

The Manager's Guide to Alternative Work Arrangements

The University of New Mexico
Department of Human Resources
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Introduction

There are many reasons to offer alternative work arrangements that extend beyond individual departments and even beyond UNM. Consider these benefits that have been documented in other organizations after implementing alternative work arrangements:

- Improved morale and reduced stress by giving staff more options to balance work and family demands
- Increased customer service by expanding department hours
- Decreased traffic and parking congestion, energy consumption, and air pollution
- Retention of valued staff
- Increased staff productivity
- Better planning for staff absences
- More time for personal pursuits and parental participation in schools

This guide contains information and suggestions for those interested in exploring the privilege of alternative work schedules. The suggestions offered are not the only ones possible. We encourage you to contact the Division of Human Resources with other options you would like to explore.

Guiding Principles

While it is apparent that the benefits of alternative work arrangements can extend to the individual staff member, the department, and the community, we must keep in mind that alternative work arrangements serve vital business interests as well. To be sure that the use of alternative work arrangements serves organizational as well as individual interests, we have developed some guiding principles for you to use in planning for and using these options.

Guiding Principle #1

Link alternative work arrangements to UNM's mission, goals, and objectives.

The business needs of the department and of UNM are the first consideration in any alternative work arrangement. At the same time, UNM recognizes staff health and welfare are critical to the ability to achieve our mission. A major contributor to staff wellness is maintaining balance between work and personal family responsibilities. Departments may identify positions suitable for alternative work arrangements and implement alternative work schedules in such a fashion that the work of the office is enhanced. Actions taken to implement any alternative work arrangements must be balanced with everyone's need to perform assigned job responsibilities.

Guiding Principle #2

Support managers and staff by providing information and guidance to increase the participation in alternative work arrangements.

UNM departments should incorporate guidance on alternative work arrangements in existing supervisory training. Managers and supervisors should work together with staff to explore options that meet staff and department needs. Open communication between managers and staff will increase the program's success. Supervisors should carefully consider the requests of staff before making decisions about alternative work arrangements.

Guiding Principle #3

Ensure fairness in the use of alternative work arrangements.

All staff, depending on the work requirements of the position, should be given fair and reasonable consideration in the establishment of alternative work arrangements. These options should be used to motivate staff and increase productivity.

Guiding Principle #4

Recognize managers and supervisors for effective use of alternative work arrangements.

Departments should recognize supervisors who support the use of alternative work arrangements. When recognizing a supervisor's achievement, be sure to consider whether performance positively impacted the overall mission of UNM.

Guiding Principle #5

Evaluate program effectiveness periodically.

Human Resources may use a variety of tools, including surveys, focus groups, customer service standards, and organizational performance measures, to assess the effectiveness of the program.

Constraints on Alternative Work Arrangements

One of the many advantages of working at the UNM is the quality of our work life. While numerous factors contribute to a positive working environment, a major benefit is flexibility in work schedules that allows staff to balance their work and family life. There are, however, limitations on what the University can offer staff because of the limitations found in federal law, University policy, and collective bargaining agreements. The most prominent restrictions that limit alternative work arrangements are established in federal law, specifically the Fair Labor Standards Act (FLSA).

Fair Labor Standards Act (FLSA)

The Fair Labor Standards Act (FLSA) generally categorizes staff in one of two groups, either “Exempt” or “Non-exempt.”

Exempt employees are those managerial or professional employees that are “exempt” from the overtime compensation provisions of the FLSA. Exempt employees are paid on a salaried basis. They are expected to complete the job whether 40 hours or more are required to finish the work. In the UNM payroll system, exempt employees are paid on a monthly basis.

Non-exempt employees are subject to the mandatory overtime provisions of the FLSA. Non-exempt employees are paid an hourly wage. Hourly wage employees are paid for every hour worked. In the UNM payroll system, non-exempt employees are paid bi-weekly.

The most notable provision in the FLSA is that non-exempt employees must receive overtime pay (at the rate of time-and-a-half) for all hours worked in excess of forty hours in any workweek. A special provision was added to the FLSA that allows public employers (UNM is considered a public employer under this act) to offer non-exempt employees compensatory time off in lieu of overtime pay. Under this exception, compensatory time off must be voluntary and must be accrued at the rate of time-and-a-half for every hour worked in excess of forty hours in a week.

