



To enhance mission performance, TSA is committed to promoting a culture founded on its values of Integrity, Innovation and Team Spirit.

NOTE: Pursuant to Section 101 of the Aviation and Transportation Security Act (49 U.S.C. 114 (n)), this directive establishes Transportation Security Administration (TSA) policy and supersedes the Federal Aviation Administration (FAA) orders, policies, guidance, and bulletins regarding Part-Time Employment issued under the FAA Personnel Management System. This directive is TSA policy and must be applied accordingly.

REVISION: This directive supersedes TSA MD 1100.30-7, *Part-Time Employment Including TSO Work Schedule Optimization*, dated December 3, 2007.

SUMMARY OF CHANGES: The title and the directive throughout are revised to apply to part-time (PT) employment in any TSA organization; Section 3, Authorities, is updated to reflect general Aviation and Transportation Security Act authority; Section 4G, Definitions, is applied to all PT employees; Section 7, Procedures, introduced additional information to clarify various aspects of PT employment scheduling and documentation; and Section 7 and the Attachment are updated, including references to recent directives.

1. **PURPOSE:** This directive provides TSA policy and procedures for part-time (PT) employment.
2. **SCOPE:** The provisions of this directive apply to TSA employees who will be assigned to work schedules of 32 hours or less per week (64 hours or less per pay period). Portions of this directive apply specifically to the hiring, work hours, and work schedules of PT Transportation Security Officers (TSOs).
3. **AUTHORITY:** The Aviation and Transportation Security Act, Pub. L. 107-71 (ATSA).
4. **DEFINITIONS:**
 - A. Administrative Workweek: Any period of seven (7) consecutive days designated by the Assistant Secretary or appropriate designee. Generally, the administrative workweek begins on Sunday and ends on Saturday.
 - B. Assigned Work Schedule: The hours during the biweekly pay period the employee is actually assigned to work. Depending on the circumstances, the assigned work schedule may be the same as, or different from, the employee's tour of duty.
 - C. Compressed Work Schedule (CWS): For full-time (FT) positions, work schedules consisting of less than ten (10) days and no more than 80 hours per pay period. For PT positions, work schedules consisting of less than ten (10) days and no more than 64 hours per pay period.
 - D. Conventional Work Schedule (ConWS): For FT positions, work schedules consisting of five (5) days per week, eight (8) hours per day, and 40 hours per week (80 hours per pay period).

For PT positions, work schedules consisting of five (5) days per week, no more than 32 hours per week (no more than 64 hours per pay period).

- E. Full-Time (FT) Employment: Work schedules consisting of 80 hours per pay period.
- F. Optimum TSO FT/PT Hiring Mix: The FT/PT hiring mix for TSO positions determined by the Office of Security Operations, Workforce Utilization, using the Staffing Allocation Model (SAM) and staff optimization tools. An airport is provided with its optimum FT/PT hiring mix number each fiscal year or more often as adjustments to staffing are needed to support changing technology, travel volume and/or changes in screening procedure.
- G. Part-Time (PT) Employment: Work schedules consisting of 32 hours or less per week (64 hours or less per pay period).
- H. Pay Status: Hours actually working or on paid leave.
- I. Position of Record: The TSA position and tour of duty documented on the employee's current job/position description (TSA Job Analysis Tool or Standardized Job Description) and most recent Standard Form 50, *Notification of Personnel Action* (SF-50) to which the employee is officially and permanently assigned.
- J. Premium Pay: Includes various types of pay that may be added to an employee's rate of adjusted pay (e.g., overtime, compensatory time (CT) off in lieu of overtime, hazardous duty pay, holiday premium pay, night pay differential, split-shift differential, Sunday pay, and Law Enforcement Availability Pay (LEAP)).
- K. Regularly Scheduled Administrative Workweek: For FT employees, the established period - within an administrative workweek during which employees are regularly scheduled to work. For PT employees, it is the officially prescribed days and hours within the administrative workweek during which employees are regularly scheduled to work.
- L. Regularly Scheduled Work: Work that is scheduled in advance of the administrative workweek.
- M. Split Shift: Any two or more shifts, lasting at least two (2) hours each, in one 24-hour period with a break of at least two (2) hours between shifts.
- N. Tour of Duty: The hours of a day (a daily tour of duty) and the days of an administrative workweek (a weekly tour of duty), which constitute an employee's regularly scheduled administrative workweek. A PT employee's tour of duty is documented on the most recent SF-50.
- O. Variable Work Schedule (VWS): An established work schedule that allows managers to vary the number of hours in the workday and the number of days in the workweek based on the needs of the organization.

