

# Flexible Schedules Guide and Policy Templates

## Flexible Schedules Guide and Policy Templates

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This document provides guidelines, definition of terms, and then follows a set of policy and procedure statements that can be applied to the following alternative work arrangement programs: Flextime, Compressed Work Weeks, and Staggered Hours.

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### flextime

- + Flextime gives employees the option of changing starting and ending times on a periodic, open-season basis as determined by management.

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### compressed work weeks

- + A compressed work week is defined as a work week schedule which permits employees to finish their usual number of working hours in fewer days per pay period.

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### staggered hours

- + A staggered hours program staggers the employer's starting and ending times by 15 minutes to 2 hours.



## Flextime Policy Template

### Definition of Terms

- Bandwidth – the time during which employees may be on the job.
- Communication – the requirements of participants to inform their supervisor, and others who might be affected, of intended change to personal work schedule.
- Contracted Hours – the total number of hours which must be accounted for during the pay period.
- Conventional Workday – see Standard Service Day.
- Core Time – the time when all employees are required to be on the job, unless specifically excused.
- Lunch Break – the time an employee is off the job during the mid-day flex period.
- Maximum Daily Hours – the total number of hours that may be worked during any week, without requiring supervisor approval and overtime pay (non-exempt).
- Normal Service Coverage – the designated level of manning functions which must be maintained to assure normal service during the standard service day.
- Pay period – time period over which contracted hours can be accumulated.
- Prime Responsibility – the assumption of responsibility for coverage by an individual employee as part of the shared total responsibility of the work unit.
- Standard Service Day – the time during which normal service and functional operations must be available.

### Operating Guidelines

#### *Employer/Department Responsibilities*

- The department may cancel the program at any time and revert to the conventional 5-day 40-hours schedule.
- Those who abuse the policy will be removed from the program and scheduled to work a conventional 8 a.m. to 5 p.m. schedule. After 30 days, the employee may be reinstated to the alternative work arrangement program pending supervisor approval. It is the responsibility of each supervisor to assure that policy and operating guidelines are understood and are being met within the work unit. Supervisors are also responsible to see that exceptions to the normal work week are recorded as they occur.
- Before the program begins within any department, the Human Resources Department will provide an in-depth orientation to department management, its supervisors, and its employees.

GCO/Georgia Commute Options is not engaged in rendering legal advice and provides these forms free of charge solely to assist businesses exploring flexible work arrangements with their employees. By using these materials, the recipient (1) acknowledges and agrees that GCO/Georgia Commute Options makes no representations regarding the sufficiency (legal or otherwise) of these materials in any particular jurisdiction or for any particular business purpose, and (2) voluntarily and knowingly assumes all risks associated with their use."

- This orientation will include: a review of the company's Commute Options Program (which assesses employee commute behavior and proposes more efficient transportation modes), what the company hopes to accomplish through an alternative work arrangement program, definitions of alternative work arrangement concepts, the enrollment process, time reporting, and answers to any questions an employee may have.
- Supervisors, in cooperation with employees in their work unit, define operating requirements to assure achievements of the unit's functional objectives.
- Supervisors must identify critical functions and tasks and associated coverage requirements or schedules for completion.

### ***Employee Responsibilities***

- Employees must assume responsibility for the required coverage and plan and organize their time to meet the requirements of the guidelines.
- Employees must participate in the resolution of conflicts between job and personal time requirements.
- Any work unit that cannot reach an agreement for scheduling coverage will be required to work 8 a.m. to 5 p.m. until an adequate schedule is determined by unit employees and approved by the supervisor.
- Exceptions to the normal workday or week will be cleared with the supervisors as events occur. Leave, compensation time or overtime, will be accompanied by the normal request authorization and request forms.
- Time reports will be processed in accordance with present procedures.

### ***Eligibility***

- Eligibility of the program is determined by department/management.
- Every employee working within the selected departments in the alternative work arrangement program is eligible to participate.
- Although every employee is eligible and encouraged to participate in the program, it is understood that, because of operational needs of the department, this may not be possible.
- Department management has the right to determine which employees will participate in the program and to make changes to the alternative work arrangement schedule as required.
- Compelling hardship reasons for not participating in the program requires advanced approval from department/management.
- Preference in selecting flextime and ending time will be given to employees with ridesharing arrangements, day-care situations, or health concerns.