UNM Paid Time Policy (#3300 in “Big Red”)

The requirements of the Fair Labor Standards Act (FLSA) have been incorporated into the University Business Policies and Procedures Manual (UBPPM), also known as “Big Red,” in UBP#3300, Paid Time. In this policy, supervisors are given two important guiding principles. First, supervisors are charged with establishing work schedules to meet the business needs of the University and the department. And second, supervisors are expected to establish staff schedules that correspond with actual work requirements.

Some other features of the Paid Time Policy are:

- The “traditional work schedule” is defined as Monday through Friday from 8:00 a.m. to 5:00 p.m. including one hour off for an unpaid lunch break.

- The need for non-traditional work schedules in many of the University's seven-day a week operations (such as patient care, law enforcement, libraries, etc) is recognized.
- One 15-minute rest period for each four-hour work period and a meal break are required. The meal break may be either a one-hour or a half-hour in each workday of eight or more hours. The meal break is typically unpaid. Meal break and rest periods may not be scheduled at the beginning or end of the work period. In addition, meal breaks may not be appended to a rest period.
- Alternative work arrangements are allowed. In considering alternative work arrangements, the policy reiterates the need for supervisors to consider as their primary responsibility the maintenance of the efficiency and continuity of operations. Given that responsibility, it is recognized that not all departments may be able to grant alternative work arrangements to all staff.

When implementing alternative work arrangements, the policy requires that:

- each individual work schedule must be approved in advance;
- approval is required by the dean, director, or department head; and
- if a conflict arises in determining which staff should be granted flexible work hours, seniority and staff preference should be considered.

Collective Bargaining Agreements

The University has several collective bargaining agreements such as the Communication Workers of America (CWA), the United Staff-UNM (USUNM), and the Police Officers Association (POA). The terms and conditions of employment for these staff are covered in collective bargaining agreements. Please review Collective Bargaining Agreements for specific provisions for Bargaining Unit Titles in regarding work schedules and contact your HR Consultant with any questions before making any changes.

Summary

The degree of flexibility in designing alternative work schedules for non-exempt staff is limited by the provisions of the FLSA, University policy, and collective bargaining agreements. For specific advice regarding alternative work schedules for staff in a bargaining unit, contact the Employee Relations Office. However, these restrictions should not prevent you from exploring alternatives. Some alternative work arrangements are in compliance with these regulations. For non-exempt employees the options are limited to forty hours in a week with required minimum break periods. Some examples of alternative work arrangements that are in compliance with laws and policies are provided in the Appendix.

Options for Alternative Work Arrangements

The options for alternative work arrangements fall under four general headings: flexible scheduling, compressed workweeks, telecommuting, and job sharing. Under flexible scheduling, five specific programs are described: staggered scheduling, flexible work hours, flexible lunch hours, 80-hour fortnight, and summer hours.

For each of the options described, we have provided the following information:

Definition. Each of the options listed is designed to be flexible. There is often more than one way to use an alternative work arrangement based on staff and department needs. Therefore, the definitions are general and usually consist of one or two examples. For more information about what can or cannot be done under a particular option, contact your Human Resources representative.

Advantages. This describes the benefits that may accrue to the staff person, the supervisor and/or the department if the flexible work arrangement is used. These advantages are based on UNM's expectations as well as on data from other private and public employers that have adopted similar policies.

Potential Management Concerns. Changes in work hours and scheduling bring up questions for both staff and supervisors. Here we've attempted to identify some of the more common concerns about each option and some likely trade-offs between the flexible options and traditional scheduling.

Implementation and Management Tips. These are guidelines and suggestions for supervisors to use when implementing the alternative work arrangements in the department. By following these guidelines you may minimize or avoid some of the potential drawbacks described under *Potential Management Concerns*.

Two things are important to keep in mind and apply to any alternative work arrangement the department may implement:

Managers should provide as much notice as possible of a change in work arrangements to allow all staff ample time to make adjustments to their personal schedules. Please review Collective Bargaining Agreements for specific provisions for Bargaining Unit Titles.

