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This Notice Expires 1 October 1980

PERSONNEL

HR [redacted]

# EXPERIMENTAL FLEXIBLE AND COMPRESSED WORK SCHEDULES

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[redacted]

## 1. BACKGROUND

a. The Federal Employees Flexible and Compressed Work Schedules Act of 1978 (Public Law 95-390) authorized a three-year period of experimentation with flexible and compressed work schedules for employees in the Executive Branch. The purpose of the experimentation is to determine the impact these alternatives to traditional work schedules may have on the efficiency of Governmental operations, service to the public, mass transit facilities, energy consumption, increased job opportunities, and the quality of life.

b. Participation by CIA in the general Government-wide program to be administered by the Office of Personnel Management is essentially precluded because of the detailed reporting requirements of the program and the security factors involved.

c. Flexible and compressed work schedules have been authorized previously within the Agency on a very limited experimental basis. The use of experimental programs within the Agency and in the public and private sectors indicates that in some circumstances and types of activities substantial benefits can be gained by both the organization and the employees. Experimental programs in the public and private sectors have shown that the use of such schedules has resulted in substantial benefits in such areas as increased productivity, increased transportation efficiency (especially through the use of improved utilization of public transportation and car pools) and improvements in the morale of employees.

## 2. POLICY

a. The Agency will expand its experimental program of flexible and compressed work schedules and conduct on an Agency-wide basis an experimental program similar to but separate from that administered by the Office of Personnel Management.

b. Agency managers are encouraged to conduct experiments with flexible and compressed work schedules where their application is expected to benefit both the Agency and its employees.

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c. Any flexible and compressed work schedules established will be within the framework of the 40-hour workweek and consistent with the premium pay and overtime requirements of HR [redacted]



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d. Whenever alternative work schedules are determined to be feasible, employees are encouraged to participate on a voluntary basis. An employee may elect exclusion from a compressed work schedule experiment on grounds of personal hardship.

3. DEFINITIONS

a. Basic work requirement for a full-time employee is 40 hours in one administrative workweek, distributed according to the pertinent alternative work schedule. It is not necessarily eight hours per day, five days per week.

b. Flexible work schedules, or flexitime are any alternative work schedules within which employees may vary the time at which they report for duty and depart from work, within overall limits set by component management. An example of a flexible work schedule is attached (figure 1).

c. Core hours are those hours in a flexible schedule wherein employees must be present for work.

d. Credit hours are those hours in a flexible work schedule which exceed an employee's basic daily work requirement and which the employee elects to work on his or her own initiative and as a result of personal preference, so as to vary the length of a succeeding workday in the same workweek. These are not overtime hours.

e. Compressed schedules or compressed workweek are alternative work schedules in which employees fulfill a basic work requirement in less than five workdays. An example is the four-day workweek, consisting of four workdays of ten hours each day in a 40-hour workweek (figure 2).

4. RESPONSIBILITIES

a. Operating Officials and Heads of Independent Offices will:

(1) Establish essential duty hours with minimum staffing requirements in experimenting components and develop schedules for providing such coverage.

(2) Propose alternative work schedules for their components on experimental basis for the approval of the Deputy Director for Administration. Such schedules will provide for 40 work hours per week. They will be forwarded through the Director of Personnel for his recommendations and through the Director of Finance to assure their compatibility with the automated payroll system. Proposals from Operating Officials will have the concurrence of the Deputy Director concerned.



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(3) Monitor the overall effectiveness of approved work experiments they have proposed and submit assessment reports to the Director of Personnel upon their completion. Experimental alternative work schedules may be continued if they are deemed successful by the experimenting office.

b. The Director of Personnel will:

(1) Advise and assist Operating Officials and Heads of Independent Offices in establishing and administering alternative work schedules on an experimental basis.

(2) Analyze assessment reports received from experimenting offices in terms of the effectiveness of alternative work schedules in accomplishing stated objectives.

(3) Three years from the approval of this notice conduct a final assessment of the alternative work schedules program and recommend to the Deputy Director of Central Intelligence, through the Deputy Director for Administration, its continuance, modification, or termination.

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5. GENERAL

a. In general, the premium pay provisions of HR [redacted] will apply. In alternative work schedules, overtime pay will be paid for hours in excess of the basic work requirement and ordered in advance (or suffered or permitted in the case of FLSA nonexempt personnel) by management, in accordance with the provisions of Agency regulations. Night differential will be paid General Schedule employees where core time falls between 6:00 p.m. and 6:00 a.m. or where employees do not have the opportunity to complete their scheduled hours of work between 6:00 a.m. and 6:00 p.m. Prevailing rate employees will be paid for night differential work at rates in accordance with the appropriate wage schedule. Holiday pay and Sunday pay are preserved. For employees on flexible schedules, pay for eight hours is paid for any day on which the Agency is closed by Executive Order or for a legal public holiday. Compressed work schedule employees are entitled to pay for the same number of hours as for their regularly scheduled workday.

b. The criteria and guidelines for establishing and administering flexible and compressed work schedules are on file in the Position Management and Compensation Division (PMCD) of the Office of Personnel. Personnel desiring information concerning flexible and compressed work schedules should contact PMCD or [redacted]

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c. When planning revised schedules, Agency managers should consider that a lack of resources preclude extension of such support services as the motor pool, pneumatic tube, and mail and courier delivery. Further, there is no provision at this time for extension of cafeteria hours or for adjustment by the General Services Administration of building maintenance and utility support. To assist in planning, the current operating schedules applicable to headquarters cafeterias and services provided by the Office of Logistics is attached (figure 3).

