



**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**

IMDR-ZA

26 July 2019

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Garrison Policy 19-04, Alternative Work Schedules (AWS)**

1. Reference: DODI 1400.25, Volume 610, Subject: DoD Civilian Personnel Management System: 28 November 2014.
2. Supersession: This memorandum supersedes Garrison Policy 17-04, Alternative Work Schedules (AWS), 21 August 2017.
3. Applicability: This policy applies to all Department of the Army Civilians assigned or attached to any unit or element subordinate to the authority of the Commander, United States Army Garrison-Fort Drum.
4. The use of flexible and compressed work schedules, as described in our Collective Bargaining Agreements (CBA) and Office of Personnel Management handbook on alternative work schedules provide managers and employees flexibility. Consistent with mission requirements, and supervisory approval, these may be used for employees who request AWS.
5. AWS can, when appropriate and implemented properly, improve productivity and morale and provide greater service to our customers. Consistent with law, rule, and regulation, as well as negotiated agreements, 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.
6. 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 AWS. 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 workweek 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.

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c. Small work centers, where AWS cannot be implemented for every employee at the same time, in collaboration with appropriate union officials, rotate 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.

7. 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.

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

JEFFERY P. LUCAS  
Colonel, AG  
Garrison Commander

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