I. POLICY

This policy establishes the guidelines for allowing employees and supervisors to participate in a flextime arrangement. This policy does not create a flexplace policy or allow for regularly scheduled or ongoing arrangements for employees to telecommute or otherwise work from home.

II. PURPOSE

Flextime is a way to redesign or restructure traditional work schedules so the employee works daily hours different from regular office hours or works a full schedule in fewer days. Employers can use this option to accommodate the changing workforce and business needs. Employees can use innovative scheduling to fulfill a variety of personal needs, including family responsibilities, routine health appointments, educational activities, and volunteer and wellness activities. This type of scheduling is flexible enough to be used on an ongoing or as-needed basis. For example, the employee may take two hours to attend parent-teacher conferences and then make up the time during the same workweek. Flextime allows an employee to manage personal and work activities without lost work time.

III. DEFINITIONS

A. Flextime: Schedule where the employee works something other than the regularly core business hours of the institution, i.e. 8:00 a.m.-5:00 p.m. Monday –Friday. Generally the workday may begin anytime between 7:00 a.m. and 9:00 a.m. and must contain at least a 30 minute meal/break period.

B. Work Day: The regularly established work day is 8:00 a.m.-5:00 p.m. during the academic year and 7:30 a.m.-4:30 p.m. during summer.

C. Work Week: ASC has an established work week that begins at 12:01 a.m. Saturday and ends at 12:00 Midnight on Friday.

V. PROCEDURES

Flextime requires planning. The more carefully planned, the more likely all involved will see the benefits and the better the chances for success. Employee involvement in the planning, implementation, and evaluation is strongly encouraged as it can lead to better business decisions for the work unit.

A. Develop a plan. Consider all aspects and potential impacts on the work unit. Create a plan that outlines the specific arrangement for the work unit. What is gained by using flextime? Define the objectives and the benefits or impact to the work unit, manager, employee, co-workers, and customers. Examine the work culture, nature of business, and operational needs for the work unit to determine if flextime is feasible, e.g., level of trust, level of management support, nature of services and jobs, amount of “face time” required as opposed to results, other flexible practices already in place. How will processes be used to document hours worked and results achieved? What about accessibility in case of a business emergency or when the employee needs to be physically present? Consider the appropriateness of flextime for the jobholder, e.g., performance record, level of independence, demonstrated self-discipline and motivation, desire or ability to work longer days.

B. Develop selection criteria. The manager determines what factors to consider when making decisions on requests but primary is always operational needs in relation to job assignments and then the jobholders. These factors should be worked out ahead of time and be part of the written plan.
a. Establish criteria for approving requests. Some ideas include possible benefits to the organization, potential drawbacks, requests by others in the work unit, duties of the job and if they can be effectively performed with the new schedule, the level of staffing and supervision needed at various times, the level of service that would be provided to customers, the schedules of other employees outside the work unit with whom the job must coordinate, etc.

b. Establish a way to break ties for requests. Some ideas include performance, seniority, draw lots, or rotation.

c. Establish sanctions for abuse. Under what circumstances will the schedule be terminated? Examples of abuse include inaccurate time sheets or a continuing decrease in productivity that indicates an employee is not working during flexible hours. Remember, even in cases where there is no abuse, the arrangement may be discontinued at any time.

C. Submit a written request. The employee submits a written request to the manager detailing the specific schedule desired. It should be submitted well in advance of the desired start date for the new schedule. The employee should be prepared to discuss the details of the request and participate in resolving any issues.

D. Communicate and decide. The key to success is mutual trust and respect. The employee and manager should meet to discuss any concerns, jointly resolve differences, and reach an understanding on the terms of the arrangement.

E. Document. It is advisable to document the specific arrangement. Remember that flextime is a privilege, not a right, and may need to be modified for business reasons. Both should remain flexible because both have an interest in making the arrangement work. Both are also accountable for responsible use of flextime.

F. Deliver signed flextime Agreement to Human Resources and keep copies for employee and supervisor.
Guide to Supervisors Regarding Flextime

What is flextime?
Flextime is a way to redesign or restructure traditional work schedules so the employee works daily hours different from regular office hours or works a full schedule in fewer days. Employers can use this option to accommodate the changing workforce and business needs. Employees can use innovative scheduling to fulfill a variety of personal needs, including family responsibilities, routine health appointments, educational activities, and volunteer and wellness activities. This type of scheduling is flexible enough to be used on an ongoing or as-needed basis. For example, the employee may take two hours to attend parent-teacher conferences and then make up the time during the same workweek. Flextime allows an employee to manage personal and work activities without lost work time.

Flextime Options
The most common form of flextime is a fixed schedule where the employee works the same set hours each day but it varies from the regular core business hours of the office, e.g., 7:30 a.m. to 4:30 p.m. in an office that is normally open from 8:00 a.m. to 5:00 p.m. Other flextime options include the following.

- Daily Flex-schedule -- a flexible schedule where the employee is free to set his/her own work hours within limits established by management.
- Compressed workweek -- a flexible schedule where a full workweek is completed in fewer than five days by increasing the number of hours worked per day. The more common examples are the four-day (10 hours per day) or three-day (12 hours per day) workweeks.
- 5 x 4 workweek -- a flexible schedule where four days are worked in one week and five in the next for a total of 80 hours. There are variations on this type of schedule. The key is working 80 hours over a two-week period. This arrangement may require the redefinition of a workweek for employees who are eligible for overtime (two 40-hour weeks).