P. Work Schedule: The time basis on which an employee is paid (full-time, part-time).

5. RESPONSIBILITIES:

- A. The Office of Human Capital (OHC) is responsible for processing personnel actions documenting actions related to the provisions of this directive and providing guidance regarding this directive.
- B. TSA management officials are responsible for applying the provisions of this directive within the authority and restrictions of their organizations in assigning employees to work to best meet the mission and operational requirements of TSA.
- C. Local Human Resources (HR) Specialists, Administrative Officers, or other designated staff members, are responsible for:
 - (1) Documenting the work schedule and tour of duty for newly hired employees on the Request for Personnel Action (RPA) appointment action or the Integrated Hiring System (IHS); and
 - (2) Submitting an RPA within required time frames to the TSA HRAccess Shared Service Center if the employee's work schedule or tour of duty is later changed as outlined in Section 7I of this directive.
- D. The Office of Security Operations (OSO) is responsible for:
 - (1) Overseeing position allocations to ensure airports are operating within authorized staffing levels;
 - (2) Providing each airport with its FT/PT hiring mix number every fiscal year (or more often if needed);
 - (3) Approving exceptions to the optimum FT/PT hiring mix;
 - (4) Managing TSO position allocations within authorized staffing levels; and
 - (5) Managing employee scheduling to ensure appropriate TSO coverage for the airports (or other field locations, as necessary) consistent with applicable TSA policy.

6. POLICY:

- A. TSA policy does not limit PT employment to specific positions or pay bands. PT employment may be used for any position when the arrangement meets the needs of the organization.

- B. Standard PT tours of duty in TSA will consist of between 16 and 32 hours per week (32 to 64 hours per pay period). In unusual circumstances, PT tours of duty of less than 16 hours per week may be established in accordance with Section 7I. PT tours of duty of more than 32 hours per week will not be used.
- C. TSA may utilize PT employment to provide optimum flexibility in support of operations and to help employees address personal needs to the extent possible. However, TSA's mission requirements will be the primary determining factor in establishing work schedules.
- D. Hiring will be closely managed by management officials. Federal Security Directors (FSDs) and their local HR Specialists and/or other staff members shall pay particular attention to PT hiring in their efforts to reach and maintain OSO's target allocated year-to-date full-time equivalent (FTE) goals.
- E. Field full-time equivalents (FTEs) will be analyzed and monitored (generally on a pay period basis as reported in the Management Objectives Report (MOR)) by respective Area Directors or designated staff members to ensure that each airport is operating within authorized staffing levels. The MOR supplies a report every pay period to the FSDs at each airport showing their adherence to the targets for staffing set forth by OSO.
- F. When filling vacant positions using FT work schedules, potential interest among current PT employees may be considered, in accordance with Section 7I.
- G. In order to ensure appropriate coverage at airports, PT employees may be assigned to split shifts within OSO-specified restrictions and in accordance with [TSA MD 1100.61-3, *Split Shifts*](#), and Sections 7I and 7J of this directive.

