

## SUPPORT SERVICES JOB AID

### NAF Human Resources Prepare Work Schedules

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#### DO THIS TASK WHEN

- Meeting the requirement to prepare/provide regularly issued work schedules.
- A new staff member must be put on the work schedule.
- A staff member is terminated, has resigned, or retired.
- A staff member is temporarily not available to work.
- There has been a change in the volume of business.
- There has been a change in the activities, events, products, and/or services offered.
- There has been a change in the days/hours of operation.
- There has been a change in the amount of funds budgeted for labor.

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#### REFERENCES

- CNICINST 1710.3, Operation of Morale, Welfare and Recreation Programs.
  - CNICINST 5300.2, Commander, Navy Installations Command Nonappropriated Fund Personnel Manual.
  - OPNAVINST 1700.9 (series), Child Development Programs.
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**SUPPLIES/  
RESOURCES  
REFERENCES  
(cont.)**

- Locally developed, blank work schedules.
  - A copy of your local regulations, policies, and standard operating procedures (SOPs) regarding whether NF staff members are eligible for Overtime, Shift Differential, and Sunday Premium pay. (These are options that are determined at the local FFR Department level.)
  - Your staffing guide/guidelines.
  - A copy of your Program's *current* work schedule.
  - Copies of your Program's past work schedules.
  - Annual, sick, or other leave requests (chits).
  - Holiday and pay schedules.
  - Your program activity calendar.
  - Your goals and objectives.
  - Your things-to-do list.
  - Time cards, records, reports, and/or printouts.
  - A time system, whether paper or electronic.
  - Computer with time scheduling, word processing, and spreadsheet software.
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**THIS TASK  
IS DONE  
CORRECTLY  
WHEN**

- All applicable Program work assignments are covered.
- Your staff members are scheduled by their employment category restrictions.
- Scheduled overtime can be justified.
- Scheduled labor costs are within budget.
- Staff members are ONLY scheduled for the time needed.
- The category of staff members scheduled reflects a premise of, "scheduling the lowest paid staff members that can effectively and professionally meet your Program's mission requirements."
- Your most skilled staff members are on duty when the greatest numbers of customers use the Program.
- Your key decision makers are available to the customers during peak business hours.
- Customers receive the highest quality activities, events, products, and services possible.
- All time cards are reviewed, correct, approved and forwarded in a timely manner to the Payroll Office for processing.

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**NOTES**

If you are using an automated time-keeping system such as KRONOS®, follow the procedure for the system and use only the steps in this Task that are applicable to your system.

Proper staff scheduling contributes to:

- Increased revenue.
- Reduction of labor costs.
- A satisfied, more stable work force.
- Effective, efficient and satisfactory customer service.

**NOTES  
(cont.)**

As the Program manager, you must ensure this task is done correctly and in a timely manner every pay/work period.

It is recommended that the work schedule be prepared and posted a week in advance of the start date of the period.

This is an excellent time to quickly review, evaluate and affirm your staffing strategy. You should be asking yourself some difficult questions regarding the use of your staff.

- Are you making the best use of your Civil Service and/or active duty personnel?
  - Are there interns or volunteers that can be used to fill gaps in your schedules?
  - Are the most skilled and talented staff members on duty when the greatest numbers of your customers use your Program?
  - Does your Program have too many layers of management/supervision or too many managers/supervisors on duty at the same time?
  - Are your key decision makers available to your customers when most often needed?
  - Are your objectives, when scheduling the labor force, consistent with your goal that the customers receive the highest quality activities, events, products and service possible?
  - Are changes made to the schedule to increase/decrease the staff to align with the peak/non-peak hours and/or fluctuations in the number of customers?
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## PROCEDURE

**Step 1** Select the steps you need to accomplish at this time.

IF YOU NEED TO:	THEN DO:
Prepare/approve a new work schedule	Steps 2-14.
Monitor and maintain the current work schedule	Steps 15-18.
Review and/or approve completed time cards	Steps 19-20.