Is flextime allowed by the state personnel system?
Several Executive Orders endorse flextime as an appropriate and beneficial employment practice and urge managers to use the concept as business needs permit. An Executive Order also establishes the state's employer policy on work-related family issues. This policy promotes flexibility and innovation in job design and work hours. Managers are expected to make every reasonable effort to deal with work-life issues equitably, flexibly, and compassionately without adversely affecting the mission of the agency. By increasing awareness and use, the state can maximize the benefits from these creative, flexible arrangements.

Who is eligible?
Any employee is eligible; however, not every job lends itself to flextime. It will depend on the nature of the job and the business needs of the work unit. Flextime is voluntary. Only the employee with an identified, documented performance problem should not be offered this option. Also, the manager may exclude an employee whose presence is critical during standard work hours, e.g., assembly line operations or small offices where no alternate coverage is available. Because of the requirement to pay overtime to employees in overtime-eligible jobs, flextime schedules for these employees should be developed carefully. Flextime is not a right but a business arrangement. No employee is entitled to flextime and approval of the arrangement is the sole discretion of the employer.

What are the drawbacks of flextime?
- It takes planning and adjustment to set up flextime initially. Thought must be given to supervisory arrangements, adequate staffing, communication, and coordination and completion of work assignments and performance management.
- The nature of business and characteristics of a job or employee may not be appropriate for flextime.
- Without clear and adequate communication, there is a possibility that flextime may come to be viewed as an entitlement.

How is a flextime schedule created?
Flextime requires planning. The more carefully planned, the more likely all involved will see the benefits and the better the chances for success. Employee involvement in the planning, implementation, and evaluation is strongly encouraged as it can lead to better business decisions for the work unit.

G. Develop a plan. Consider all aspects and potential impacts on the work unit. Create a plan that outlines the specific arrangement for the work unit. What is gained by using flextime? Define the objectives and the benefits or impact to the work unit, manager, employee, co-workers, and customers. Examine the work culture, nature of business, and operational needs for the work unit to determine if flextime is feasible, e.g., level of trust, level of management support, nature of services and jobs, amount of “face time” required as opposed to results, other flexible practices already in place. How will processes be used to document hours
chapter: flextime

H. Develop selection criteria. The manager determines what factors to consider when making decisions on requests but primary is always operational needs in relation to job assignments and then the jobholders. These factors should be worked out ahead of time and be part of the written plan.

   a. Establish criteria for approving requests. Some ideas include possible benefits to the organization, potential drawbacks, requests by others in the work unit, duties of the job and if they can be effectively performed with the new schedule, the level of staffing and supervision needed at various times, the level of service that would be provided to customers, the schedules of other employees outside the work unit with whom the job must coordinate, etc.

   b. Establish a way to break ties for requests. Some ideas include performance, seniority, draw lots, or rotation.

   c. Establish sanctions for abuse. Under what circumstances will the schedule be terminated? Examples of abuse include inaccurate time sheets or a continuing decrease in productivity that indicates an employee is not working during flexible hours. Remember, even in cases where there is no abuse, the arrangement may be discontinued at any time.

I. Submit a written request. The employee submits a written request to the manager detailing the specific schedule desired. It should be submitted well in advance of the desired start date for the new schedule. The employee should be prepared to discuss the details of the request and participate in resolving any issues.

J. Communicate and decide. The key to success is mutual trust and respect. The employee and manager should meet to discuss any concerns, jointly resolve differences, and reach an understanding on the terms of the arrangement.

K. Document. It is advisable to document the specific arrangement. Remember that flextime is a privilege, not a right, and may need to be modified for business reasons. Both should remain flexible because both have an interest in making the arrangement work. Both are also accountable for responsible use of flextime.

L. Deliver signed flextime Agreement to Human Resources and keep copies for employee and supervisor.

Please contact Human Resources if you have questions about creating a flextime agreement.
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**Flex-Time**

As an alternative to the standard 8:00 a.m. to 5:00 p.m. (7:30 a.m. to 4:30 p.m. summer hours) work week, employees may request a flex-time work schedule under which employees normally begin their workdays anytime between 7:00 a.m. and 9:00 a.m. daily on the hour or half hour. The workday must contain a minimum 30 minute break/meal period. Supervisory approval for a specific flextime work schedule is required in advance; the schedule must accommodate the requirements of the department. Flextime is not a right but a business arrangement. No employee is entitled to flextime and approval of the arrangement is the sole discretion of the supervisor.

**Flextime Request/Agreement**

It is understood that prior approval for a flex-time work schedule is required, including any subsequent changes to a previously approved flextime schedule. Approval is the sole discretion of the supervisor and, if approved, may be modified or discontinued at any time. The employee may also request to discontinue an approved flextime schedule at any time.

NAME: __________________________________________________

CURRENT WORK HOURS: ______________________________________

REQUESTED WORK HOURS: ____________________________________

EFFECTIVE DATE: _________________________________________

END DATE: ______________________________________________

BASIS FOR REQUEST: *(Describe the basis for your request as it relates to the compatibility of your job with an alternate schedule and the impact on the business needs of your work unit, such as your workload, responsiveness to customers, impact on co-workers, and staff coverage in the unit.)*

EMPLOYEE SIGNATURE: ___________________________________ DATE: _______

_____ Request is approved and effective on: _______

_____ Request is declined

BASIS FOR DENIAL (if needed):

*(Describe the basis for the denial as it relates to the compatibility of the job with an alternate schedule and the impact on the business needs of the work unit, such as persons workload, responsiveness to customers, impact on co-workers, and staff coverage in the unit.)*

SUPERVISOR SIGNATURE: ________________________________

Original to Office of Human Resources for personnel file. Copies to employee and supervisor.