



POLICY AND PROCEDURE MEMO

SUBJECT: FLEXIBLE WORK SCHEDULING

NO. 2.020

DATE: 3/15/2017

D. W. F. H. H. H.

CITY MANAGER

will be expected to use the same measurement criteria that were previously in place.

- Typically, an employee will not be granted flexibility unless his or her prior performance has demonstrated the skills and qualities necessary to succeed in the proposed flexible work arrangement. However, a supervisor/manager may choose to consider a proposal if a flexible arrangement will contribute to improving performance.
- New employees may be hired into a flexible work arrangement if the arrangement meets the business needs at the time of hire, with the understanding that such an arrangement may be changed if business needs dictate.
- All flexible work arrangements are subject to ongoing review and may be terminated at any time, given cause, or when business needs dictate.

Flexibility Options

Many employees might describe their current schedule as “somewhat flexible.” Occasionally, with approval from his or her supervisor/manager, an employee might come to work late to keep a dental appointment, leave early to attend a child’s soccer game, or work on Saturday instead of Wednesday to study for graduate school exams. Such informal flexibility often exists where there is respect and trust between supervisor/manager and employee - trust that job commitments and responsibilities will be met. These arrangements that are occasional or modest in nature without significant impact on supervisor/manager, co-workers, or clients probably will not require a formal request in writing, but are likely to require an informal check-in with the supervisor/manager.

The formal proposal process outlined in this policy is designed for those employees and supervisors/managers who want to institute a different category of arrangement that has a longer term or more significant impact as in the examples described below. Employees should consult their supervisors about whether a formal proposal is required in a given case.

Compressed Work Week - A work schedule that condenses one or more standard workweeks into fewer, longer days.

Flextime - A work schedule with variable starting and ending times, within limits set by one’s supervisor/manager. Employees still work the same number of scheduled hours per week as they would under a traditional arrangement.



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III. GUIDELINES FOR FLEXIBLE WORK ARRANGEMENTS

Flexible work arrangements may arise as a result of individual negotiations between employees and supervisors/managers, when these arrangements are mutually beneficial and meet or exceed business needs.

IV. PRINCIPLES FOR EFFECTIVE WORKPLACE PRACTICE

1. The arrangement must support the office or department's goals, including productivity, cost effectiveness, and service to internal and external customers. For example, the arrangement should be achieved without: curtailing normal service hours; incurring overtime costs; impairing the unit's effectiveness in carrying out its service or administrative function; placing undue burden on others in the unit, whether individual employees or supervisors/managers; or creating problems of safety, security, or supervision.
2. The individual's work style and work history must support the requirements of the arrangement.
3. The job tasks must be adaptable to the flexible arrangement.
4. Special arrangements for communication and accountability should be established to assist successful implementation of the new flexibility arrangement.
5. To assure that all parties understand the expectations of the arrangement, a written proposal and agreement should be developed.
6. Approval should be based on the business merits of the individual proposal.
7. A trial period should be established to provide an opportunity for employee and supervisor/manager to work together in good faith to implement the proposal and to work out minor problems. Some jobs do not lend themselves to flexibility. Consequently, both parties should be prepared to agree that an arrangement either may need some sorting out or may need to be discontinued if it is not working.
8. It should be made clear that approval is subject to change or revocation at any time, should business or performance concerns arise. Impacts of alternative work policies and arrangements should be well understood with an overall consideration for all employees in the office or department who may be impacted by such a change.
9. Alternative work policies and flexible arrangements should be well communicated to all employees in the office or department.



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V. HOW EMPLOYEES CAN DEVELOP A PROPOSAL: ELEMENTS TO INCLUDE

If an employee is interested in a flexible work arrangement, a written proposal describing how it is to be implemented must be developed and submitted to his or her supervisor/manager for consideration.

There are a number of critical questions that the proposal should address. The employee and supervisor should discuss the proposal, and the critical questions should be reviewed. Improvements can thus be made wherever necessary. Both partners should be prepared to discuss alternatives and to ask for assistance from others whenever necessary.

Before submitting the proposal, the employee should be sure to understand what, if any, impact the proposed arrangement might have on his or her pay and benefits.

YOUR PROPOSAL SHOULD INCLUDE THE FOLLOWING ELEMENTS:

- The exact type and schedule for your flexible work arrangement.
- A description of how you will accomplish the major components of your job.
- The business case for your flexible work arrangement: what benefits it offers to your work team, office, or the City (e.g., greater efficiency, increased productivity, expanded hours of service).
- An explanation of how customers and co-worker needs will be handled (e.g., backup, voicemail, email) without sacrificing quality or responsiveness.
- A description of how you will handle regular communications with customers, co-workers, supervisees, and supervisors/managers without sacrificing accessibility or quality.
- An acknowledgment that it is your responsibility to make this arrangement work.
- An expressed willingness to consider alternative arrangements and solutions with your supervisor/manager.
- An acknowledgment that you will be flexible and willing to make adjustments to ensure success.
- A start date and ending date if your proposal is approved.
- A recommendation for a trial period with regular intervals of evaluation.
- An acknowledgement that the arrangement is subject to termination at any time should business needs change or performance issues arise.