### **Definition of Program**

- Flextime gives employees the option of changing starting and ending times on a periodic, open-season basis as determined by management.
- Flextime is defined as designated hours during the workday when employees' presence at the worksite is left up to their own discretion, given that job and total time requirements are met.
- A flextime program involves employees as well as supervisors in a dynamic process of time planning and organization.

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## Program Operating Guidelines

### *Employer/Department Responsibilities*

- Those full-time employees choosing to participate in the flextime program will work 5 days a week 8 hours per day. No carry over of hours from day to day is permitted.
- The employer designates operating hours, and employees can flex their arrival and departure time within a two- or three-hour timeframe (e.g., 7-9 AM and 4-7 PM) as long as they work eight hours per day.
- The most liberal form of flextime is when employees can on a daily basis change their arrival and departure time accordingly.
- Another option would be to have strict boundaries, thus allowing employees to select a fixed time for arriving and departing work.
- A rescheduled starting and stopping time will be chosen by each employee from within the established time bands. The employee adheres to the chosen schedule until the periodic opportunity to change arises. No day-to-day flexibility in arrival and departure time is permitted.
  1. For the first two weeks on flextime, an employee may adjust their chosen schedule at will, with at least one workday advance notice to the supervisor.
  2. After the two-week trial period, an employee's work hour schedule will remain unchanged for a period of six months, unless specific permission is granted by the supervisor.
- A minimum lunch break of 30 minutes must be taken. An employee who starts work at 7 a.m. must take a one-hour lunch, since departure is not permitted before 4 p.m.
- The policy does not change what has been in effect in the past. Employees are expected to arrive on time and be ready to work. The difference is that, with flextime, employees may determine their own work hours within the framework established by management.

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## Sample Agreement for Flextime

I, (please print) \_\_\_\_\_ have received, read, and understand the above and agree to participate in flextime.

Start date flextime: \_\_\_\_\_

Option 1.

Agreed upon flextime schedule: \_\_\_\_\_ to \_\_\_\_\_

Option 2.

Flextime schedule is allowed. Employees must work an 8-hour day. The employer's operating schedule is from:

\_\_\_\_\_ to \_\_\_\_\_.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Manager Signature

\_\_\_\_\_  
Date

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## Compressed Work Week Program Policy Template

### Definition of Terms

- Bandwidth – the time during which employees may be on the job.

- Communication – the requirements of participants to inform their supervisor, and others who might be affected, of intended change to personal work schedule.
- Contracted Hours – the total number of hours which must be accounted for during the pay period.
- Conventional Workday – see Standard Service Day.
- Core Time – the time when all employees are required to be on the job, unless specifically excused.
- Lunch Break – the time an employee is off the job during the mid-day flex period.
- Maximum Daily Hours – the total number of hours that may be worked during any week, without requiring supervisor approval and overtime pay (non-exempt).
- Normal Service Coverage – the designated level of manning functions which must be maintained to assure normal service during the standard service day.
- Pay period – time period over which contracted hours can be accumulated.
- Prime Responsibility – the assumption of responsibility for coverage by an individual employee as part of the shared total responsibility of the work unit.
- Standard Service Day – the time during which normal service and functional operations must be available.

## Operating Guidelines

### ***Employer/Department Responsibilities***

- The department may cancel the program at any time and revert to the conventional 5-day 40-hours schedule.
- Those who abuse the policy will be removed from the program and scheduled to work a conventional 8 a.m. to 5 p.m. schedule. After 30 days, the employee may be reinstated to the alternative work arrangement program pending supervisor approval. It is the responsibility of each supervisor to assure that policy and operating guidelines are understood and are being met within the work unit. Supervisors are also responsible to see that exceptions to the normal work week are recorded as they occur.

### ***Employee Responsibilities***

- Employees must assume responsibility for the required coverage and plan and organize their time to meet the requirements of the guidelines.
- Employees must participate in the resolution of conflicts between job and personal time requirements.
- Any work unit that cannot reach an agreement for scheduling coverage will be required to work 8 a.m. to 5 p.m. until an adequate schedule is determined by unit employees and approved by the supervisor.
- Exceptions to the normal workday or week will be cleared with the supervisors as events occur. Leave, compensation time or overtime, will be accompanied by the normal request authorization and request forms.
- Time reports will be processed in accordance with present procedures.