Frank C. Carlucci
Deputy Director of Central Intelligence

Attachments

DISTRIBUTION: ALL EMPLOYEES (1-6)


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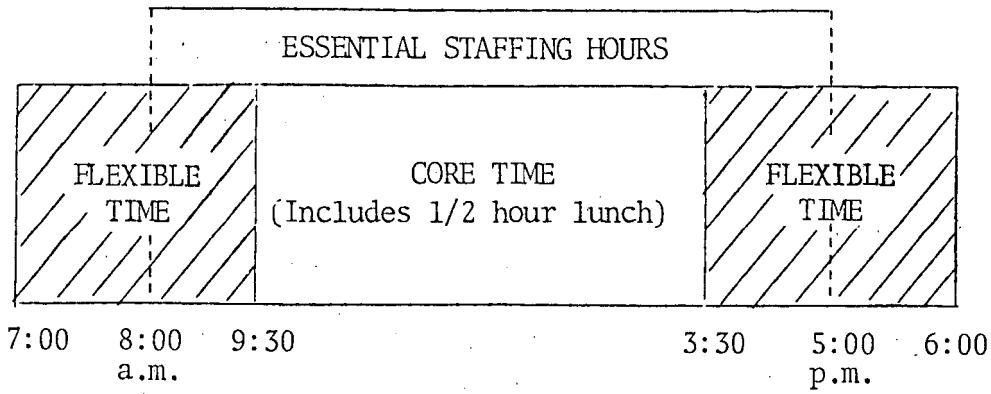
FIGURE 1

FLEXIBLE WORK SCHEDULE




-- 9-hour essential staffing band established within which employees may vary starting time but must work or account for the basic work requirement, e.g., eight hours per day, five days per week, and must insure minimum coverage level is maintained during essential staffing hours.

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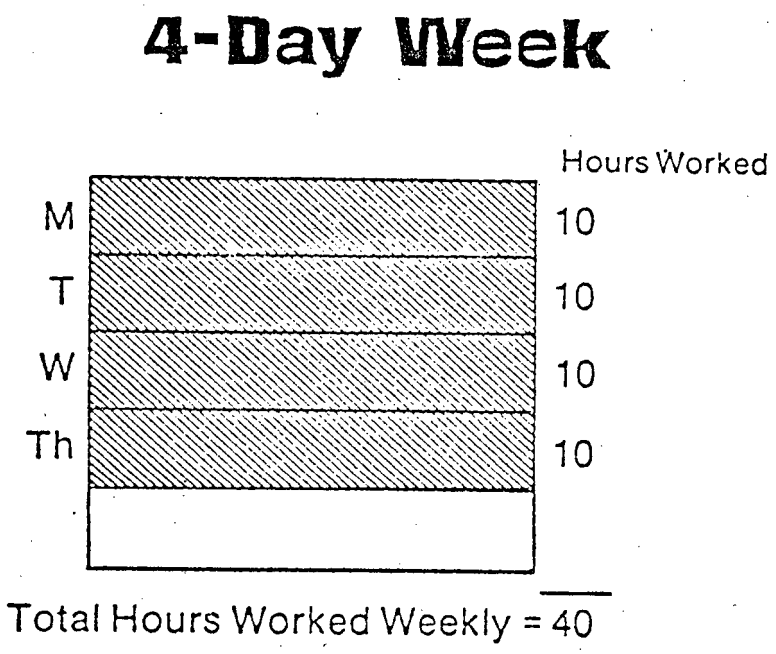
FIGURE 2

FOUR-DAY COMPRESSED SCHEDULE




-- full-time employees work 40 hours, 4 days each week.

-- basic work requirement is 10 hours each day and 40 hours each week.

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FIGURE 3

CURRENT OPERATING SCHEDULES

| | | |
|---|---|---|
| Cafeteria | South | 7:30 a.m. - 3:30 p.m. |
| | North | 11:00 a.m. - 1:30 p.m. |
| | | 5:00 p.m. - 6:00 p.m. |
| Motor Pool | | 7:15 a.m. - 5:15 p.m. |
| Mail and Courier* | | 8:00 a.m. - 5:00 p.m. |
| Pneumatic Tube | | 8:00 a.m. - 5:00 p.m. |

*Courier service is available 24 hours each day on a skeleton basis. This is the core hour schedule.



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