

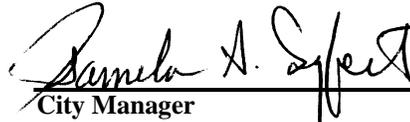


**Subject/Title**  
**Flexible Work Schedule**

**Date Effective**  
December 1, 2003

**Revision Date Effective**

**Code Number**  
HR17

  
**City Manager**

**Human Resources**  
**Responsible Key Business**

**Philosophy:**

While the primary business needs of the City and its customers must take precedence, the City also wants to meet employees' needs when possible. The City of Charlotte recognizes that different employees have different needs and preferences regarding work hours. Supervisors are encouraged to be flexible when considering employees' requests to work alternative schedules. Consideration should be given without sacrificing the attainment of departmental goals and objectives, including the servicing of internal and external customers. Requests to work a flexible work schedule and previously approved requests may be rescinded at the employee's and/or management's discretion.

Within the procedures and guidelines outlined in this policy, the Key Business Executive (KBE) may consider and will respond to an employee's request to work flexible schedules. Examples of flexible schedules include:

- A reduction of work hours (with commensurate reduction in pay),
- A workweek of four 10-hour work days,
- A workweek of four 9-hour workdays and one 4-hour day,
- Flexible lunch schedules,
- Job sharing (two employees sharing the responsibilities of a full-time, 40-hour position, with each employee working during different blocks of time), or
- Other schedule combinations approved by the KBE.

**Policy Objective:**

To provide regular full-time and part-time employees with the opportunity to request flexible work arrangements that are suited to their customer, individual, and/or business needs.

**Policy:**

1. Flexible work arrangements may be approved at the KBEs discretion on a case-by-case basis.
2. Employees who are approved for flexible work schedules will be held accountable for meeting business needs and performance expectations that are no different from employees who are scheduled to work traditional schedules.
3. Flexible work arrangements are not feasible for all employees or for certain positions within some KBUs (departments). The opportunity to work a non-traditional schedule is not guaranteed. Seasonal or cyclical changes within the City or within a particular

**Subject/Title**

Flexible Work Schedule

**Code Number****HR17****Page**

2

**of**

3

department or division may restrict the ability of the supervisor to approve flexible work schedules.

4. Employees working flexible work schedules may be subject to performance review more often than employees not working a flexible schedule.

**Procedures:**

1. An employee who desires to work a flexible work schedule must first discuss the matter with his/her supervisor.
2. If working a flexible schedule appears to be feasible, the supervisor may require the employee to follow-up their discussion with a written request to the KBE. A suggested format for a Flexible Work Arrangement Request Form accompanies this policy.
3. In considering an employee's request for a flexible schedule, the supervisor should take the following into account:
  - Staffing levels needed to maintain service and productivity levels,
  - The employee's overall responsibilities and performance,
  - Changing workloads dictated by customers' needs,
  - Employee's willingness and availability to depart from flexible schedules to accommodate special projects or other business needs,
  - Measures to ensure effective and necessary communication with department employees,
  - Any additional costs that may be incurred,
  - Strategies for monitoring and evaluating the work arrangement, and
  - The degree and frequency of feedback that will be necessary for providing the employee with performance information
  - Possible impact on overall employee morale, productivity, and effectiveness.
4. If the KBE approves a request for a flexible work arrangement, immediate plans should be made for informing the employee's team members about the new work arrangement. Communication to team members should include the following information:
  - Workdays and hours of work,
  - Telephone coverage,
  - Breaks and lunch coverage, and
  - Any procedural changes, if warranted.

**Responsibilities and References:**

1. The Human Resources Key Business Unit is responsible for giving appropriate guidance to employees and supervisors.
2. Each Key Business Executive may authorize the development of business unit procedures, or guidelines that apply to their particular business needs. It is suggested that KBEs and supervisors refer to the guidelines that accompany this policy.

**Subject/Title**

Flexible Work Schedule

**Code Number****HR17****Page**

3

**of**

3

3. Supervisors and managers play a critical role in monitoring and ensuring the success of flexible work arrangements. Supervisors and managers are responsible for communicating business needs, department goals and objectives, and performance expectations.
4. An employee who desires to work a flexible work arrangement is responsible for initiating a discussion and a request for the supervisor's consideration.
5. Supervisors should inform team members of all approved flexible work arrangements.
6. In considering employees' requests for flexible work arrangements, supervisors and managers are responsible for ensuring that flexible scheduling does not increase operating costs or impact the quality of customer service or overall departmental productivity.

**Forms and Exhibits:**

1. Suggested Flexible Work Arrangement Request Form
2. Guidelines for Implementing a Flextime Work Schedule

**Flexible Work Arrangement  
Request Form**

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_  
KBU: \_\_\_\_\_ Division: \_\_\_\_\_  
Supervisor: \_\_\_\_\_

Please provide a detailed description of the work arrangement that you are requesting. If additional space is needed, you may use the back of this form or attach additional sheets.