When implementing a change in work schedules, managers should retain discretion to modify or cancel these arrangements should they prove counterproductive to the delivery of services. Staff should be made aware of this discretion prior to implementation of the new schedule.

1. Staggered Scheduling

This option involves developing fixed, staggered daily attendance schedules for staff in a department. An example of this option would be to establish, say, three alternative 8-hour schedules (for instance 7-4, 8-5, 9-6, or 7-4, 7:30-4:30, 8-5) for staff. Each staff member would then have the option to work one of these "shifts," depending on individual needs and preferences, and would remain on this shift on a regular basis.

ADVANTAGES

- It is easier to maintain control over staffing schedules and work hours than other flextime options.
- Staff can adjust work schedules to better suit individual lifestyle, commitments, and traffic concerns.
- Staff are available for customer service over a greater number of office hours.
- Staggered scheduling can be a useful tool for recruitment and retention of staff.

POTENTIAL MANAGEMENT CONCERNS

- Staffing coverage could be disrupted at critical points in the workday because certain shifts are more popular than others.
- Schedules may not be compatible with unit operations or customer service obligations.
- Staggered scheduling may require more supervision, due to the potential for abuse of early start-times or late finish-times.
- Supervisor morale may suffer if they feel that they must be present during entire extended time periods to maintain control (although this is not required under any flextime arrangement).
- Options past 8 AM may not be attractive to staff, because of parking problems, school schedules, or related issues.
- Staggered scheduling is more complex to administer, especially for non-exempt staff.
- Potential as a recruitment tool may be marginal.

IMPLEMENTATION AND MANAGEMENT TIPS

- To ensure balanced coverage during the day, consider developing a fixed roster for each staff, using a seniority system (as defined in UNM policy). Extenuating circumstances, such as childcare needs or other personal issues may be considered in developing a roster, in consultation with other unit staff. Please review Collective Bargaining Agreements for specific provisions for Bargaining Unit Titles.
- To assist in monitoring work hours, such infrastructure aids as coded security systems or computer monitoring can be helpful. You may also want to consider establishing shift teams with team leaders to assist in maintaining the schedule.
- Clients should be consulted and briefed on changes to minimize impact on customer service expectations. Flexible scheduling options must be consistent with business requirements.

2. Flexible work hours

A variation of Option 1, this involves establishing a policy where staff are allowed to maintain a flexible work schedule around a “core” work period (say 10:00 to 3:30). During this “core” period, all staff are required to be at work to meet customer service and internal department needs. In this case, each staff member is required to work eight hours each day, but the timing of those hours is determined individually, provided s/he is at work during the “core” work period.

ADVANTAGES

- Added scheduling flexibility provides staff with more options for meeting personal and lifestyle needs, and provides staff an opportunity to be “in charge of their lives,” leading to improved morale.
- Attractiveness as a recruitment and retention tool is enhanced over staggered shifts.
- Scheduling flexibility may lead to an increase in work efficiency and less non-productive time on the job.

POTENTIAL MANAGEMENT CONCERNS

- Flexibility of hours on a day-to-day basis may create significant problems in areas where customer service is critical. Coverage at the beginning and the end of the day has to be carefully managed under a flexible scheduling arrangement.
- Staffing and scheduling can be harder to monitor and control due to lack of fixed daily schedules.
- Administration of flexible schedules may be prohibitively complex in large departments, particularly where a large number of staff is non-exempt.
- Establishment of flexible scheduling in departments where some staff are not able to participate due to business needs may lead to a perception of favoritism and resulting morale concerns.

IMPLEMENTATION AND MANAGEMENT TIPS

- This option may be available to a limited number of positions, particularly in large departments with critical customer service requirements. Not all jobs within a given department may lend themselves to flexible scheduling so flexible scheduling should be guided by the needs of the position and the department, and not necessarily the individual.
- Managers should establish clear expectations of staff and should set up processes for communication and managing by results to ensure productivity.

3. Flexible Lunch Periods

This option involves providing staff with the opportunity to establish either shortened or lengthened lunch breaks with corresponding adjustments to the start and/or the end of the standard workday. In this case, the minimum lunch break allowable would be a half- hour, in accordance with FLSA requirements, but could be extended to as much as one and a half hours. Please review Collective Bargaining Agreements for specific provisions for Bargaining Unit Titles.