7. PROCEDURES:

- A. Appointments and Other Personnel Actions
 - (1) Appointment requirements and procedures for PT employees are the same as those for comparable FT employees.
 - (2) Managers must ensure that personnel actions appointing individuals, and any subsequent personnel actions changing employees' tours of duty, accurately reflect the assigned work schedule of the employee. The provisions of Section 7I of this directive related to changes and documentation requirements apply to all TSA offices/organizations and must be followed.
- B. Leave: Refer to [TSA MD 1100.63-1, *Absence and Leave*](#), for information on leave for PT employees.
- C. Benefits

- (1) Some benefits are based on a PT employee's tour of duty, as reflected on the SF-50, and not the assigned work schedule. Therefore, the documentation requirements in Section 7I must be applied.
- (2) Retirement: Retirement annuities are based on employees' length of service and the highest annual pay (including locality pay) received for any three (3) consecutive years. Each year of PT service counts as one (1) full year toward the length of service requirement. However, the annuity calculation for periods of PT service is prorated to reflect the difference between a FT tour of duty and the PT employee's tour of duty.
- (3) Health Insurance:
 - (a) PT employees in Non-TSO positions: Those employees who participate in the Federal Employees Health Benefits (FEHB) Program receive the same coverage as FT employees, but generally PT employees pay a greater percentage of the premium because the Government's share is prorated based on the number of hours included as part of an employee's tour of duty as reflected on his/her SF-50 (i.e., the fewer hours an employee is scheduled to work, the higher his/her share of the health benefits contribution). The Government's share is not prorated for a PT tour of duty that is less than 16 hours or more than 32 hours a week, or less than 32 hours or more than 64 hours a pay period. Additionally, an exception applies to PT TSOs as discussed in Section 7C(3)(b).
 - (b) PT employees in TSO Positions: Effective October 2007, all PT TSOs (including Master and Expert Level TSOs, Lead TSOs, and Supervisory TSOs) will pay FEHB premiums on the same basis as FT employees and are no longer subject to the FEHB premium prorating provisions in Section 7C(3)(a).

NOTE: Reduced FEHB premiums for PT TSOs (i.e., premiums equivalent to those paid by FT employees) apply to TSO employment and are not applicable to other TSA (non-TSO) PT positions or to PT positions outside of TSA.

- (4) Life Insurance: PT employees are eligible to participate in the Federal Employees Group Life Insurance (FEGLI) Program. The amount of insurance an employee is eligible for is based on the PT employee's annual salary applicable to his/ her tour of duty.
- D. Qualifications Determinations (Job Experience): See [TSA MD 1100.30-29, *Qualification Requirements*](#), and the Memorandum for Federal Security Directors entitled "Transportation Security Officer (TSO) E Band Promotions", for information on how PT experience is credited in determining whether a candidate meets the minimum qualification standards for positions.
- E. Pay:

