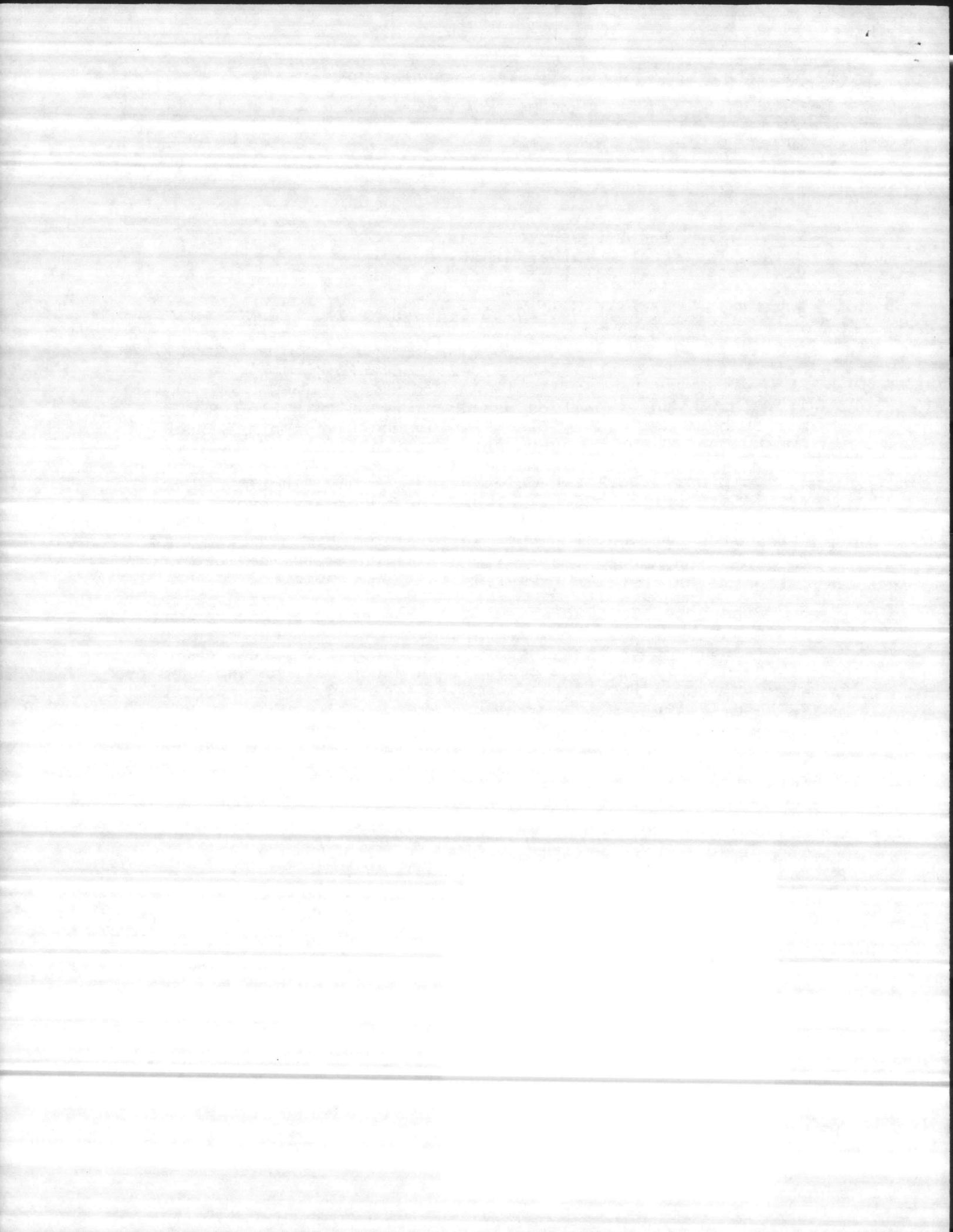
Subj: MIP PROPOSAL NO. 87-CLNC-068-MANP/FAC, CHANGE IN
WORKING HOURS

Ref: (a) FPM Supplement 990-2, Book 620

1. Clearly the impact on productivity of this proposal is a matter best decided by Base Maintenance Division and Base Operational Support Management Assistance.
2. Compressed work schedules are certainly "legal" and no regulatory or procedural waivers are necessary before adoption. However, Civilian Personnel Letter 610-2 (OPNAVINST 12000.14 (Ch-48) specifies prior approval must be obtained from CMC. Also, before implementation, negotiations with the local union representing affected employees must be completed.
3. Subchapter 3 of reference (a) provides specific requirements and guidance pertaining to compressed work schedules. It states in part that