ADVANTAGES

- Less complex to implement and administer than other options, since its impact on operations tends to be less drastic.
- Flexible lunch periods can be used in combination with other alternative arrangements, such as compressed workweeks, to enhance the attractiveness of these other arrangements.
- Relatively little impact on the organizational, cultural and standard department operating procedure compared to other options.
- Ensures better coverage at the beginning and end of the workday than other options.
- Allows staff the option of using the lunch period for such things as attending classes, exercising, etc.

POTENTIAL MANAGEMENT CONCERNS

- Flexible lunch periods may be susceptible to misuse, particularly reduced lunch periods where it may be hard to return within the agreed-upon time.
- Most staff will likely opt for reduced lunch hours to shorten the total hours on campus, thereby creating some potential for coverage problems at the end of the workday.
- Potential for beneficial impact on staff morale is not as dramatic as for other alternative options, and potential as a recruiting and retention tool is marginal when used alone.
- Parking could be a problem for some staff when returning to work after extended lunch hours.

IMPLEMENTATION / MANAGEMENT TIPS

- Managers must ensure that all staff take at least a 30-minute lunch break to conform to University policy and collective bargaining agreements.
- A fixed roster for lunch breaks may be considered to minimize scheduling problems and potential coverage gaps.
- A “team leader” approach may be considered to help reduce potential for misuse without requiring managers to remain on site during lunch hours.
- Clients should be consulted and briefed regarding a change to flexible lunch periods, so as to minimize the impact on customer service expectations.

4. 80-hour Fortnight

Due to FLSA overtime requirements for non-exempt employees, this option is limited. However, this is a viable and very popular alternative for exempt employees. This option involves establishing 2-week work periods with extended hours during the period and compensatory time off during the second week. For example, an exempt employee could opt for a schedule in which s/he works nine hours a day for eight days of the 2-week period, works eight hours one day, and takes a tenth day off at some point in the period. Remember, exempt employees are paid on a salaried basis. They are expected to complete the job whether 40 hours or more are required to complete the work.

ADVANTAGES

- Retains the potentially positive effects on morale and productivity of the compressed workweek, such as reduced utilization of sick leave, while reducing the potential coverage and customer service problems associated with taking a day off every week.

- Workdays would not be extended as much as for a compressed workweek, thereby reducing, but not eliminating, potential for end-of-day productivity problems.
- There is potential for use as a significant recruitment and retention tool for exempt staff.

POTENTIAL MANAGEMENT CONCERNS

- **Cannot be used for non-exempt staff without liability for overtime payment or comp-time commitments for any week in which more than 40 hours are worked.** The option is of limited value for many departments with a high proportion of non-exempt staff.
- Scheduling of days off is likely to be difficult in larger departments, due to the tendency of staff to want either Monday or Friday off. The potential for coverage and customer service gaps, and negative impact on staff morale still exists, though not as much as for the compressed week.
- As for other flextime alternatives, the potential for misuse exists and must be monitored.
- Management of schedules can be complex in larger departments.
- There could be negative impact on morale among non-exempt staff unable to participate in such a program.

IMPLEMENTATION / MANAGEMENT ISSUES

- As for other options discussed above, management should consider a fixed roster for the 80-hour fortnight to maintain capacity for administrative control, and should consult and communicate with clients to minimize impact on coverage and customer service requirements.
- Communication with staff should concentrate on non-exempts, to minimize misunderstandings about its availability. Other options should be considered to accommodate those staff not eligible for this option.

5. Compressed Work Week

This option involves establishing fixed work schedules that allow staff to take time off during a workweek in exchange for extended hours on the days worked. An example of a compressed 40-hour week would be a 10-hour day for four days of the week in return for one “flex-day” off in the week. Alternatively, a staff member may work a 9-hour day for four days and receive a half-day off one day per week in return. Please review Collective Bargaining Agreements for specific provisions for Bargaining Unit Titles.