- (1) Gross pay is computed by multiplying employees' hourly rates of basic pay by the number of hours worked during the biweekly pay period.
 - (2) Part-time employees may be entitled to premium pay for work performed, and holiday pay when no work is performed, in accordance with [TSA MD 1100.55-8, *Premium Pay*](#), [TSA MD 1100.61-5, *Hours of Duty for Non TSO Employees*](#) and [TSA MD 1100.61-2, *Hours of Duty for Special Operational Needs*](#).
- F. Involuntary Workforce Reduction (IWR): Refer to [HCM 351-2, *Transportation Security Officer \(TSO\) Involuntary Workforce Reduction Procedures*](#), and [HCM 351-3, *Involuntary Workforce Reduction \(IWR\) Procedures for Non-TSES, Non-TSO Positions*](#), for information on IWR and PT positions. Elimination of a position being performed by a FT employee requires the application of IWR procedures even if the incumbent will be offered a PT position in lieu of involuntary separation.
- G. Adverse and Performance Based Actions: PT employees have the same rights as FT employees when conduct or performance based actions are taken against them. Such actions must be taken pursuant to the provisions of [TSA MD 1100.75-3, *Addressing Unacceptable Performance and Conduct*](#).
- H. Trial Period Service Credit: PT employees earn a full year of service for each calendar year worked (regardless of tour of duty) for the purpose of computing completion of trial period. See [TSA MD 1100.31-1, *Trial Periods*](#), for more information.
- I. PT Tours of Duty, Hours Per Week, and Changes:
- (1) Specific Work Schedules and Tours of Duty: Specific work schedules and tours of duty depend on the nature of the job, the needs of the office, the requirements of particular positions and the resources available as determined by appropriate managers.
 - (2) Standard PT Tours of Duty: Standard PT tours of duty in TSA will consist of between 16 and 32 hours per week (32 to 64 hours per pay period). While PT employees should generally be assigned to tours of duty consisting of at least 16 hours per week, offices may establish and utilize tours of duty with fewer than 16 hours per week to meet mission requirements. Employees must be made aware of the effect that such tours of duty will have on their earnings and benefits. PT tours of duty of more than 32 hours per week will not be used. If workload demands indicate that there is a need to staff the position for more than 32 hours per week, management officials must consider other ways to restructure the work within authorized work schedules, tours of duty and positions.
 - (3) Regularly-scheduled Administrative Workweeks: Regularly scheduled administrative workweeks should typically remain stable without major changes (fewer or more hours) from one pay period to the next. Management officials establish work schedules and tours of duty for employees and should ensure that the tour of duty aligns with the

assigned work schedule for PT employees to the extent possible. If the PT employee's assigned work schedule will result in working fewer hours during a pay period than the employee's tour of duty, the difference must be accounted for by appropriate paid or unpaid leave in accordance with [TSA MD 1100.63-1, *Absence and Leave*](#). If the PT employee's assigned work schedule includes additional hours in a pay period beyond the tour of duty, additional compensation will apply as outlined in [TSA MD 1100.55-8, *Premium Pay*](#), and Section 7E(1). If the employee's assigned work schedule will continue to differ from the tour of duty for more than two pay periods, the tour of duty must be changed in accordance with Section 7I(4) through 7I(10).

- (4) **Employee-requested Reductions:** An employee may request either a permanent change in the work schedule associated with his/her position from FT to PT, or a permanent reduction in the hours in his/her PT tour of duty (e.g., 32 to 25). Management officials may, but are not required to, approve requests for **voluntary** changes in work schedule or hours. If approved, an RPA **must** be generated, approved and processed to either change the work schedule from FT to PT (Change in Work Schedule RPA), or to change the number of hours in a PT schedule (Change in Hours RPA). The documentation requirements in Section 7I(10) apply.
- (5) **Management Reductions in PT Hours:** Management officials have the discretion, for operational reasons, to change the tour of duty of a PT employee to one with fewer hours. For example, management officials may change an employee's tour of duty from a 32 hour/week tour of duty to a tour of duty of 16 hours/week without employee consent and without the use of involuntary workforce reduction procedures. The documentation requirements in Section 7I(10) will apply. Reducing the number of hours an employee is authorized to work will impact the employee's financial situation and will have an impact on some benefits.
- (6) **Reassignment from FT to PT Schedules/Positions:** Management officials should consult with OHC regarding procedures to either reassign a FT employee to a PT position or change the work schedule of a position currently occupied by a FT employee to one with a PT work schedule on other than a voluntary basis. IWR procedures will normally apply (see [HCM 351-2, *Transportation Security Officer \(TSO\) Involuntary Workforce Reduction Procedures*](#), and [HCM 351-3, *Involuntary Workforce Reduction Procedures for Non-TSES, Non-TSO Positions*](#)).
- (7) **Employee-requested or Management Increase in PT Hours:** An employee may request, or management may require, a permanent change in the PT tour of duty that will increase the hours per week the employee will be scheduled to work (e.g., from 25 to 32). Management officials may, but are not required to, approve an employee request for a change in his/her tour of duty when the change meets TSA mission needs and staffing allocations. If approved, an RPA **must** be generated, approved and processed to change the tour of duty (Change in Hours RPA). The documentation requirements in Section 7I(10) apply.

