



## DCMA Manual 4201-24

### Hours of Duty and Work Schedules

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<b>Office of Primary Responsibility</b>	<b>Talent Management Capability</b>
<b>Effective:</b>	April 22, 2020
<b>Releasability:</b>	Cleared for public release
<b>New Issuance</b>	
<b>Implements:</b>	DCMA-INST 4201, "Civilian Personnel," July 20, 2018
<b>Incorporates and Cancels:</b>	DCMA-INST 604, "Hours of Duty, Work Schedules and Compensation," September 1, 2004
<b>Internal Control:</b>	Process flow and key controls are located on the Resource Page
<b>Labor Codes:</b>	Located on the Resource Page
<b>Resource Page Link:</b>	<a href="https://360.intranet.dcma.mil/Sites/Policy/TM/SitePages/4201-24r.aspx">https://360.intranet.dcma.mil/Sites/Policy/TM/SitePages/4201-24r.aspx</a>
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**Purpose:** This issuance, in accordance with the authority in DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)":

- Implements the policies and processes necessary for the administration of hours of duty and work schedules
- Provides and defines procedures for establishing and changing the workweek

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## SECTION 1: GENERAL ISSUANCE INFORMATION

**1.1. APPLICABILITY.** This Manual applies to all DCMA activities unless higher-level regulations, policy, guidance, or agreements take precedence.

**1.2. POLICY.** It is DCMA policy that:

a. Supervisors are responsible for establishing the hours of duty and work schedules for their employees. Some schedules and hours of duty provide the employee(s) with special pay entitlements. Establishment of hours of duty and work schedules must be in accordance with (IAW) Part 610 of Title 5, Code of Federal Regulations (CFR), Section 610 of Department of Defense Instruction (DoDI) 1400.25, “DoD Civilian Personnel Management Systems: Hours of Duty,” and applicable Collective Bargaining Agreement(s).

b. Work schedules must reflect the employee’s actual work requirements, including any period of regularly scheduled overtime. “Regularly scheduled work” is significant in determining premium pay entitlements. A work schedule has a direct effect on an employee’s pay entitlements. “Regularly scheduled work” means work that is scheduled before the beginning of the administrative workweek.

c. This Manual will be executed in a safe, efficient, effective, and ethical manner.

## **SECTION 2: RESPONSIBILITIES**

**2.1. DIRECTOR, DCMA.** The DCMA Director will provide overall executive oversight for administering work scheduling policies and programs for employees.

**2.2. SUPERVISORS AND MANAGERS.** Are responsible for establishing the hours of duty and work schedules for their employees.

**2.3. DIRECTOR, LABOR AND EMPLOYEE RELATIONS DIVISION, TOTAL FORCE.** The Director, Total Force Labor is responsible for supporting the Agency in implementing and administering hours of duty and work schedules programs.

## SECTION 3: WORK SCHEDULES

**3.1. OVERVIEW.** Supervisors are encouraged to allow flexibility in an employee's choice of work schedule as long as mission objectives are met. Allowing flexibility promotes the Agency as an employer of choice, improves the recruitment and retention of high-quality employees and demonstrates support of "family-friendly" initiatives.

### 3.2. TYPES OF SCHEDULES.

a. Standard Work Schedules. A work schedule that is 8 hours a day, 5 days a week, with a set arrival and departure time.

b. Alternative Work Schedules (AWS)

(1) Compressed Work Schedule (CWS).

(a) In the case of a full-time employee, an 80-hour biweekly basic work week requirement which is scheduled for less than 10 workdays and, in the case of a part-time employee, a biweekly basic work requirement of less than 80 hours that is scheduled for less than 10 workdays and that may require the employee to work more than 8 hours in a day.

(b) CWS are always fixed schedules. Examples of which are:

1. An employee could choose to work four 10-hour days and schedule 1 day per week off.

2. The schedule covers a 2-week period where the employee works eight 9-hour days and one 8-hour day with 1 day off scheduled during that biweekly pay period.

c. Flexible Work Schedules (FWS). A work schedule that has an 80 hour biweekly basic work requirement that allows an employee to determine their own schedule within the limits set by the Agency.

(1) Maxi-Flex Work Schedule (Maxi-FWS). A type of FWS that may contain core hours on fewer than 10 workdays in the biweekly pay period and in which a full-time employee has a basic work requirement of 80 hours for the biweekly pay period, but in which an employee may vary the number of hours worked on a given workday or the number of hours each week within the limits established by the Agency.

(2) Variable Day Schedule (VDS). A type of FWS containing core hours on each workday in the week and in which a full-time employee has a basic work requirement of 40 hours in each week of the bi-weekly pay period, but in which an employee may vary the number of hours worked on a given workday within the week within the limits established for the organization.