ADVANTAGES

- An extra day off during the working week tends to be well received by the staff and can lead to improved morale.
- Scheduled days off can reduce the incidence of sick leave and other forms of leave.
- Compressed workweeks can be a significant recruitment and retention tool.
- Compressed workweeks can be used as an opportunity for cross-training and job enrichment for staff.

POTENTIAL MANAGEMENT CONCERNS

- Extended work hours can lead to decreased productivity, particularly toward the end of the day.
- Staff will typically opt for a Monday or Friday as their day off, creating the potential for coverage problems on those days, and/or creating potential for morale problems if staff perceive they are competing for the most desirable days off.
- Key staff may not be available at critical times in the working week. Customer service coverage could be compromised.
- Some staff may consider compressed weeks unattractive due to the increased impact on annual leave accruals when leave is taken.
- Compressed workweeks are more complex to administer, particularly where time sheets are involved, and must be well managed in order to minimize potential for staff misuse.

IMPLEMENTATION AND MANAGEMENT TIPS

- Managers should consider establishing fixed, pre-determined work rosters when setting up a compressed-week program, so days of absence are known in advance and can be managed to meet work and/or customer service commitments.
- Affected clients should be briefed regarding the change and accommodations worked out to minimize disruption of service.
- Methods of allocating days off should be fair and equitable, based on pre-established criteria. Some viable options for prioritizing could be allocation according to seniority, length of service in the department, first-come-first-served, based on need, or case-by-case business needs and concerns. Consideration could also be given to implementing rotating schedules for days off. Another option may be a lottery method for allocating days off. Please review Collective Bargaining Agreements for specific provisions for Bargaining Unit Titles and contact your HR Consultant with specific questions.

6. Telecommuting

This is an ambitious option and may have limited application, depending on department operational requirements. However, some departments on campus are already using this alternative successfully and are considering expanding its use. This option involves allowing staff to work from home on job-related tasks on specified days of the workweek. For instance, coming to work four days in the week and telecommuting on one specified day.

ADVANTAGES

- Telecommuting allows staff time away from the office environment where they may have greater focus and ability to complete certain projects and assignments.
- Telecommuting may improve the quality of the work environment for those in the office by reducing workplace overcrowding.
- There is potential for extended employment opportunities for people with disabilities, including staff who have partially recovered from an injury and can do the job from home.
- Potential exists to expand recruitment options and promote diversity by expanding the geographic recruitment pool.
- There would be decreased use of motor vehicles and time spent traveling to and from work.
- Significant potential exists for use as a recruitment and retention tool.

POTENTIAL MANAGEMENT CONCERNS

- The infrastructure supports needed for telecommuting are potentially inadequate, including lack of access, phone lines, home office space, and/or equipment.
- Computer network congestion could also result in significant downtime.
- Management concerns over control of the work are higher than in other alternative work arrangements.
- Many jobs on campus will not lend themselves to this option since they require staff presence at the workplace to be effective.

IMPLEMENTATION / MANAGEMENT TIPS

- Management by results becomes critical to the accomplishment of goals and duties. Therefore, clear work objectives and guidelines must be established.
- Telecommuting is a management option rather than a staff benefit and does not change the terms and conditions of employment.
- Staff participation is voluntary and subject to management approval.
- Staff who telecommute (other than for short periods) should sign a written agreement with the department clarifying expectations.
- Canceling the work arrangement is up to either the staff member or the manager, with reasonable notice.
- Telecommuting should not adversely affect the performance of the staff member who is telecommuting or that of coworkers.
- Supervisors should monitor and verify time and attendance.
- Staff must have a safe and adequate place to work off-site that is free from interruptions and that provides the necessary level of security and protection for University property, if applicable. Staff must follow established procedures for checking out University equipment and supplies. Management must implement a form of controls to insure proper use of equipment and supplies.
- If the University places University-owned computers and telecommunications equipment in staff homes or at other alternative work sites, the University retains ownership and control of hardware, software, and data. Such equipment is for official use only, and its repair and maintenance are the responsibility of the department.
- Staff may not use work time for providing dependent care or any purpose other than official duties.

7. Reducing FTE / Job Sharing

In some cases it may be feasible for staff to reduce their FTE and work a reduced-hour shift. For example, a staff member may opt to reduce FTE from 1.0 to .75 and work from 9 to 4, or 8 to 3. As an extension of this option, it may be possible to readjust the work arrangements of two or more staff to become a job-sharing relationship, in which part-time staff share the duties and responsibilities of one FTE over an 8-hour day or a 40-hr week.