### PREPARE/APPROVE NEW WORK SCHEDULE

**Step 2** Decide who prepares the work schedules.

IF WORK SCHEDULE IS FOR:	THEN:
Your direct reports: <ul style="list-style-type: none"> <li>• administrative staff</li> <li>• supervisors</li> <li>• assistant managers</li> </ul>	<ol style="list-style-type: none"> <li>1. You most likely prepare their work schedules.</li> <li>2. Go to Step 3 to prepare their schedules.</li> </ol>
Your Program, business or office Staff: <ul style="list-style-type: none"> <li>• operational staff</li> <li>• recreation aides</li> <li>• custodians</li> <li>• food service workers</li> <li>• administrative staff</li> <li>• office staff</li> <li>• front desk staff</li> <li>• care providers</li> <li>• maintenance/technical staff</li> <li>• cashiers</li> <li>• accounting/business office staff</li> <li>• personnel staff, etc</li> </ul>	<ol style="list-style-type: none"> <li>1. Delegate the preparation of these work schedules to your supervisors, assistant managers, etc.</li> <li>2. Provide them with input about:                             <ul style="list-style-type: none"> <li>- Special events.</li> <li>- Budget considerations.</li> <li>- Training requirements.</li> <li>- Scheduled annual or sick leave.</li> <li>- Staff member TAD/TDY.</li> </ul> </li> <li>3. When you receive completed schedules from them, ensure the dates are correct.</li> <li>4. Complete steps 11 through 14.</li> </ol>

**Step 3** Determine if there are program, budget or operational requirements that will affect the schedule, such as:

- Annual, sick, and/or other approved leave?
- Staffing ratios or other specific/mandated requirements? (Refer to your local staffing guide/guidelines. See Develop/Maintain a Staffing Strategy.)
- Special hours of operations and/or activities/events on the calendar?
- Holidays during the schedule period?
- Training requirements, classes, or similar meetings scheduled?
- Changes to the hours of operation?
- Staff members who will be TAD/TDY?
- Customer usage data for your activities, events, products, and/or services? (See your Program Standards and Metrics for specific method(s) of tracking customer usage.)
- Budget guidance regarding staff labor costs?
- "Gaps" or "cushion" in the current schedule?

**Step 4** Determine if schedule changes are necessary based on the scheduling elements you just considered in Step 3.

IF THERE ARE:	THEN:
Schedule changes to be made	<ol style="list-style-type: none"> <li>1. Note changes on the current schedule.</li> <li>2. Go to Step 5 - Prepare new schedule.</li> </ol>
<b>NO</b> schedule changes to be made	<ol style="list-style-type: none"> <li>1. Revise headings on existing schedule to the current dates.</li> <li>2. Go to Step 11.</li> </ol>

**Step 5** Using a blank schedule form or scheduling software, enter the administrative data. (Your current schedule/print-out should provide you with most of this data.)

- Department.
- Program. (“Activity” and “Department” are used on the form.)
- Supervisor.
- Schedule period.
- Staff member names, categories, and employment status.

<p><b>NOTE:</b> Group employees with similar responsibilities (e.g., wait staff, cashiers, etc.) to facilitate your scheduling and ensure necessary rules are covered.</p>
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**See sample and blank work schedules at the end of this task.**

**Step 6** Use the information gathered in Step 3 and from your staffing guide/guidelines to determine the type and number of staff members needed to cover your daily operations.

- Use industry standards, public law, your local Command/Department regulations, policies and practices as staffing guidance, or develop your own staffing guide, based on your local knowledge of the Program. (See Develop/Maintain A Staffing Strategy.)
- Your staffing guide should help you determine and meet your scheduling needs.
- Compare each of your shift/day and/or activity/event staff requirements with your staffing guide to determine your scheduling needs by numbers and positions (qualifications).
- Comply with applicable staffing ratios.

**Step 7** Write the schedule times for each staff member.

**Ensure that you:**

- Schedule the minimum number of staff members necessary to meet your anticipated labor needs for each shift/day and/or activity/event. (Over staffing just wastes money, whether NAF or APF)
- Enter each staff member's start time, meal break (for those working more than six hours on a shift), and the end time for each day on the schedule.
- Schedule enough time before, during, and after hours for any preparation, setup, cleanup and close-down.
- Total the hours that you have scheduled each staff member.
- Comply with child labor (Fair Labor Standards) laws when scheduling staff members who are under 18 years of age.
- Schedule training and mandatory breaks, if any.
- Identify and schedule managers and supervisors.

