

MEMORANDUM FOR: Colonel White

17 January 1954

SUBJECT : Policy Proposal from Comptroller and Personnel Director
on Compensatory Leave

1. The proposal to allow employees at their request to take compensatory leave in lieu of overtime is difficult to justify on an Agency-wide basis and yet is difficult to deny under extraordinary circumstances.

2. Pros:

a. In the probably rare circumstances where there are cyclical variations in workload to the point that employees are sometimes required to work overtime and are idle at other times, it is wasteful to pay for the overtime and deny compensatory leave when employees are idle.

b. The greatly reduced leave accruals afforded new Government employees makes it extremely difficult for new employees to accrue a reasonable backlog of leave. This is particularly significant for overseas employees who must acquire 30 calendar days of leave to qualify for home leave travel at Government expense. In some cases an individual cannot meet this requirement in a two-year tour of duty even though he takes no annual leave in the field in the two years. This is neither realistic nor desirable and doubtlessly a great deal of "basket leave" is taken to avoid impairment of "home leave" travel rights.

c. A substantial accrued leave balance gives employees a sense of security-is in fact a form of unemployment insurance. This is desirable within controlled limits.

3. Cons:

a. It is Congressional policy to reduce excessive leave accruals. The proposed policy has been technically worded to avoid conflict with this policy but would require careful detailed administration by the Agency to avoid abuse which would defeat this policy.

b. It would require detailed reporting and recording of annual and compensatory leave accruals and all leave taken. This may be expensive and burdensome.

c. There may well be a question as to the legal right to cancel accrued compensatory leave which an employee has built up in a period of one to two years, but which he has been denied the opportunity to take. Since he was originally entitled to overtime pay for such leave, there may be a question as to whether he can be denied payment if the opportunity to take the leave was subsequently denied him.

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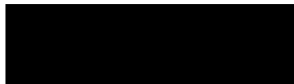
4. Recommend referral to the Assistant Director for Personnel for further study calling attention to the need to review the following:

a. The existence of widespread cycles in workload in the Agency. The existence of such conditions determines whether overtime costs would in fact be reduced and whether leave so accrued could be taken without overtime on the part of others.

b. How costly and time consuming will be the reporting, recording and administration of two types of leave?

c. Supervisors even now have a difficult time planning and scheduling annual leave. To what extent will the scheduling of compensatory leave be a prohibitive obstacle?

5. Alternatives: To authorize compensatory leave only in those isolated areas or to activities or individuals whose workload is so clearly variable to make compensatory leave a practical measure. Possibly all or most overseas operations come in this category.



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