## **SECTION 4: PROCEDURES**

### **4.1. ESTABLISHING WORK SCHEDULES.**

a. All employees will submit their proposed work schedule to their supervisor or designee. This is a list of common occurrences (not all-inclusive) that require work schedule submissions:

- (1) Upon entry on duty.
- (2) Employee requests a change to their work schedule.
- (3) Employee is reassigned to another team/organization.
- (4) At the request of the supervisor.

b. The supervisor or designee will approve the proposed work schedule, in writing, within 5 days or less. Once a proposed work schedule is approved it will become the baseline work schedule.

### **4.2. CHANGING WORK SCHEDULES.**

a. Employees regularly scheduled administrative workweeks must correspond with the employees actual work requirements. Supervisors must reschedule employees' administrative workweeks to correspond with the specific days and hours the employees are expected to work when they know in advance that the administrative workweek will differ from the normal tours of duty. Supervisors must inform employees of the changes and record the changes as appropriate.

b. Supervisors may adjust an employee's work schedule or tour of duty to meet mission needs, or for performance or conduct problems. The employee will receive notice of the change and the reason for it, at least 2 weeks in advance of the effective date of the change. In the event of a mission need, notification may be shorter. When possible, management directed changes will indicate the duration of the required change. Denial or changes to a work schedule or tour of duty will include the specific rationale for the decision in writing.

c. If more employees request the same work schedule or day(s) off than can be accommodated, application of seniority based on leave service computation date will determine which employees will have the work schedules and/or day off. This will not affect employees with previously approved schedules.

d. The basic workweek cannot be rescheduled to avoid paying holiday pay or overtime.

### **4.3. STANDARD WORK SCHEDULE.**

a. Procedures for establishing/changing an individual's standard work schedule or tour of duty will be IAW paragraph 4.2.

b. Consistent with regulations, unless a manager finds that it would adversely impact his/her organization in carrying out its function or would substantially increase operating costs, the following rules apply to standard work schedules/tour of duty within an organization.

- (1) Approve tours of duty at least one week in advance.
- (2) Schedule work on 5 days, Monday through Friday, when possible, with 2 consecutive days off.
- (3) Set consistent working hours anywhere between the hours of 0600 and 1800.
- (4) Workday may not exceed 8 hours (without incurring overtime pay entitlements) unless the employee is covered by an AWS.
- (5) Scheduled lunch breaks may not exceed 1 hour.

#### **4.4. COMPRESSED WORK SCHEDULES.**

a. Procedures for establishing/changing compressed work schedules/tour of duty must be IAW paragraph 4.2.

b. Employees may request a 4/10 or 5/4/9 CWS. Under a 4/10 CWS, employees work four 10-hour days and schedule 1 day off per week. Under a 5/4/9 CWS, employees work eight 9-hour days and one 8-hour day with 1 day off scheduled per pay period.

#### **4.5. MAXI-FLEX WORK SCHEDULES.**

a. Procedures for establishing or changing a Maxi-FWS or tour of duty will be IAW paragraph 4.2.

b. General Maxi-FWS rules:

- (1) Employees are limited to working a maximum of 12 hours per day (including the lunch period) toward meeting the basic work requirement of 80 hours. An employee's schedule may contain core hours on fewer than 10 workdays in the biweekly pay period.
- (2) With supervisory approval, an employee may vary the number of hours worked on a given workday, the number of hours each week, and the daily arrival and departure times within the flexible time bands of 0600 to 0830 and 1430 to 1800 as identified in the employee's tour of duty.
- (3) Employees are free to vary their arrival and departure times by 1 hour without supervisory approval. The Agency reserves the right to suspend this allowance (in writing) if mandated by specialized mission requirement or business exigency. Any arrival or departure in excess of 1 hour of their approved schedule, requires prior supervisory approval. The employee

must also receive prior supervisory approval if the adjustment results in early fulfillment of the employee's 80 hour BWR, which causes an employee to be absent from the workplace on a scheduled workday.

(4) Employees are permitted to shift some flexible hours from the first week of the pay period to the second week of the pay period. As long as the employee completes his or her 80 hour BWR during the pay period, this can be done with no charge to leave.

#### **4.6. VARIABLE DAY SCHEDULES.**

a. Procedures for establishing or changing variable day schedules or tour of duty will be done in accordance with paragraph 4.2.

b. General VDS Rules:

(1) Employees must adhere to a basic work requirement (BWR) of 40 hours per week.

(2) An employee may adjust the length of the workday by varying the daily arrival and departure times within the flexible time bands of 0600 to 0830 and 1430 to 1800 as identified in the employee's tour of duty.