- (8) Reassignment from PT to FT Schedules/Positions: In accordance with other applicable policies including [TSA MD 1100.30-4, *Permanent Internal Assignments*](#), management officials may consider any interested PT employees who meet the applicable qualification requirements (see [TSA MD 1100.30-29, *Qualification Requirements*](#)) for permanent reassignment to available positions with FT work schedules, whether the vacant position is of the same (i.e., PT TSO to FT TSO) or different (i.e., PT HR Specialist to FT Program Analyst) position type than the employee's current position. Options that may be applied when considering current PT employees for vacant positions with FT work schedules are provided in the **Attachment** of this directive. Note that once a Reassignment or Change in Work Schedule RPA is processed to permanently reassign the employee from a position with a PT work schedule to a position with a FT work schedule, any future need to return the employee to a position with a PT work schedule on anything other than a voluntary basis will require the application of IWR procedures (see [HCM 351-2, *Transportation Security Officer \(TSO\) Involuntary Workforce Reduction Procedures*](#), and [HCM 351-3, *Involuntary Workforce Reduction Procedures for Non-TSES, Non-TSO Positions*](#)).
- (9) Temporary Work Schedule Changes: In some cases, it may meet both TSA's and the employee's needs to change the work schedule associated with an employee's current position from FT to PT or PT to FT on a temporary basis only (i.e., for a period of three to 13 consecutive pay periods). In these situations, [TSA Form 1197A, *Temporary Work Schedule Change Agreement \(Full-Time to Part-Time\)*](#), or [TSA Form 1197B *Temporary Work Schedule Change Agreement \(Part-Time to Full-Time\)*](#) must be used to document agreement between the employee and TSA management officials on the temporary work schedule change from FT to PT or PT to FT. Temporary work schedule changes are limited to a maximum of 13 consecutive pay periods. An employee for whom a temporary work schedule change has been processed will be returned to his/her position of record (former work schedule) at the end of the agreed-upon period or at any time before this date at management discretion based on operational needs. In addition, if there is an IWR, any temporary work schedule changes for employees in the affected organization must be terminated prior to the application of IWR procedures. If the temporary change agreement is for the maximum time frame (13 pay periods), once the 13 consecutive pay period maximum has been reached, the employee will be returned to his/her position of record (former work schedule).
- (10) Documentation Requirements:
- (a) Management officials must ensure that a personnel action is processed when:
 - (i) a PT employee's assigned work schedule and tour of duty differ for more than two consecutive pay periods;
 - (ii) a PT employee's assigned work schedule will require 40 hours (or more) per week for more than two consecutive pay periods; or

- (iii) a FT employee has requested a change to a PT work schedule for more than two consecutive pay periods.

- (b) There are specific steps for documenting the work schedule properly, depending on the situation:
 - (i) If a PT TSO voluntarily requests and is approved for permanent assignment to a FT split shift schedule:
 - complete [TSA Form 1174, *Split-Shift Election*](#); and
 - process a “Change in Work Schedule” RPA.

 - (ii) If a PT employee will be working on a FT non split shift schedule, and the new work schedule will be permanent, process a “Change in Work Schedule” RPA.

 - (iii) If a PT employee will be working on a FT non-split shift schedule, and the new work schedule is expected to be temporary (will last for 13 consecutive pay periods or less):
 - complete TSA Form 1197B;
 - process a “Change in Work Schedule” RPA from PT to FT and include the remark “processed in accordance with agreement documented on TSA Form 1197B”; and
 - on the appropriate date, process a “Change in Work Schedule” RPA returning the employee to the former PT work schedule and include the remark “processed in accordance with agreement documented on TSA Form 1197B”.