### ***Eligibility***

- Eligibility of the program is determined by department/management.
- Every employee working within the selected departments in the alternative work arrangement program is eligible to participate.

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- Although every employee is eligible and encouraged to participate in the program, it is understood that, because of operational needs of the department, this may not be possible.
- Department management has the right to determine which employees will participate in the program and to make changes to the alternative work arrangement schedule as required.

- Compelling hardship reasons for not participating in the program requires advanced approval from department/management.
- Preference in selecting flextime and ending time will be given to employees with ridesharing arrangements, day-care situations, or health concerns.

### **Definition of Program**

- A compressed work week is defined as a work week schedule which permits employees to finish their usual number of working hours in fewer days per pay period.
- Under the 4/40 schedule, employees work their usual number of weekly hours in 4 days and are off on the 5<sup>th</sup> day.
- Employees on a 9/80 schedule work their usual number of hours in a two-week pay period in 9 days rather than 10.

The proposal allows equitable distribution of scheduled days off. It addresses the need for maintenance of the high level of communication necessary to ensure continuation of a consistent and aggressive enforcement program.

### **Program Operating Guidelines**

#### ***Employer/Department Responsibilities***

- Before the program begins within any department, the Human Resources Department will provide an in-depth orientation to department management, its supervisors, and its employees.
- This orientation will include: a review of the company's Commute Solutions Program (which assesses employee commute behavior and proposes more efficient transportation modes), what the company hopes to accomplish through a compressed work week program, definitions of work arrangement concepts, the enrollment process, time reporting, and answers to any questions an employee may have.
- Supervisors, in cooperation with employees in their work unit, define operating requirements to assure achievements of the unit's functional objectives.
- It is the responsibility of each supervisor to assure that policy and operating guidelines are understood and are being met within the work unit. Supervisors are also responsible to see that exceptions to the normal work week are recorded as they occur.
- Supervisors must identify critical functions and tasks and associated coverage requirements or schedules for completion.
- Supervisors should review the compressed work week agreement on an annual basis with employees.
- Operational Needs of the Organization – due to the nature of the operation, certain core periods must have coverage. Management reserves the right to prescribe schedules for certain operations in order to assure this coverage.

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- Employee Hardship – because we are asking that a major change in work schedules be rapidly implemented, we recognize that not everyone can immediately conform. Employees may have child or other family member care problems for which alternative arrangements might not be easily made. Medical problems, school commitments, or other unforeseen hardships may occur which create the need for a temporary delay in implementing the new work schedule or create the need for a particular day off.

- Rideshare – the needs of the vanpool or carpool will be another consideration in the selections of days off. Additionally, carpoolers will be given workday preference over non-carpoolers.
- Employee Preference – employees will be asked their preferences in selecting days off. Whenever possible, these will be granted.
- All staff will be available one day per week for meetings, which currently provide the foundation for policy briefing and standardization of activities.

### ***Allocation of Hours and Time Off***

- Overtime, if required, will normally be scheduled on employee's day off.
- Holidays represent 8 hours of leave with pay. Any employee working a 9 or 10-hour day will need to use vacation time to make up the difference. If the holiday falls on an employee's regular 4/40 or 9/80 day off, the eight hours will be credited as additional vacation time.
- Time Reporting for Holiday Pay – if a holiday falls within a biweekly pay period, then working employees shall be given leave with pay for each holiday occurring within the biweekly pay period. Leave is calculated at the rate of one-tenth (1/10) of an hour for each hour compensated during the biweekly work period in which the holiday or holidays occur, not to exceed eight (8) hours of leave with pay for each holiday.

For example, employees on a 4/40 work schedule will charge 8 hours holiday and 2 hours vacation for each holiday that occurs on a 10-hour workday. For employees on a 9/80 work schedule, when a holiday falls on a 9-hour day, 8 holiday hours and 1 vacation hour shall be charged.

