DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT DRUM
10000 10TH MOUNTAIN DIVISION DRIVE
FORT DRUM, NEW YORK 13602-5046

REPLY TO
ATTENTION OF

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NOV - 9 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Garrison Policy Memorandum #12-04, Alternative Work Schedules

1. The use of flexible and compressed work schedules as described in our Collective Bargaining Agreements (CBA), as well as provisions for telework contained in the AFGE contract, provide managers and employees flexibility. Consistent with mission requirements, these can be used to accommodate employees who request alternative work schedules.

2. Alternative work schedules (AWS) can, when appropriate and implemented properly, improve productivity and morale and also provide greater service to our customers. Consistent with the CBA currently in place at Fort Drum, I support the use of AWS across our civilian workforce where it can be implemented to meet employee desires and support our Garrison mission without degrading service to internal or external customers.

3. I, along with our union leadership, recognize that certain positions or organizational segments, because of the nature of the work performed, may not be suitable for alternate work schedules. However, in some situations, AWS could be implemented provided employees and management work closely together to use innovative means to resolve conflicts that may exist between employee schedules and mission requirements. In this regard, some things that supervisors should consider include:

a. Designating scheduled regular days off (RDO) for employees on AWS throughout the work week when Mondays or Fridays are not feasible.

b. Implementing AWS on a trial basis (e.g. 90 days) for employees not already on an alternative work schedule to determine whether it can be supported without having an adverse impact on mission accomplishment.

c. In small work centers where AWS cannot be implemented for every employee at the same time, in collaboration with appropriate union officials, rotating AWS participation among interested employees so that all have the opportunity to benefit from AWS.

d. Increasing cross training of appropriately qualified employees within discrete work centers to lessen the impact on mission support requirements when employees are on an RDO.

4. I know that our dedicated supervisors and civilian workforce understand the importance of the work they do and have long demonstrated their commitment to accomplishing our Garrison support mission. I am confident that AWS, when mutually acceptable to the supervisor and employee, can and will pay huge dividends in improved morale and productivity.

5. Anyone who has questions or concerns regarding AWS can contact their chain of command, their union representatives, or the Civilian Personnel Advisory Center.

GARY A. ROSENBERG
Colonel, SF
Garrison Commander

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