ADVANTAGES

- This may give managers an opportunity to review their organizational structure and work requirements and to possibly increase organizational efficiency.

- Complementary skills of two or more staff sharing a job may make the whole greater than the sum of its parts.
- Reduces the number of staff traveling to and from work at peak traffic times.
- May give staff opportunities to work non-standard hours to accommodate lifestyle issues and personal needs.

POTENTIAL MANAGEMENT CONCERNS

- A limited number of staff may be interested in reducing work hours, since reduced hours also mean reduced salary and benefits.
- Benefits to the University are limited unless there is an overall reduction of FTE in the work unit.
- There could be significant continuity, customer service, and/or coverage problems associated with differing skill levels and job focus between job sharing partners.
- Potential exists for interpersonal conflict between job sharing partners, resulting in reduced overall job effectiveness.
- There may be physical limitations to the accommodation of job-sharing, particularly where a shared workstation would cause difficulties.

IMPLEMENTATION / MANAGEMENT TIPS

- Staff opting for reduced FTE should be counseled regarding the impact of such a move on salaries and benefits, and they should read and sign documentation regarding their understanding of the implications of reducing FTE.
- The reduced FTE option should always be voluntary on the part of the staff member, unless there are budget or funding reasons for such a reduction.
- Job sharing should be implemented with the understanding that it may be difficult and complex to modify. The likelihood that staff members' needs may change over time should be taken into consideration when implementing such a program, since any change may affect another staff member if the arrangement is modified or cancelled.

Responsibilities

As you can see, there are numerous alternative work arrangements that allow for some use of flexible scheduling, compressed workweeks, or telecommuting. These arrangements all depend upon directors, managers, staff, and the Division of Human Resources taking responsibility for their success. The responsibilities of these stakeholder groups are outlined below.

Division of Human Resources responsibilities include:

- Providing information for managers, supervisors, and staff
- Providing University-wide guidance to departments regarding alternative work arrangements
- Establishing and maintaining a clearinghouse to disseminate general information regarding alternative work arrangements
- Gathering and publishing information on the effectiveness of programs; publicizing success stories
- Providing feedback and suggestions with University-wide applicability to the Executive Cabinet
- Obtaining input from staff

Department Heads, Deans and Directors considering alternative work arrangements should:

- Ensure that the program supports UNM's mission, goals, and objectives
- Help identify appropriate alternative work arrangements in cooperation with their staff
- Ensure equity and consistency in the use of alternative work arrangements
- Ensure dissemination of information to staff about alternative work arrangements
- Allocate resources as needed
- Encourage flexibility at the first-line supervisory level consistent with the mission of UNM
- Encourage recognition for managers and supervisors who provide opportunities for alternative work arrangements and maintain an effective unit
- Provide feedback on ways to improve the UNM program

Supervisors and Managers should:

- Ensure that the program supports UNM's mission, goals, and objectives
- Remain current on all programs offered at UNM
- Ensure equity and consistency in the use of alternative work arrangements
- Obtain input from staff
- Ensure information is disseminated to staff about alternative work arrangements
- Promote use of alternative work arrangements
- Seek guidance from and forward suggestions to Human Resources
- Provide feedback on ways to improve the UNM program

Staff should:

- Help to identify appropriate alternative work arrangements in cooperation with their supervisors
- Work with their supervisors and co-workers to meet UNM's mission while using alternative work arrangements
- Contact Human Resources to obtain information regarding the UNM program
- Inform their supervisors when a conflict occurs or may occur
- Provide feedback on ways to improve the UNM program

Frequently Asked Questions

1. What are the potential concerns of alternative work arrangements for UNM?

The major concern may be ensuring adequate coverage in a department. While extended hours will help provide service over a longer day, the depth of coverage may be reduced. Having staff absent one day per week or per fortnight can make scheduling meetings difficult or result in a supervisor having only a skeleton staff at certain times. Also, there may be periods when the supervisor is not present. However, these concerns may be addressed by appropriate scheduling and managerial control. Further, the supervisor's absence may provide an excellent opportunity for staff to gain experience as lead workers or team leaders.