- Any employee whose regularly scheduled day off falls on a paid assigned holiday shall be credited with vacation leave hours equivalent to one-tenth of an hour for each hour compensated during the biweekly work period not to exceed eight (8) hours of vacation leave for each holiday. For example, when a holiday falls on the day off of employees on a 4/40 work schedule or on a 9/80 work schedule, they will receive 8 hours credited to their vacation bank.
- Accounting for Vacation Days – for each full vacation day taken during the compressed work week program, employees will be charged 10 hours on the 4/40 or approximately 9 hours on the 9/80 work schedule.
- Work on Holidays – regular full-time and part-time employees who are required to work on a paid assigned holiday, and are eligible for overtime, shall be paid one and one-half times their regular rate of pay for hours actually worked, in addition to receiving straight time payment for said holiday. For example, employees on a 4/40 work schedule who work 10 hours on a holiday will earn 10 hours of pay at time and a half plus 8 hours of straight time. Employees on a 9/80 work schedule who work 9 hours will earn 9 hours at time and a half plus 8 hours straight time.

### ***Caveats and Payroll***

- Compliance with the Federal Labor Standards Act (FLSA) is required. Employees should not work more than a 40-hour week, and for non-exempt employees, overtime will need to be allowed if applicable. Under a 4/40 schedule, this can easily be accomplished. Under a 9/80 schedule, changes need to be made to time-keeping and payroll. Employees will need permission before they can work overtime. Overtime can be completed on the day off.

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## **Sample Agreement for a Compressed Work Week Program**

I, (please print) \_\_\_\_\_ have received, read, and understand the above and agree to participate in a compressed work week 4/10 (Four-day work week) or 9/80.



Start date for 4/10 or 9/80 schedule: \_\_\_\_\_

Agreed upon schedule: \_\_\_\_\_ to \_\_\_\_\_

Agreed upon day off each week: \_\_\_\_\_

Agreed upon schedule when holiday/vacation occurs: \_\_\_\_\_

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Manager Signature

\_\_\_\_\_  
Date

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## Staggered Hours Policy Template

### Definition of Terms

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- Conventional Workday – see Standard Service Day.
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- Standard Service Day – the time during which normal service and functional operations must be available.

## Operating Guidelines


### ***Employer/Department Responsibilities***

- The department may cancel the program at any time and revert to the conventional 5-day 40-hours schedule.
- Those who abuse the policy will be removed from the program and scheduled to work a conventional 8 a.m. to 5 p.m. schedule. After 30 days, the employee may be reinstated to the alternative work arrangement program pending supervisor approval. It is the responsibility of each supervisor to assure that policy and operating guidelines are understood and are being met within the work unit. Supervisors are also responsible to see that exceptions to the normal work week are recorded as they occur.
- Before the program begins within any department, the Human Resources Department will provide an in-depth orientation to department management, its supervisors, and its employees.
- This orientation will include: a review of the company's Commute Options Program (which assesses employee commute behavior and proposes more efficient transportation modes), what the company hopes to accomplish through an alternative work arrangement program, definitions of alternative work arrangement concepts, the enrollment process, time reporting, and answers to any questions an employee may have.
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### ***Employee Responsibilities***

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- Exceptions to the normal workday or week will be cleared with the supervisors as events occur. Leave, compensation time or overtime, will be accompanied by the normal request authorization and request forms.
  - Time reports will be processed in accordance with present procedures.

### ***Eligibility***

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- Although every employee is eligible and encouraged to participate in the program, it is understood that, because of operational needs of the department, this may not be possible.
- Department management has the right to determine which employees will participate in the program and to make changes to the alternative work arrangement schedule as required.
- Compelling hardship reasons for not participating in the program requires advanced approval from department/management.
- Preference in selecting flextime and ending time will be given to employees with ridesharing arrangements, day-care situations, or health concerns.

### Definition of Program

- A staggered hours program staggers the employer's starting and ending times by 15 minutes to 2 hours.

### Program Operating Guidelines

- Management will determine the available arrival and departure time options to most effectively achieve the objectives of the staggered hour program.
- Employees will be asked of their preferences from the offered arrival and departure times. Whenever possible, these will be granted.
- Employees will continue to work the same number of hours each day as they worked before the program began.
- Rideshare – carpoolers and vanpoolers will be given preference in the selection of available time slots.

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