(3) Employees are free to vary their arrival and departure times by 1 hour without supervisory approval. The Agency reserves the right to suspend this allowance (in writing) if mandated by specialized mission requirement or business exigency. Any arrival or departure in excess of 1 hour of their approved schedule, requires prior supervisory approval.

(4) An employee is limited to working a maximum of 12 hours per day (including the lunch period).

(5) An employee's schedule must contain core hours on each workday unless on approved leave, credit hours or compensatory time off.

#### **4.7. ESTABLISHING SPECIAL TEMPORARY WORK SCHEDULES.**

a. Special Tour of Duty for Educational Purposes. Managers may establish work schedules that allow an employee to take courses at a college, university or educational institution. The courses taken need not be directly related to the work of DCMA nor be considered training IAW Chapter 41 of Title 5, United States Code (U.S.C), but they should contribute to making the employee a more effective worker in DCMA. Under these circumstances, rescheduling the customary workweek is permitted when it does not significantly interfere with the employee completing work assignments. The employee is still responsible for a full 40-hour workweek. No premium pay may be paid for those duty hours that are rescheduled.

b. Time on Official Travel. To the maximum extent possible, managers should schedule travel within an employee's regularly scheduled workweek. In scheduling temporary duty travel for employees, managers and supervisors should comply with this guideline. Depending on the

circumstances of a particular assignment or work requirement, other alternatives may be considered. For example, in lieu of scheduling a meeting to begin at 8:00 a.m., thereby requiring an employee to travel during non-duty hours to attend, the start time might be set at a later hour, allowing for travel to the site during duty hours.

c. Temporary Duty. When an employee is assigned to a temporary duty station using another schedule, either standard or AWS, the Agency may allow the employee to continue to use the schedule used at his or her permanent work site (if suitable) or require the employee to change the schedule to conform to operations at the temporary work site.

d. Adjustment of Work Schedules For Religious Observances. To the extent that modifications in work schedules do not interfere with the efficient accomplishment of an agency's mission, an employee whose personal religious beliefs require that he or she abstain from work at certain times of the workday or workweek must be permitted to work alternative hours so that the employee can meet the religious obligation. The hours worked in lieu of the normal work schedule do not create any entitlement to premium pay (including overtime pay).

**4.8. CREDIT HOURS.** Those hours within a FWS that an employee elects to work in excess of his or her basic work requirement so as to vary the length of a workweek or workday.

a. Credit hours may only be worked by employees covered by a FWS. Employees may request to work credit hours subject to advance supervisory approval. When circumstances preclude obtaining approval in advance, approval may be given after the fact.

b. Employees may earn no more than 4 credit hours daily during the administrative workweek subject to the 12-hour maximum workday limit. Credit hours can be earned on an employee's day off or weekends in excess of 4 hours with advance supervisory approval. In accordance with applicable law, a full-time employee may only carry up to 24 hours from a biweekly pay period to a succeeding biweekly pay period.

c. When employees use accrued credit hours, such hours are counted as a part of the basic work requirement for the pay period to which they are applied. Employees are entitled to their rate of basic pay for credit hours, and credit hours may not be used by employees to create or increase entitlement to overtime pay.

d. When an employee is no longer covered by a FWS program, they must be paid for accumulated credit hours at their current rate of pay. Payment for accumulated credit hours is limited to a maximum of 24 hours for a full-time employee. An employee may not be compensated for credit hours for any other reason (e.g., excess, unused credit hours that cannot be carried forward into the next pay period).

e. Approval for the use of credit hours will be subject to the same criteria as all other accrued leave. Credit hours must be earned before they may be used. An employee may use earned credit hours for all or any part of any approved leave.

**4.9. HOLIDAYS.** The number of hours an employee is entitled to for holiday leave is treated differently for employees on FWS and CWS.

a. Full-Time Employees. An employee on a FWS who is relieved or prevented from working on a day designated as a holiday is entitled to 8 hours of basic pay for that day regardless of the individual tour. The employee may take leave for the additional hour(s) necessary to complete 80 hours basic work requirement for the pay period or with supervisory approval, may work the additional hour(s) to make up the difference.

b. Part-Time Employees. If a holiday falls on a day during a part-time employee's scheduled tour of duty and the employee is relieved or prevented from working on that day, the employee is entitled to his or her rate of basic pay for the number of hours he or she normally would have been scheduled to work that day.

c. Compressed Work Schedules. An employee on a CWS who is relieved or prevented from working on a day designated as a holiday is entitled to basic pay for the number of hours that they were scheduled to work on that day, not to exceed 10 hours.

(1) When a holiday falls on a day that an employee is regularly scheduled to work, the scheduled workday is the employee's holiday.