employees for whom a compressed work schedule would impose a personal hardship will be excluded from its coverage. Procedures must be developed to consider any such assertions.
4. Finally, I would strongly recommend that should any compressed work schedule be adopted, a significant trial period be initiated with a full review every 3 to 6 months for the first two years to determine its effect on productivity, prior to final implementation.

Respectfully,
[Signature]
ROBEA HORNE, JR.

*delivered
by
top C.*





UNITED STATES MARINE CORPS
MARINE CORPS BASE
CAMP LEJEUNE, NORTH CAROLINA 28542-5001

IN REPLY REFER TO:

11800

CPD

6 Apr 87

MEMORANDUM

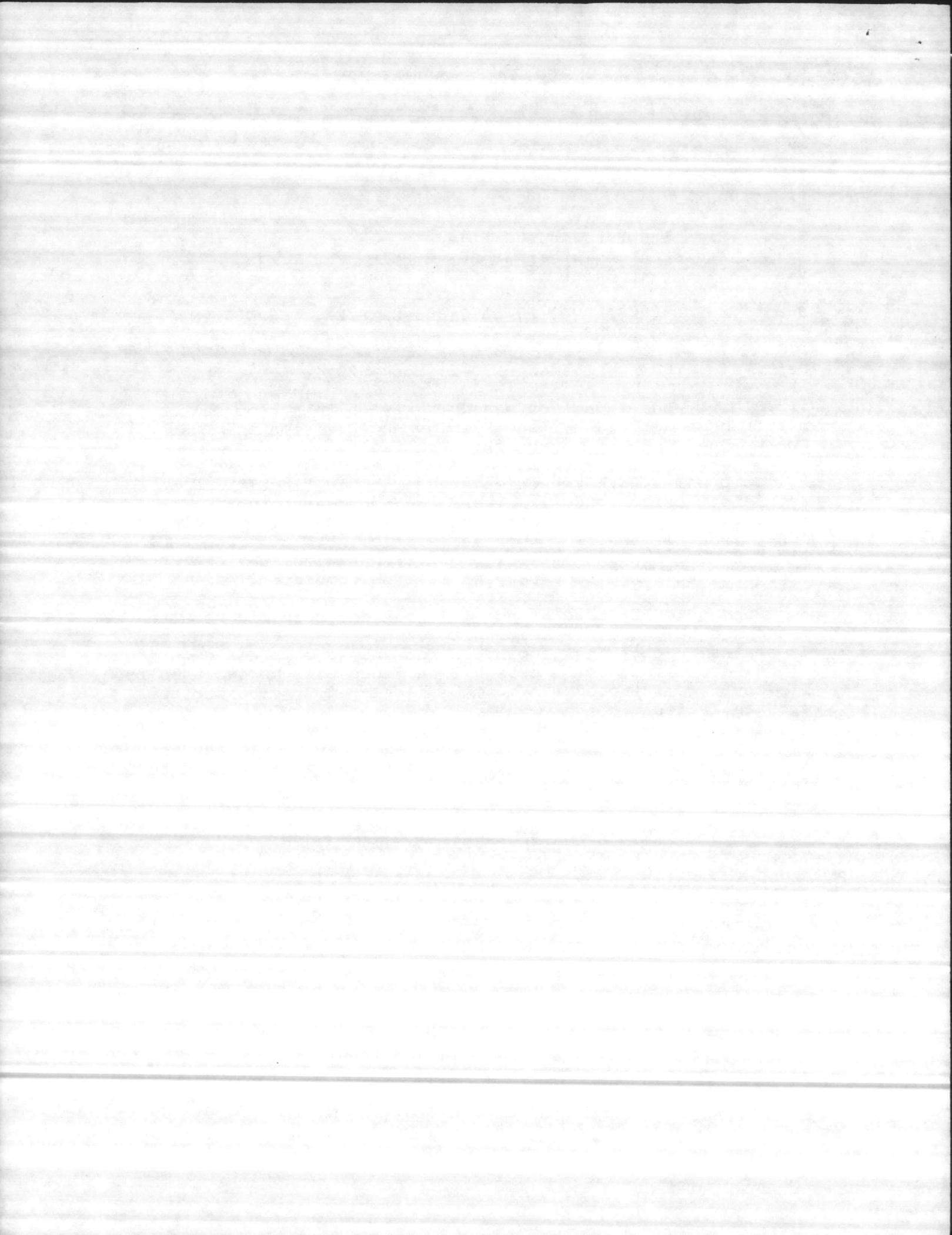
From: Civilian Personnel Officer
To: Assistant Chief of Staff, BOSMAD
Via: Assistant Chief of Staff, Manpower *4-7-87*

