



HEADQUARTERS WORK SCHEDULES

Dave Barrett, Roy Maizel, Dan Woods, Robert Moreland, Bette Siegel, Rhoda Hornstein,
Rick Zwierko, Pam Fetters, Jannette Black, Brenda Spicer

Presentation to HR Advisory Group
April 20, 2009

Work Schedule Working Group Objective & Results

OBJECTIVE

- Update current policies and address the Senior Management Council's interest in the use of flexible work schedules
- Review current flexibilities, explore options, and recommend any changes to Headquarters work schedules
- Conduct HQTS focus groups and benchmark other NASA Centers and Government agencies

RESULTS

- Headquarters responses support expansion of work schedules
- Benchmarking found broader flexibilities offered to employees at other NASA Centers and Government agencies

General Observations From Focus Groups

- Interest in providing as much flexibility as possible and let supervisors make decisions on schedules based on organization mission
- Understanding that NASA's mission comes first and adopting new alternative work schedules should not negatively impact the mission
- Appears to be a cultural bias against alternative work schedules driven by:
 - lack of understanding of the requirements and approval authority;
 - fear of work not getting done;
 - "old school" mentality that employees should be at work Monday thru Friday;
 - increased difficulty with, and time involved in, managing schedules.
- Training/education is needed for both current and new supervisors & employees on the requirements for each work schedule option
- Confusion between Telework and Work Schedules

Benchmarking Observations

- Headquarters offers a limited scope of work schedules than other NASA Centers
- Many agencies offer the full realm of flexible work schedules to their employees, including those in their Headquarters offices.
- Both Center and agency human resources offices commented that:
 - while some organizations had a few problems in implementing AWS programs, most of these were minor and were generally minimized by careful planning and good communication of the objective and ground rules of the work schedule program; and
 - clearly thought the positives have outweighed the negatives

Recommended Expansion Of Work Schedules

Two New Flexible Work Schedules: Variable Week AND Maxiflex

- Both have the potential to enable managers and supervisors to meet their program goals, while allowing employees more flexibility in scheduling their work hours.
- Should assist employees in gaining more control over their time so that they can achieve a better balance between work and family responsibilities.
- Should benefit Headquarters as a useful recruitment and retention tool
- Should decrease absences due to routine appointments and/or family obligations
- May decrease overtime/comp time worked in certain situations
- Should increase employee job satisfaction, initiative, productivity, health and well-being

Proposed Work Schedule Requirements & Recommendations

Variable Week Schedule: 80 hours in a pay period; contains core hours on each workday; may vary the number of hours worked on a given workday or the number of hours each week

Maxiflex Schedule: 80 hours in a pay period; core hours are set on fewer than 10 workdays; employees may vary the number of hours worked on a given workday or the number of hours each week

- Regular work must be scheduled between 6:00 AM to 6:00 PM
- Core hours remain from 9:00 AM to 3:00 PM -- Continue to encourage supervisors to schedule meetings during the core hours
- A maximum 10-hour regularly scheduled workday

Proposed Work Schedule Requirements & Recommendations

- A maximum of a 12-hour day total (10-hour day extended due to overtime, comp time, or credit hours) NTE 3 consecutive 12 hour days
- Minimum hours a day: 6 (same as core hours)
- Employees must be in a duty status during core hours for a minimum of 4 days a week under Maxiflex
- Minimum number of regularly scheduled hours per week is 30
- Maximum number of regularly scheduled hours per week is 50

Proposed Work Schedule Requirements & Recommendations

- Credit hours may be earned to extend the length of the workday:
 - Must be earned between 6:00 AM and 6:00 PM, Monday through Friday
 - No limitation on the number of credit hours that can be earned (except for maximum of 12 hours for 3 consecutive days & 24 hour carry over to the next pay period)
 - Work must be available; approval required in advance
 - May be approved verbally or via e-mail on a daily, weekly, or projected basis – entered/approved into WebTADS by the end of each pay period

Guiding Principles Under Recommended Expansion

- Recommended schedules are not meant to replace the current work schedules offered
- NASA's mission comes first – proposed schedules cannot not negatively impact the mission
- Application/approval of work schedules must be followed consistently to avoid unfair treatment
- Other employees must not be unduly burdened by a flextime staff member's schedule
- Educational training must be provided to managers and employees before implementation within their office
- Employee work schedules must be pre-approved by the supervisor and are intended to be “fixed/permanent”
- Form/agreement: required at the time of initial roll-out (and for new employees); may be required when temporarily or permanently making an adjustment for a personal or work-related reason