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VI. REQUEST AND REVIEW PROCESS FOR EMPLOYEES AND SUPERVISORS/MANAGERS

Decisions regarding the appropriateness of an arrangement should be made on a case-by-case basis. Business needs are a priority in the consideration and evaluation of an employee proposal. There are no standardized rules for what will make an arrangement acceptable or unacceptable; however, personal opinions and biases should not influence decision making. If a supervisor/manager declines to accept the proposal, then he or she must make every effort to ensure that the employee fully understands the reason(s).

VII. STEPS FOR THE EMPLOYEE TO FOLLOW

- Think through which option makes sense and whether that option provides the flexibility you need. It is important to consider how the arrangement may impact your work and the work of your colleagues. It is also a good idea to talk to other individuals who have flexible work arrangements before deciding on your ideal plan.
- Once you have decided on your ideal plan, write up a proposal to present to your supervisor/manager. Schedule an appointment with him or her to talk about it. In this meeting, finalize any details and develop a compromise plan if necessary.
- Once the proposal is approved, you, together with your supervisor/manager, should communicate the new arrangement to co-workers, clients, and supervisees. Determine milestones for checking progress and measuring success.
- Agree upon the trial period.
- Create a contingency plan to respond to unexpected circumstances or changes that may result and affect your flexible work arrangement.

VIII. STEPS FOR THE SUPERVISOR/MANAGER TO FOLLOW

- Respond to each proposal in a timely manner, to keep the employee informed of its status.
- Consider each proposal for a flexible work arrangement on its own merits, and give equal consideration to all requests. If you have questions, ask for assistance or guidance from Human Resources and for counsel from colleagues, especially those experienced with flexible work options.
- If the employee's proposal seems to address any health issues, contact Human Resources for assistance.



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- Consult your own supervisor/manager and others as required to ensure consistency within your office or department.
- Gain approval from your own supervisors/managers for the proposal.
- Keep focused on the organizational benefits derived by supporting flexible work arrangements, which potentially include reduced absenteeism and turnover and increased productivity and commitment.
- If the request is unacceptable, be supportive, and, if practical, suggest alternatives. Encourage the employee to rework the proposal if possible.

APPENDIX 1: FLEX SCHEDULE (“FLEX TIME”)

Flex time allows employees to begin and end work at nonstandard times within limits set by management.

Examples

- Staggered hours within a fixed schedule: Employees establish starting and ending times that differ from the department’s norm, but keep the same schedule each day.
- Core hours within a variable schedule: Employees must be present during specified core hours determined by the supervisor/manager, but may adjust their arrival and departure times each day (e.g., set coverage 10–2 every day, but the other four hours per day vary). It is expected that the employee will work a set number of hours each week.
- Variable day: Employees may work a consistent schedule of a different number of hours each day as long as they achieve the expected number of hours within the week (e.g., Monday, Wednesday ten hours; Tuesday, Friday eight hours; Thursday four hours).
- Mid-Day Flextime: Employees may take a longer scheduled break than usual if they make up the extra time by starting work earlier or staying later (e.g., work 8–12; break 12–2; work 2–6).

APPENDIX 2: COMPRESSED WORK WEEK

- A compressed work week allows employees to work their full hours in fewer than five days per week.
- Examples (for a 40-hour-per-week employee):
- A full-time schedule of work is accomplished by working four 10-hour days.

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- A full-time schedule of work is accomplished over two weeks by working 80 hours in nine days (eight 9-hour days plus one 8-hour day, for example).
- “Summer Hours”: Longer hours Monday through Thursday and shorter hours on Friday.

APPENDIX 3: GUIDANCE FOR EMPLOYEE IN DRAFTING PROPOSAL

1. Describe the business rationale associated with your proposed flexible work arrangement.
2. Describe how you will accomplish your job under the proposal arrangement. Be specific.
3. Describe the impact your proposed flexible work arrangement will have on the following groups: customers (external and internal), co-workers, supervisors/managers, supervisees, the City, and your department or office (e.g., space, cost, retention, savings, morale).
4. Describe the solutions you propose to overcome any challenges presented by this arrangement.
5. Explain how customer needs will be handled in your absence if applicable (e.g., backup, buddy system, voicemail).
6. Describe how regular communications will be handled.
7. Describe how and when your work will be reviewed and measured, and how your performance will be assessed. (The arrangement should support any goals or objectives you have set for the year.)
8. Include a statement such as: I understand that the City is not obligated to approve a proposal for a flexible work arrangement for any employee. The decision is at the discretion of my supervisor/manager. Flexible work schedules are subject to ongoing review and may be subject to termination at any time based on performance concerns or business needs.