Subj: MIP PROPOSAL NO. 87-CLNC-068-MANP/FAC, CHANGE IN
WORKING HOURS

Ref: (a) FPM Supplement 990-2, Book 620

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4. Finally, I would strongly recommend that should any compressed work schedule be adopted, a significant trial period be initiated with a full review every 3 to 6 months for the first two years to determine its effect on productivity, prior to final implementation.

Respectfully,
Hosea Horne, Jr.
HOSEA HORNE, JR.



Subchapter S3: Compressed Work Schedules—Title II Programs

S3-1. BASIC WORK REQUIREMENT AND THE TOUR OF DUTY

a. Compressed work schedules have a basic work requirement of 80 hours in a biweekly pay period for a full-time employee. For a part-time employee, the basic work requirement is less than 80 hours which may be scheduled for less than 10 workdays.

b. For the purpose of compressed work schedules, the tour of duty is defined by (i.e., is identical with) the particular schedule which an agency chooses to establish. For all compressed schedules, the tour of duty is arranged in such a way that employees on these schedules will fulfill their basic work requirements in less than 10 days during the biweekly pay period. Models of these schedules may be found in Appendix B to this book.

S3-2. PREMIUM PAY PROVISIONS

a. *Overtime and Other Premium Pay Provisions.*

(1) For compressed schedules, the term "overtime hours" means any hours in excess of those specified hours which constitute the compressed schedule. For example, an employee working 10 hours per day, 4 days per week, would be entitled to overtime pay for hours worked in excess of the basic schedule for that day (i.e., hours in excess of 10) and for hours in excess of 40 in the week.

(2) Guidance relating to the administration of Sunday, holiday, and night pay for compressed schedules may be found in Appendix B to this book.

S3-3. LEAVE; EXCUSED ABSENCE; TEMPORARY DUTY; TRAVEL

a. *Sick and Annual Leave.* Time off during an employee's basic work requirement must be charged to the appropriate leave category, unless the employee is authorized compensatory time off or an excused absence. For example, an employee working 10 hours per day, 4 days per week, who takes one day of annual or sick leave will be charged leave for 10 hours.

b. *Excused Absence (Administrative Leave).* Since compressed schedules are fixed schedules, guidance for the administration of excused absence may be found in subchapters S-3 of Book 610 and S-11 of Book 630 of this supplement. However, the term "regularly scheduled administrative workweek" defined in S1-2 of Book 610 means, for the purposes of this book, the compressed schedule by which an employee is covered.

c. *Temporary Duty.* An agency utilizing a compressed work schedule may establish the provisions by which an employee on such a schedule may account for his or her basic work requirement while on temporary duty. While these are solely at the discretion of the agency, the following are listed as possible considerations for the establishment of these provisions:

