



TEXAS MILITARY FORCES

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Adjutant General's Department
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REPLY TO
ATTENTION OF

JFTX-A

1 August 2008

MEMORANDUM FOR Texas Military Forces Commanders and Supervisors and Employees

SUBJECT: (JFTX P08-14) Texas Military Forces (TXMF) Work Week Policy

1. This memorandum supersedes memorandum JFTX Log Number P05-42, Subject: Revision of the Texas Military Forces (TXMF) Workweek, dated 1 August 2005.

2. **PURPOSE.** To provide guidance to TXMF commanders, supervisors, and employees concerning the TXMF work week.

3. **APPLICABILITY.** This policy applies to all full-time military and civilian employees of the TXMF.

4. **ADJUTANT GENERAL'S INTENT.** To continue the responsiveness of TXMF personnel to meet increased requirements and expectations of customers, particularly those engaged in the Global War on Terrorism (GWOT) and Defense Support to Civilian Authorities (DSCA); it is my intent that the TXMF work week be characterized by the following:

a. A minimum standard of fully-operational, Monday-Friday, agency-wide coverage of offices and functions during the core hours of 0800-1600.

b. A standard of excellence in (1) accessibility by customers, and (2) responsiveness to customers' telephone calls, emails and other communications.

c. Maximum practical use of the four-day work week for individuals, while maintaining (a) the routine of a five-day, agency-wide, function-specific coverage/customer focus, and (b) 24/7 coverage/rapid response for state emergency support operations.

d. Allowing unit commanders and staff directors the latitude to (a) arrange flextime for their subordinates to avoid peak traffic times and maximize use of public transportation and carpooling, and (b) direct increased use of telework for those specific functions that lend themselves to telework without sacrificing customer focus.

5. KEY TERMS AND EXPECTATIONS.

a. **Customers.** Primary customers are TXMF Soldiers, Airmen and family members, the Governor, combatant commanders and State and Federal agencies engaged in GWOT, Homeland Defense, and emergency response missions. To properly serve these customers, TXMF personnel must (1) understand that these customers are the reason we exist as an organization,

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(2) focus processes to satisfy these customers, (3) value customer feedback and (4) exceed customer expectations.

b. **Core Hours.** Core hours are 0800-1600, Monday through Friday, and are the prime customer contact time for all offices and functions. During core hours, offices will be manned and key phones will be designated and monitored. Core hours should not be confused with an individual's assigned work schedule.

c. **Work Time.** The work day is (1) based on supervisor-directed schedules and (2) either eight or ten hours per day, not including lunch. Supervisors may flex personnel work schedules (including their own) to ensure coverage of core hours. The Duty Week is established at a minimum of 40 hours and may take the form of Monday-Friday (eight-hour days) and/or Monday-Thursday/Tuesday-Friday (ten-hour days). Supervisors will actively encourage those personnel assigned a four-day, compressed work week to attend to personal matters on non-work days whenever possible. Supervisors will counsel subordinates in writing to ensure they understand their specific duty times and locations.

d. **Key Personnel.** Key personnel include members of the TXMF Command Group (TAG, ATAGs, CJS, ACJS, State CSM, and selected support staff); MACOM (TXARNG, TXANG & TXSG) commanders and their chiefs of staff; 06 commanders; 6th CST commander; Public Affairs Officer; General Counsel; J-Staff Principals; and others, as directed. Key personnel will monitor email seven days a week, be available by phone 24/7, and notify the Joint Operations Center (JOC) of significant changes in status/location that may affect their accessibility and/or responsiveness.

e. **Physical Training.** Physical fitness is a requirement for a ready, healthy, productive force including both military and civilian personnel. Supervisors will coordinate employee physical training periods, which may be considered part of the work day. Physical training will not interfere with office coverage of core hours.

6. **IMPLEMENTING GUIDANCE.** 06-level MACOM chiefs of staff, J-Staff directors, and Personal/Special Staff directors, are responsible for:

a. Leveraging both personnel and technology to ensure five-day coverage of core hours.

b. Prescribing individual and unit/section work-schedules to meet customer and operational requirements, ensuring reasonable and equitable treatment in the assignment and/or rotation of work schedules and balancing operational requirements and personal needs as much as possible.

c. Adhering to existing labor-management agreements, including Article 16 of the TXARNG agreement and Article 10 of the TXANG agreement, both of which will be maintained on-line by J1.

d. Coordinating and tailoring allocated UTAs and AT days to meet operational requirements.

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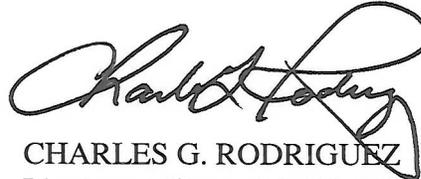
e. Re-engineering and focusing key processes to create and maintain a customer-focused organizational culture.

7. ADDITIONAL INSTRUCTIONS.

a. **Exceptions:** Unless contingency missions require a change, exceptions to the requirement to maintain the five-day coverage include: (1) TXARNG maintenance shops (CSMS, FMS, MATES, PPMS, RSMS, and UTES) that operate on a four-day compressed work week, and (2) TXANG wings that operate on the “4-5-9” or similar work schedules. Requests for other exceptions must be forwarded to the Chief, Joint Staff.

b. **Contingency Planning.** Commanders and supervisors must develop and maintain organizational plans for surging to 24/7 operations, and be prepared to implement such plans on order (1) in the event of a command-directed exercise, or (2) as operational missions require.

8. Point of contact for questions regarding this policy is the J1 at 512-782-5030.



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