



DEPARTMENT OF THE ARMY
U.S. ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, U.S. ARMY GARRISON
307 CHAMBERLAIN AVENUE
FORT GORDON, GEORGIA 30905-5730

REPLY TO
ATTENTION OF:

IMSE-GOR-ZA

NOV 15 2011

MEMORANDUM FOR All Garrison Personnel

SUBJECT: Garrison Commander's Policy Memorandum No. 28— Garrison Alternative Work Schedule Program

1. The Alternative Work Schedules (AWS) have been utilized at Fort Gordon for many years and remain an excellent and viable management tool. Its usefulness and popularity are unquestioned. However, management must ensure that an established AWS takes into consideration mission requirements, service to the public, impact on the efficiency of organizations, and impact to individuals. Management retains the right to maintain an adequate work force.
2. A regular and recurring Scheduled Day Off (SDO) is based upon a normal/routine workload. There will be times when it may be necessary to adjust or even temporarily suspended an SDO due to mission requirements. When overtime is needed on an irregular basis, continued use of SDOs for that period of time is inappropriate and unauthorized. Directors should monitor trends and take appropriate corrective action as necessary. Also, while Mondays and Fridays tend to be the most popular SDOs, an appropriate balance must be made to ensure adequate coverage for normal operations, e.g., coordinating actions, completing job assignments, and answering questions. Therefore, for Garrison managers GS-11 and above, SDOs on Monday and Friday will be limited to one Monday SDO and one Friday SDO per quarter for each employee requesting those days as an SDO. Directors will maintain records of AWS and provide them to me at the end of each quarter. It is suggested that a similar system be applied to the non-supervisory work force, but this is a director's option based on their situational factors.
3. I support AWS, but I expect directors to exercise prudent judgment to make this a viable program for management and employees.
4. The proponent for this policy is the Civilian Personnel Advisory Center, Fort Gordon, GA.


ROBERT A. BARKER
COL, SC
Commanding

This memorandum supersedes Garrison Commander's Policy Memorandum No. 6— Garrison Alternative Work Schedule Program, dated 18 March 2010.