 - (iv) If a FT employee will be working on a PT schedule, and the new work schedule is expected to be temporary (will last for 13 consecutive pay periods or less):
 - complete TSA Form 1197A;
 - process a “Change in Work Schedule” RPA from FT to PT and include the remark “processed in accordance with agreement documented on TSA Form 1197A”; and
 - on the appropriate date, process a “Change in Work Schedule” RPA returning the employee to the former FT work schedule and include the

remark “processed in accordance with agreement documented on TSA Form 1197A”.

- (v) If a FT employee will be working on a PT schedule, and the new work schedule is expected to be permanent, process a “Change in Work Schedule” RPA. In accordance with Section 7I(6) such a change must be either employee-requested (voluntary) or as a result of the application of IWR procedures.
- (vi) If the hours in a PT employee’s tour of duty will increase or decrease but the employee will still be assigned to work on a PT work schedule, process a “Change in Hours” RPA.

J. TSO Work Schedule Optimization; Hiring and Scheduling:

(1) Hiring:

- (a) If an airport is **below** its optimum FT/PT hiring mix, the FSD shall fill TSO (D/E band) vacancies using PT work schedules unless authorized to do otherwise by OSO/Workforce Utilization.
- (b) If an airport is **at or above** its optimum hiring mix, the FSD may fill TSO (D/E band) vacancies using either FT and/or PT work schedules to meet local needs, provided the optimum FT/PT hiring mix is maintained.

NOTE: New PT TSO hires will be placed on PT work schedules but may be allowed to work up to 40 hours per week for a maximum of two pay periods to complete required classroom and on-the-job training (OJT) prior to initial certification. After the initial training has been completed, airports must ensure that new PT TSO hires are scheduled for work based on the employee’s PT tour of duty. If a new PT TSO hire is unable to temporarily work a FT schedule to complete the required training, the employee should be allowed to do so on a PT schedule. Hiring officials should discuss the requirements and schedule for training with applicants prior to being hired as TSOs.

(2) Scheduling:

- (a) FSDs will adhere to OSO direction regarding schedule limitations on PT employment. The provisions of Section 7J will be applied.
- (b) The parameters for PT TSO schedules will be established by OSO and exceptions for other schedules must be approved by OSO Workforce Utilization.
- (c) FT and/or PT split-shift schedules may also be used, as determined appropriate by FSDs.

8. **APPROVAL AND EFFECTIVE DATE:** This policy is approved and effective the date of signature unless otherwise specified.

APPROVAL

Signed

July 25, 2011

Sean J. Byrne
Assistant Administrator for Human Capital

Date

EFFECTIVE

Date

Distribution: Assistant Secretary, Deputy Assistant Secretary, Assistant Administrators, Area Directors, Federal Security Directors, Supervisory Air Marshal in Charge, Business Management Offices, Administrative Officers, and HR Specialists

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Options Which May be Applied When Considering Current Part-Time (PT) Employees for Reassignment to Vacant Positions with Full-Time (FT) Work Schedules

Goal: Develop and implement options that are fair and equitable while efficiently and effectively accomplishing the mission of TSA.

These procedures must be applied within the context of all TSA policies which govern the assignment of employees into positions, such as [TSA MD 1100.30-4, *Permanent Internal Assignments*](#), and also within the context of any program-specific requirements for filling FT positions, such as those under the OSO National Voluntary Transfer Program (outlined in Attachment 4 of the [Handbook to TSA MD 1100.30-4](#)).