2. Are controls available to minimize the concerns?

Yes. The general guiding principle is that while supervisors will approve staff scheduling requests to the extent possible, they retain the right to limit the degree of personal choice available when necessary to meet the office's operating needs. However, it is incumbent upon supervisors to exercise good management practices and good planning in office scheduling.

3. May the supervisor change a staff member's work schedule?

Yes. Supervisors may change work schedules from a traditional to an alternative work schedule. They may also modify or terminate staff participation in alternative work arrangements to meet department needs. Some situations that might compel a supervisor to take such action are: special projects requiring a "team" to work on the same schedule, travel, training, and long-term leave of another staff member. If supervisors need to take such action, the staff member should be given as much advance notice as possible.

4. Are staff guaranteed approval for an alternative work schedule?

No. The supervisor must be able to manage workload requirements and provide for sufficient coverage during the department's official hours before granting an alternative work schedule request.

5. Can alternative work arrangements be changed?

Yes. Depending on the needs of the staff and the organization, schedules may be changed at any time, with reasonable notice (recommended length of notice is three weeks). It is important for the supervisor, however, to manage workload requirements and provide for sufficient office coverage. If staff know in advance that they will have a need to report a bit later or leave a bit earlier on a particular day, they may request to modify the arrival time for that particular day (or other period of time). Such requests should be treated in the same manner as a request for leave.

6. How is leave charged?

Staff may request and use leave as usual. Leave is charged based upon the number of hours of leave used, as judged by the staff member's schedule. If a staff member uses a whole day of leave on a day that is regularly scheduled as a 9-hour day, then 9 hours of leave are charged. If the staff member uses a whole day of leave on an 8-hour day, only 8 hours of leave are charged.

7. What is done when staff travel or attend training?

Most periods of travel or training are of short duration and can be accommodated without changing the alternative schedule. If the travel or training will conflict with the staff member's scheduled non-work day, the schedule can be altered to change the non-work day for that pay period. If the travel or training will be five days per week for an extended period of time, the staff member may have to return to an 8-hour day schedule for the duration of the travel or training.

Appendix

**SUGGESTED ALTERNATIVE WORK SCHEDULES
FOR NON-EXEMPT EMPLOYEES**

Five Day Options

Eight hours per day for five days (8 X 5)
includes one hour lunch

7:00 AM to 4:00 PM
7:30 AM to 4:30 PM
8:30 AM to 5:30 PM
9:00 AM to 6:00 PM

Eight hours per day for five days (8 X 5)
includes ½ hour lunch

7:00 AM to 3:30 PM
7:30 AM to 4:00 PM
8:30 AM to 5:00 PM
9:00 AM to 5:30 PM

Four Day Options

Ten hour days for four days (10 X 4) with one hour lunch

7:00 AM 6:00 PM
7:30 AM 6:30 PM
8:00 AM 7:00 PM
8:30 AM 7:30 PM

Ten hour days for four days (10 X 4) with half hour lunch

7:00 AM 5:30 PM
7:30 AM 6:00 PM
8:00 AM 6:30 PM
8:30 AM 7:00 PM

Nine hour days for four days plus one four hour day (9 X 4 + 4) with one hour lunch

7:00 AM to 5:00 PM plus a 7:00 AM to 11:00 AM shift one day per week
7:30 AM to 5:30 PM plus a 7:30 AM to 11:30 AM shift one day per week
8:00 AM to 6:00 PM plus an 8:00 AM to 12:00 PM shift one day per week
8:30 AM to 6:30 PM plus an 8:30 AM to 12:30 PM shift one day per week

Nine hour days for four days plus one four hour day (9 X 4 + 4) with half hour lunch

7:00 AM to 4:30 PM plus a 7:00 AM to 11:00 AM shift one day per week
7:30 AM to 5:00 PM plus a 7:30 AM to 11:30 AM shift one day per week
8:00 AM to 5:30 PM plus an 8:00 AM to 12:00 PM shift one day per week
8:30 AM to 6:00 PM plus an 8:30 AM to 12:30 PM shift one day per week