**NOTE:**

You will have to mathematically extend each staff member's time, if you are not using an automated work schedule/time tracking system.

You will need to periodically verify the reports when using an automated scheduling/time tracking system.

**Important**--With each schedule, ask yourself if you can justify the labor costs? Are you using your best and most cost effective positions/staff members at the right times? This is often a far different and harder choice than scheduling your "preferred" staff (friends) or the more senior staff members (more costly) at the times they prefer, but that are not in the best interest of the Program. (i.e., scheduling these more costly staff members for differential and overtime times!)

The popular decision is the easy decision, but not the best decision. You alone are responsible for managing your resources to deliver the best possible activities, events, products, and services in the most cost-effective and efficient manner possible.

***Whenever you have a choice, conserve your NAF budget and use your authorized APF and alternative labor sources!***

**Step 8** Review your completed work schedule to ensure:


- All shifts, assignments, activities and/or special events are covered.
- Meal breaks are indicated and reliefs scheduled.
- The daily hours scheduled for each staff member have been totaled.
- The weekly hours scheduled have been totaled for each staff member.
- Part-time staff members have been scheduled 20-34 hours per week.
- Full-time staff members have been scheduled 35-40 hours per week.
- 40-hour per week staff members have been scheduled on Sunday ONLY when absolutely necessary.
- Careful consideration has been given regarding Shift Differentials and Sunday Premium Pay. Your local FFR policy will determine whether NF staff members can receive Shift Differentials and Sunday Premium Pay, and if so, will explain the limitations. (Minimize use of Shift Differentials and Sunday Premium pay.)
- All scheduled overtime can be justified. Your local FFR policy will determine whether NF staff members can receive overtime pay and if so, will explain the limitations. (Minimize use of overtime.)
- There is maximum use made of Flexible staff members.
- Key decision makers are scheduled to be available to the greatest number of customers.
- Your most highly skilled staff members are scheduled to be available to the greatest number of your customers.
- Local and official policy has been satisfied with regard to scheduling managers and supervisors and to mandated staffing ratios.