	Recommendation	Considerations
1	Determine optimum staffing structure	<ul style="list-style-type: none"> • Review workload demands, data. • Assess current coverage and mix of work schedules. • Factor in various combinations of possible work schedules/tours of duty. • Consider: <ul style="list-style-type: none"> ▪ FTE allocations ▪ Various work schedules, including FT, PT and split shifts ▪ Regular recurring workload ▪ Projected surges and/or slowdowns ▪ Employees absent due to military duty, sick leave, etc. ▪ Gender-based passenger screening requirements ▪ Local labor market (availability and interest in various work schedules) • Develop a plan for how the office/airport can ideally be staffed.
2	Explore and consider preferences of current employees	<ul style="list-style-type: none"> • Fully inform employees about the choices that might be available and the implications of requesting or agreeing to a change in their work schedule (such as PT to FT or FT to PT) or tour of duty (such as 20 hours/week PT to 32 hours/week PT). • Allow enough time for employees to consider the possibilities and discuss with family members. • Ideally, allow all current employees the opportunity to tell you their preferences, even if there are some that you do not think will want to make a change.
3	Assess differences between staffing needs and employee preferences	<ul style="list-style-type: none"> • Consider employee interest and preference to the extent possible in matching employees to the staffing plan. • If more employees desire a specific kind of schedule than is available (most often this will apply to new FT vacancies), you can consider factors such as: <ul style="list-style-type: none"> ▪ <u>Past Downsizing/Reductions</u>. You may want to first consider anyone who was involuntarily converted from FT to PT because of downsizing/rightsizing when filling

		<p>new FT vacancies.</p> <ul style="list-style-type: none"> ▪ <u>Seniority.</u> You may consider ranking employees and offering new FT opportunities based on either seniority date as defined in TSA MD 1100.61-4, <i>Seniority and Scheduling</i> or TSA entry on duty date. ▪ <u>Randomized selections.</u> You could use a random system (lottery) such as drawing names, or assigning numbers randomly to employees and then granting requests in numerical order. ▪ <u>First come, first served.</u> You need to specify when the “window” opens (when you will begin accepting requests), how and where requests will be received, and have a way to track date and time of submissions. All employees should be given as much advance notice as possible before the window opens. Even so, this may be viewed as unfair if the “window” opens on a day and/or at a time when some employees (such as the night shift) are away from workplace. ▪ <u>Competitive selection.</u> You could announce the opportunities and ask employees to apply. This takes time and resources and is unlikely to make significant distinctions among potential candidates if they are all doing the same job now on a PT basis. <i>(Note: Reassignment from a PT position to a FT position of the same type, and increasing the hours in a PT tour of duty, are not promotion actions and do not require competitive procedures unless specified in TSA MD 1100.30-4, although management may elect to conduct a competition even if competitive procedures are not required.)</i> <ul style="list-style-type: none"> • Management retains the authority to make final scheduling decisions in accordance with the provisions of this management directive: <ul style="list-style-type: none"> ▪ Management may change the tour of duty of PT employees to increase or decrease hours ▪ Management may reassign employees currently in positions with PT work schedules to positions with FT work schedules. ▪ Management should consult with the Office of Human Capital regarding procedures to assign FT employees to PT work schedules on anything other than a voluntary basis. Involuntary Workforce Reduction procedures will normally apply (see HCM 351-2, <i>Transportation Security Officer (TSO) Involuntary Workforce Reduction Procedures</i>, and HCM 351-3, <i>Involuntary Workforce Reduction Procedures for Non-TSES, Non-TSO Positions</i>).
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		<ul style="list-style-type: none"> ▪ Management should exercise discretion in a manner that is not arbitrary, capricious, or discriminatory, and that is consistent with merit system principles.
4	Implement changes in accordance with decisions	<ul style="list-style-type: none"> • Plan for communication with employees. Make sure employees have ample opportunity to ask questions and clarify anything they do not understand. • Notify employees well in advance of changes. • Initiate personnel action requests, as far in advance of the effective date as possible, for changes in work schedules and tours of duty.
5	Evaluate, have a process for future changes	<ul style="list-style-type: none"> • Reassess and address future changes in workload. • Consider future changes in employee preferences—do they have a way to express interest in positions with a different work schedule if their personal situation changes? • Consider processes for considering current employees for new opportunities that may become available later—especially position types and schedules that are in the highest demand.