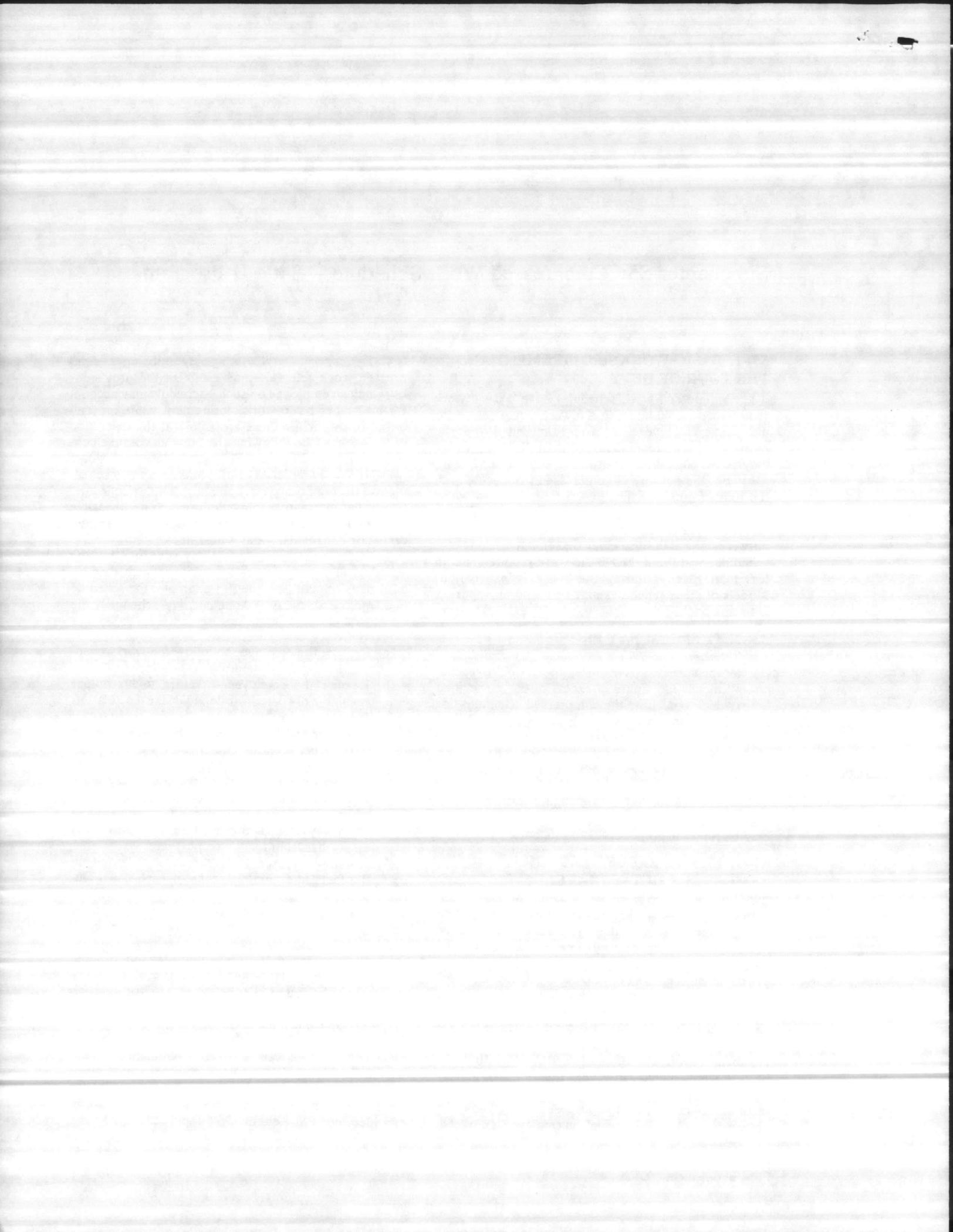
(1) If, for example, an employee is on a 4-day schedule and the temporary work site is on a 4-day schedule, or another alternative schedule in which it is possible to work 10 hours in a day, the employee may remain on his or her regular 4-day schedule;

(2) If the employee is on a 4-day schedule, but the schedule at the temporary work site is such that 10-hour days are not possible (for example, the schedule is a traditional, 5-day, 8-hour per day schedule), the agency may:

- (a) Require the employee to follow the work schedule used at the temporary work site;
- (b) Require the employee to return to his or her regular work site in order to make up this difference; or
- (c) Grant the employee excused absence for the difference between his or her daily work requirement and the number of hours which it is possible for him or her to work at the temporary work site. However, this action should be taken only when it is for the benefit of the Government and when any other action would create an unnecessary hardship for the employee.