**SUPPORT SERVICES JOB AID**

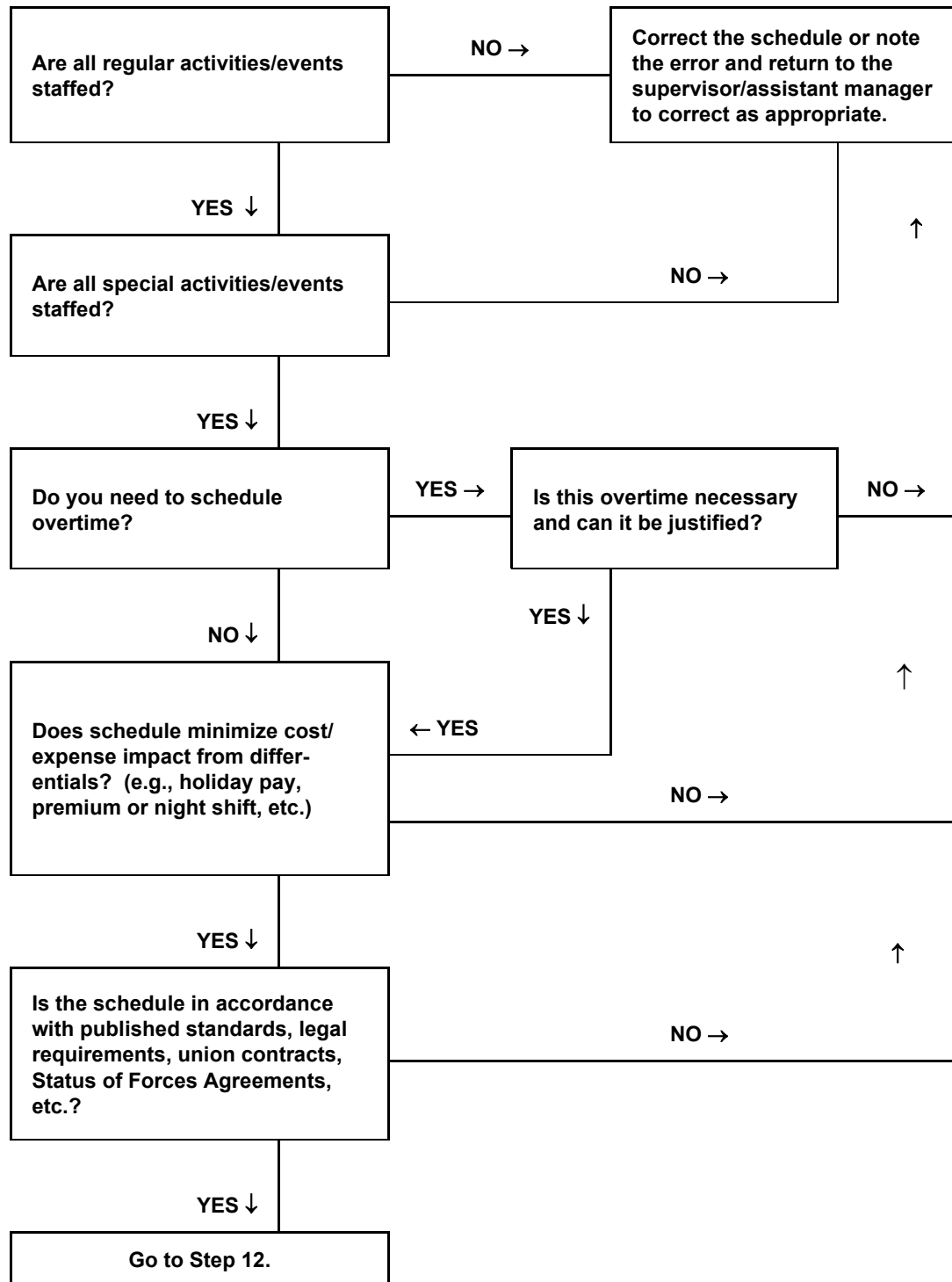
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**Step 9** If you are not using an automated scheduling/time system, extend the number of hours scheduled for each staff member to determine the projected labor cost for the period.

**Step 10** Decide on the level of accuracy/exactness you require to analyze your labor costs.

IF YOU REQUIRE:	AND:	THEN:
An estimate of your daily labor cost.  <p style="text-align: center;"><b>(GOOD)</b></p>	Most of your staff members' hourly wages are the same.	<ol style="list-style-type: none"> <li>1. Total all staff member daily hours.</li> <li>2. Multiply this total by the hourly wage average.</li> </ol>
A more accurate estimate of the daily labor cost.  <p style="text-align: center;"><b>(BETTER)</b></p>		<ol style="list-style-type: none"> <li>1. Group the staff members making approximately the same hourly wage.</li> <li>2. Total the hours within a group and multiply by an average group wage.</li> <li>3. Total the groups.</li> </ol>
The most accurate estimate of the daily labor cost.  <p style="text-align: center;"><b>(BEST)</b></p>	You have the data to determine differential wage rates which are recorded as part of the schedule.	<ol style="list-style-type: none"> <li>1. Calculate each staff member's hours and wage rates individually.</li> <li>2. Total all staff members by day and by week.</li> </ol>