(2) When a holiday falls on a non-workday, the following applies:

(a) If the holiday falls on a Sunday, the first regularly scheduled workday following the Sunday holiday is the employee's "in lieu of" holiday.

(b) If the holiday is not a Sunday, the last regularly scheduled workday preceding the holiday is the employee's "in lieu of" holiday.

(c) Part-time employees are not entitled to an "in lieu of day" for a holiday that falls on an employee's day off.

(3) When an installation is closed for an "in lieu of" holiday that falls on a part-time employee's regularly scheduled workday and the employee is prevented from working on that day, the Agency will grant the employee administrative leave for the hours scheduled to be worked on that day.

(4) When an employee's regularly scheduled tour of duty includes two shifts that begin within the same 24-hour period, holiday benefits apply to the calendar day on which the first shift begins.

(5) An employee who is in a pay status either immediately preceding or succeeding a holiday is entitled to pay for the holiday.

## GLOSSARY

### G.1. DEFINITIONS.

**Alternative Work Schedules.** Includes both flexible work schedules and compressed work schedules.

**Administrative Workweek.** Any period of 7 consecutive 24-hour periods designated in advance by the head of an agency IAW Section 6101 of Title 5, U.S.C.

**Basic Workweek.** For full-time employees, means the 40-hour workweek established IAW Part 610 of Title 5, CFR.

**Compressed Work Schedule.** Fixed work schedules, but enable full-time employees to complete the basic 80-hour biweekly work requirement in less than 10 workdays.

**Core Hours.** Hours of duty between 0830 and 1100 and 1300 and 1430 when the employee must be available for duty. Core hours for non-bargaining employees are 0900 and 1100 and 1300 and 1400. Core hours are only applicable to the FWS.

**Credit Hours.** Those hours within a flexible work schedule that an employee elects to work in excess of his or her basic work requirement so as to vary the length of a workweek or workday.

**Duty Hours.** Hours that employees must work that are normally between 0600 and 1800 with a mandatory lunch period of no less than 30 minutes for tours of 6 hours or greater.

**Flexible Time Bands.** The hours between 0600-0830 and 1430-1800, during which an employee covered by FWS may choose to vary his or her times of arrival to and departure from the worksite consistent with the duties and requirements of the position.

**Flexible Work Schedule.** Consists of workdays with core hours and flexible hours.

**Holiday Premium Pay.** Pay an employee receives for each hour of holiday work.

**In-Lieu-Of Holiday.** A substitute holiday available to all full-time employees, including those on flexible or compressed work schedules, when a federal holiday falls on a non-workday. In such cases, the in-lieu-of holiday is the basic workday immediately preceding or following the non-workday.

**Lunch Breaks.** Lunch breaks will normally be taken between 1100 and 1300. Normally, an employee may not be required to work more than 6 hours without a lunch break. All daily work schedules in excess of 6 hours must include a minimum 30-minute unpaid lunch break in addition to the daily work hours. If he/she is required to perform official duties during a lunch break, the employee is entitled to pay for that period. Lunch breaks for CWS and Standard Work Schedules are limited to 1 hour. Lunch breaks for FWS are limited to 2 hours. Any Agency-

sponsored event (e.g. Brown Bag Lunch), held during a lunch period that an employee voluntarily attends, is in a non-duty status, during his or her own lunch period.

**Regularly Scheduled Administrative Workweek.** For full-time employee, means the period within an administrative workweek, which the employee is regularly scheduled to work. For a part-time employee, it means the officially prescribed days and hours within an administrative workweek during which the employee is regularly scheduled to work.

**Regularly Scheduled Work.** Work that is scheduled in advance of an administrative workweek under an agency's authority and procedures for establishing workweeks for part-time and full-time employees.

**Tour of Duty.** The hours of a day (a daily tour of duty) and the days of an administrative workweek (a weekly tour of duty) that constitute an employee's regularly scheduled administrative workweek.

## GLOSSARY

### G.2. ACRONYMS.

AWS	Alternative Work Schedules
CWS	Compressed Work Schedule
FWS	Flexible Work Schedule
IAW	in accordance with
MAXI-FWS	Maxi-Flex Work Schedule
U.S.C	United States Code

## **REFERENCES**

Code of Federal Regulations, Title 5, Part 610

DCMA Collective Bargaining Agreement (CBA), August 1, 2019

DoD Directive 5105.64, “Defense Contract Management Agency (DCMA),”  
January 10, 2013

DoD Instruction 1400.25, Volume 610, “DoD Civilian Personnel Management Systems: Hours  
of Duty,” November 28, 2014

United States Code, Title 5, Section 610