(3) The most reasonable alternative will depend upon the facts and circumstances of each case. Duration of the assignment and distance from the employee's regular work site should be prime considerations in determining the alternative selected.

d. *Travel.* Since compressed schedules are fixed schedules, guidance for the administration of time spent in a travel status away from the official duty station may be found in subchapter S1-3(b) of Book 550 of this supplement, with the following change: "regularly scheduled administrative workweek" means, for the purposes of this book, the compressed schedule by which an employee is covered. Guidance for the administration of time spent in a travel status away from the official duty station by nonexempt employees under the Fair Labor Standards Act continues to be provided by FPM Letters 551-10 and 551-11.



S3-4. SPECIAL ADMINISTRATIVE PROVISIONS FOR COMPRESSED SCHEDULES

a. *Application of Compressed Schedules in Unorganized Units.* (1)(a) In accordance with section 202(b)(1) of Public Law 95-390, compressed work schedule experiments may *not* be conducted in unorganized units unless a majority of employees in the organization vote to be included. For purposes of this vote, a majority is obtained when the number of affirmative votes exceeds 50 percent of the number of employees and supervisors in the organization proposed for inclusion in a compressed schedule experiment. For example, if 199 employees and supervisors are in an organization proposed for a compressed schedule experiment, 100 affirmative votes (regardless of the actual number of employees who vote) would be required in order for an agency to initiate an experiment under provisions of the law.

(b) In organizations in which employees are represented by an exclusive union, but certain employees are excluded from the unit (e.g., personnelists) only those employees in the unit are bound by the terms of negotiations establishing a compressed schedule experiment. Employees in the organization not in the unit are entitled to vote for or against inclusion in the experiment in accordance with the guidance provided in S3-4a.(1)(a) above.

(2) All employees who will be affected by the outcome should have an opportunity to cast a vote, and the outcome of the vote will be binding upon all employees except those exempted by management because of personal hardship. While the specific procedures of this vote are at the agency's discretion, use of a written, secret ballot would be most desirable. (Note: Section 303 of Public Law 95-390 contains a specific prohibition against coercing any employee's vote on inclusion of the work unit in a compressed schedule experiment.)

b. *Determining Hardships Under Compressed Work Schedule Experiments.* (1) Section 202(b)(2) of Public Law 95-390 requires exclusion from a compressed

work schedule experiment of any employee for whom such a schedule would impose a personal hardship. The decision whether to grant a request by an employee for exclusion because of a personal hardship is to be made by each agency. Each agency should provide a mechanism by which an employee in an organization to be included in a compressed work schedule experiment shall have the opportunity to request exclusion based on personal hardship.

(2) Three important points should be noted in considering the matter of personal hardship determinations. First, depending upon the type of compressed schedule and the ground rules to be adopted, it may be possible, with little or no disruption to activities, to allow some employees to remain on the standard 5 day, 8 hours per day schedule. Second, compressed schedules affect employees in different ways, and the facts and circumstances in each individual case should be used in determining whether a situation facing an employee is truly a personal hardship. Third, the criteria for determining a personal hardship are items which may be negotiated between an agency and employee unions.

(3) Both the law and the legislative history are silent with respect to the definition of "personal hardship." However, a review of the hearing records of the testimony presented to Congress shows a general concern that compressed schedules could have an adverse effect on certain employees, particularly handicapped employees, or those who are responsible for the care of handicapped or dependent children. Other valid personal hardship situations may occur, depending on the facts and circumstances in the individual case, which could be grounds for excusing an employee from a compressed schedule experiment. In establishing a compressed schedule experiment, it may be possible to structure the schedule in such a way as to allow some degree of flexibility so that employees in special circumstances would be able to accommodate the schedule to their particular needs. For example, employees on a 4-day workweek may be allowed to choose the 4 days they will work.