**Step 11** Determine if proposed schedules meet all FFR staffing regulations and requirements.



**SUPPORT SERVICES JOB AID**

**Step 12** Compare the labor cost of the proposed schedule(s) to the budgeted labor cost for the period.

IF THE PROJECTED LABOR COST IS:	AND:	THEN:
Greater than the budgeted amount	<b>CANNOT</b> be justified	<ol style="list-style-type: none"> <li>1. Discuss the situation with your immediate supervisor.</li> <li>2. Decide whether you need to and are able to:                             <ul style="list-style-type: none"> <li>• Reduce costs through a reduction in activities/events or by other overhead reductions.</li> <li>• Generate additional revenue. (Category "C" and "B")</li> <li>• Obtain additional funding. (Category "A" and "B")</li> <li>• Reduce labor costs through different work scheduling tactics.</li> </ul> </li> <li>3. Return to Step 3.</li> </ol>
	<b>CAN</b> be justified	<ol style="list-style-type: none"> <li>1. Go to Step 13.</li> </ol>
Less than the budgeted amount	→	<ol style="list-style-type: none"> <li>1. Confirm that adequate staff has been scheduled.</li> <li>2. Return to Step 3.</li> <li>3. When scheduled staff costs are reasonable, go to Step 13.</li> </ol>
Equal to the budgeted amount.	→	<ol style="list-style-type: none"> <li>1. Go to Step 13.</li> </ol>

**NOTE:** Maintaining some reserve in your labor budget is a good management practice as long as you are not short-changing your customers or your staff.

**Step 13** Sign in the "approved by" or "authorized by" section of the schedule form.

**Step 14** Distribute the new approved schedule to:

- Your supervisors and assistant managers via hard copy, e-mail, or fax, per local practices.
- The HR and Payroll offices.
- All staff members as well as posting on your staff bulletin boards.
- Your immediate supervisor and others per local policy.

### MONITOR/MAINTAIN CURRENT WORK SCHEDULE

**Step 15** Compare the scheduled times with the actual times that the staff members are working to monitor the effectiveness of the schedule.

- Observe staff work loads and service response times during peak and off-peak hours.
- Adjust your work force "in real time" by sending people home early if the current level of business justifies this action.

<b>NOTE:</b> An automated timekeeping program can be a very effective management tool.
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**Step 16** Monitor any outside influences that might force changes to the posted schedules.

- Severe weather/environmental conditions (snow/ice events, hurricane/tornado warnings, flood, fire, etc.)
- Unanticipated ship or personnel deployments.
- Major equipment breakdowns.
- Facility and/or critical equipment maintenance.
- Facility/security breach.
- Sudden illness/injury affecting scheduled personnel.
- Activities, events, products, and/or services added/cancelled.

**Step 17** Ensure all staff members know and follow the proper procedures when they need to change their schedules for personal reasons other than accident, illness, or non-routine/emergency dependent care.

**For example, they MUST:**

- Call in at least 8-hours before their scheduled time, if possible.
- Inform a manager or supervisor, **NOT** another staff member.
- Follow local procedures such as finding their own replacement, if applicable.
- Comply with labor laws and union agreements.

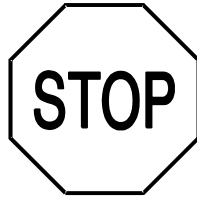
**Step 18** Whenever it becomes necessary to make adjustments to the schedule, notify all affected personnel by hard copy, phone, e-mail, or approved social media.

## REVIEW/APPROVE COMPLETED TIME CARDS

- Step 19** Verify the correctness of the time cards/automated time system and supporting documentation at the end of the payroll-reporting period.
- Confirm that the actual times that staff members punched in and out align with the scheduled times, as required by local policy.
    - Spot-check to confirm the math extensions on the time cards. (e.g., by day, shift, week, pay period, etc.)
  - Ensure staff member's signatures are on their individual time card, as required by local policy.
  - Ensure all annual and sick leave slips are approved. (Reminder, sick leave, in excess of 3-work days, must be accompanied by a physician's signed release/okay to return to work.)
  - Confirm that all excused, administrative, and/or compensatory leave was reviewed and approved.
  - Review and confirm all overtime approval documents.
  - Review and forward records of reported tips, if applicable.
  - Check all annotated work schedules as required by local policy.
  - Completion/use of local forms for changes to the work schedule, if applicable.

**Step 20** Approve the time cards by signature and forward to the payroll office for processing in accordance with your local policy, procedures, and practice.

- Attach all necessary supporting documentation in accordance with your local procedures.