Recommendation for First-Forty Schedule

- Option can only be used when it is impracticable to prescribe a regular schedule of definite hours of duty for each work day of a regularly scheduled administrative workweek
- Currently offered to SES employees only
- Include GS employees in case a situation arises at Headquarters
 - Requests approved on a case-by-case basis
 - Only for the duration of the situation

What Will New Work Schedules Mean For Your Team

- Employees will still be putting in 80 hours in a pay period
- Work schedules still must be requested and approved in advance
- Work still must be scheduled between 6AM – 6PM
- Core hours are still between 9AM – 3PM
- Maximum hours of regularly scheduled work per day still is 10
- **Schedules are still expected to be “fixed” once approved by the supervisor**

- Allows employees to schedule varying start and stop times for each day
- Allows employees to schedule varying number of hours worked each day or week
- Allows employees to schedule a minimum of 8 days per pay period
- Allows employees to schedule a minimum of 6 hours in a day
- Removes the limit on earning credit hours daily and by pay period (except for maximum of 12 hours for 3 consecutive days & 24 hour carry over to the next pay period)
- Provides flexibility in order to provide longer customer service and domestic & international meeting participation

- Happier, less stressed, employees which generally means more productive employees
- An additional tool to attract next generation staff



Next Steps



Assuming the HR Advisory Group is in agreement to move forward with the proposed new schedules



- Develop HQPR to be submitted through the NODIS review/approval process
 - Support in a pre-NODIS review (An individual in each organization who would conduct a 2-week review and provide comments prior to official NODIS review)
- Develop educational/training material for current/new supervisors and employees
- Schedule offices for educational training prior to implementation

Backup To Slide 3: Focus Group Response Statistics

Category	Attendance/ Responses	Total Pop.	%	No. Of Offices Providing Input (Out of 28)
Managers/ Supervisors	41 (6 written)	196	21%	19
Science & Engineers	7+ (6 written)	206	3+%	4
Professional Administrative	45 (5 written)	684	7%	17
Administrative Assistants/ Secretaries	7 (0 written)	86	8%	7
TOTAL	100	1172	8.5%	No input from 7 offices

Backup to Slide 3: Additional Observations From Focus Groups

- Employees, including supervisors, routinely work more than 8-9 hours a day, but are not accounting for the extra hours in WebTADS
- General feeling that adopting more alternative work schedule options would improve moral and work performance, and allow employees to better manage the balance between work and their personal life.
- If work schedules are expanded, communication and coordination within organizations are key
- Some employees are leery to request current AWS and/or overtime or comp time because it goes against the “norm” and could potentially impact their career
- Concern that flexibilities will not be offered to all employees
- Increase in requests for lose/use AL because employees are earning/using credit hours vs. earned leave OR inability to utilize earned credit hours

Backup To Slide 4

Benchmarking

- 6 NASA Centers: LaRC, JSC, ARC, GSFC, MSFC, DRFC
- 5 Federal Agencies: Commerce, NOAA, FAA, NIH, Agriculture
- Reviewed plans on multiple agency websites

Backup To Slide 9: Guiding Principles Under Recommended Expansion

Available Options

- Standard (Traditional): 40 hours per week, 8 hours a day, Monday through Friday, 8:00AM to 4:30PM, plus a 30-minute unpaid lunch period each day.
- Compressed: 80 hours in a pay period, eight 9-hour days, one 8-hour day, plus a 30-minute unpaid lunch period each day, one day off (5 4/9).
- Flexible:
 - Flexitour: 40 hours per week, 8 hours a day, Monday through Friday, plus a 30-minute unpaid lunch period each day. Employee selects an arrival time between 6AM and 9AM and a departure time between 3PM and 6PM. Once selected the hours are fixed.

Backup To Slide 9: Guiding Principles Under Recommended Expansion

Available Options (Con't)

- Variable Workweek (**New**): 80 hours in a pay period, Monday through Friday. Core hours must be scheduled on each workday. Employee may vary the number of hours worked on a given workday or the number of hours each week. Once selected the schedule is intended to be “fixed.”
- Maxiflex (**New**): 80 hours in a pay period, Monday through Friday. Core hours must be scheduled over a minimum of 4 days each week. Employee may vary the number of hours worked on a given workday or the number of hours each week. Once selected the schedule is “fixed.”

Backup to Slide 11: What Will New Work Schedules Mean For Your Team

How Managers Can Make the New Options Work Once Approved

- Look for any organizational or communication obstacles; re-evaluate priorities; re-balance work
- Task sharing
- Train backups
- Establish Standard Operating Procedures for activities within your organization; put information on a shared drive
- Trial period within your team
- Trust your employees to get the necessary work accomplished in the required 80 hours