***Congratulations! You've completed this task.***

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## EMPLOYEE WORK SCHEDULE

ACTIVITY (A)	<u>Snack Bar</u>	DEPARTMENT (B)				<u>Food</u>				SUPERVISOR (C)				<u>J. Smith</u>				WEEK OF (D)				<u>3-9 June</u>	
		(E)	DATE		DATE		DATE		DATE		DATE		DATE		DATE		DATE		DATE	TOTAL			
		SUNDAY	3-Jun	MONDAY	4-Jun	TUESDAY	5-Jun	WEDNESDAY	6-Jun	THURSDAY	7-Jun	FRIDAY	8-Jun	SATURDAY	9-Jun								
PROJECTED SALES	(F)	\$ 400.00		\$ 600.00		\$ 750.00		\$ 675.00		\$ 850.00		\$ 1,100.00		\$ 950.00						\$5,325.00			
PROJECTED HOURS	(G)	16		24		30		27		34		44		38						213			
EMPLOYEE NAME (H)																							
		RATE	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	NET TOTAL HOURS		
			END WORK		END WORK	(J)	END WORK	(K)	END WORK		END WORK		END WORK		END WORK		END WORK		END WORK		TOTAL DOLLARS		
Williams			10:00	3:00	10:30	3:00	10:30	8:30	0:00	0:00	10:00	8:00	10:30	7:30	9:00	6:30					34.5		
STATUS Flex NA2			13:00		13:30		19:00		0:00		18:00		18:00		15:30								
(I) Barns			0:00	0:00	10:00	8:00	10:00	8:00	10:00	8:00	10:30	3:00	9:30	8:30	9:00	4:00					37.5		
STATUS FT NA2			0:00		18:00		18:00		18:00		13:30		18:00		13:00								
Howard			9:30	4:00	10:30	3:00	15:30	6:30	15:30	6:30	0:00	0:00	15:00	7:00	15:30	6:30					31.5		
STATUS Flex NA2			13:30		13:30		22:00		22:00		0:00		22:00		22:00								
Brown			12:00	4:00	0:00	0:00	11:30	7:30	14:00	5:00	11:30	7:30	15:00	5:00	15:30	6:30					34.0		
STATUS Flex NA2			16:00		0:00		19:00		19:00		19:00		20:00		22:00								
Jones			10:00	4:00	10:30	4:00	0:00	0:00	11:30	7:30	11:00	8:00	11:30	6:30	11:00	8:00					36.0		
STATUS Flex NA2			14:00		14:30		0:00		19:00		19:00		18:00		19:00								
Hughes			0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	15:00	7:00	15:00	7:00	15:00	7:00					19.5		
STATUS Flex NA2			0:00		0:00		0:00		0:00		22:00		22:00		22:00								
Mr. X			0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00					0:00		
STATUS			0:00		0:00		0:00		0:00		0:00		0:00		0:00								
Mr. Y			0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00					0:00		
STATUS			0:00		0:00		0:00		0:00		0:00		0:00		0:00								
TOTAL SCHEDULED HOURS			15:00		18:00		30:30		27:00		33:30		41:30		38:30						193.0		
ACTUAL SALES		(O)																					
ACTUAL HOURS		(M)																		(N)			

TOTAL PROJECTED SALES \_\_\_\_\_

COST % OF THIS SCHEDULE \_\_\_\_\_

TOTAL COST \$ OF THIS SCHEDULE \$ \_\_\_\_\_

SCHEDULE AUTHORIZED BY \_\_\_\_\_

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## EMPLOYEE WORK SCHEDULE

ACTIVITY	DEPARTMENT						SUPERVISOR						WEEK OF			
	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	
	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	TOTAL								
PROJECTED SALES																
PROJECTED HOURS)																
EMPLOYEE NAME	RATE	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	BEGIN WORK	HOURS	NET TOTAL HOURS
		END WORK		END WORK		END WORK		END WORK		END WORK		END WORK		END WORK		TOTAL DOLLARS
STATUS																
STATUS																
STATUS																
STATUS																
STATUS																
STATUS																
STATUS																
STATUS																
STATUS																
TOTAL SCHEDULED HOURS																
ACTUAL SALES																
ACTUAL HOURS																

TOTAL PROJECTED SALES \_\_\_\_\_ COST % OF THIS SCHEDULE \_\_\_\_\_  
 TOTAL COST \$ OF THIS SCHEDULE \$ \_\_\_\_\_ SCHEDULE AUTHORIZED BY \_\_\_\_\_

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