Time Period

- 90 days
  - 6 months
  - 12 months
  - Temporary
  - Seasonal
  - Other
- Start Date: \_\_\_\_\_  
End Date: \_\_\_\_\_

Work Schedule

Use the lines below to describe the 40-hour workweek or the part-time hours that you are requesting. Specify the work hours that you are requesting and the applicable days of the week. The following are examples:

- 4/ 9-hour and 1/4-hour workdays during the pay week --- 40 hours  
(M,T,W,Thurs – 7:00a.m. to 5:00p.m. with a 1-hour lunch; Fri – 8:00a.m. to noon)
- 4/10-hour workdays during the pay week --- 40 hours  
(M, W, Thurs, and Friday – 8:00a.m. to 7:00p.m with a 1-hour lunch)
- 5/6-hour workdays during the pay week --- 30 hours  
(Monday-Friday – 8:00a.m. to 2:00 p.m.)

---

---

---

---

Job Sharing

Job sharing is a work arrangement that allows two employees to share one full-time position. The job share partners often bring a broader range of skills and experience to the job. Each partner commits to working specified days of the week or specified hours of the week that usually total twenty (20) hours per employee. If you are interested in a job sharing work arrangement, please describe the work to be done by each partner and the hours that each person will work. Also include information about the type of administrative, telephone, and technological support that would be necessary to meet work goals and responsibilities. Your written request does not guarantee approval. Should the request be approved, the supervisor will conduct regular reviews to ensure that the arrangement is mutually beneficial and productive.

Note: It is important for you to understand that work less than forty (40) hours per week will result in a reduction of benefits and could, depending on the number of hours, result in the elimination of benefits. If a job sharing arrangement result in a combined standard workweek in excess of forty (40) hours, a business case supporting the increased costs must be developed and approved by the KBE or his/her designee.

(A recommended job description may be required for supervisor’s review and consideration.)

---

---

---

---

---

---

---

---

Workload and Coverage

1. How will you ensure the quality and productivity of your work?

---

---

---

2. How will customer service requests pertaining to your work be handled in your absence?

---

---

---

3. Describe potential gains or benefits that may result from a flexible work arrangement.

---

---

---

4. How will you ensure that regular coverage of your workload continues or is enhanced?

---

---

---

5. How will the business needs of your work team, department, or division be met? Indicate any potential cost savings or expenses.

---

---

---

Please provide any additional information that may be helpful to your manager in considering your request.

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Review Date: \_\_\_\_\_

Manager's Signature: \_\_\_\_\_ Review Date: \_\_\_\_\_

# City of Charlotte

## Guidelines for Implementing a Flextime Work Schedule

### What Is Flextime?

Flextime is an approved work schedule that allows employees to start and end a workday or a workweek at a time that may be different from the schedules of other employees.

Workdays starting and ending times are determined based upon the criteria established by management. The following are examples of flexible work schedules:

- Four (4) 10-hour workdays (i.e. 7:00 a.m. to 6:00 p.m. with 1 hour for lunch)
- Four (4) 9-hour workdays and one (1) 4-hour workday (i.e. 7:00 a.m. to 5:00 p.m. with 1 hour for lunch for 4 days and one day 8:00 a.m. to 12:00 p.m.)
- Two (2) 10-hour workdays, two (2) 8-hour workdays, and one (1) 4-hour workday (i.e. 7:00 a.m. to 6:00 p.m. with 1 hour for lunch for 2 days, 8:00 a.m. to 5:00 p.m. with 1 hour for lunch for 2 days and one day 8:00 a.m. to 12:00 p.m.)
- Five (5) 6-hour workdays (part time)
- Five (5) 5-hour workdays (part time)

There are various flextime possibilities:

- An employee may request to begin the workday earlier than the standard time and end the workday earlier than the standard workday, provided that he/she works a 40-hour week if employed full time.
- An employee may request to begin the workday later than the standard time and end the workday later than the standard workday, provided that he/she works a 40-hour week if employed full time.

Generally speaking, employees may request to work flexible hours (non-standard times) during the morning or afternoon hours. All employees are required to work during the established “business core hours” unless they have been approved for absence. Business core hours, determined by management, are defined as the key hours (i.e., 10:00 a.m. to 3:00 p.m.) when all employees are required to be present and immediately accessible to meet the needs of customers. Flextime requires employees to work a standard number of hours within the payroll week. Full-time employees will be required to work forty (40) hours within the payroll week. Part-time employees will be required to work the number of hours (i.e., 20, 25, 30, etc) that is standard for their position.

*Examples of Flextime Core Hours*

7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4: 00	5:00	6:00	7:00
Varying Start Times 7:00a.m. – 10:00a.m.			Core Hours 10:00a.m.-3:00p.m. Employees Must Be Present						Varying Finish Times 3:00p.m. – 7:00p.m.			

Examples Of Daily Flextime Schedules

(All examples assume Monday-Friday, 40 hour per week schedules):

8 hours per day, five days a week:		
Start 7:00 am	Lunch 12:00-1:00	Finish 4:00 pm
Start 8:30 am	Lunch 12:30-1:30	Finish 5:30 pm
10 hours per day, four days a week:		
Start 7:00 am	Lunch 1:00-2:00	Finish 6:00 pm

Although daily hours may vary, weekly schedules must total forty hours:

Example 1:

Monday	Tuesday	Wednesday	Thursday	Friday
10 hours	10 hours	10 hours	10 hours	Off

Example 2:

Monday	Tuesday	Wednesday	Thursday	Friday
10 hours	10 hours	8 hours	8 hours	4 hours

Note: Employees who work four (4) 10-hour days will be charged for 10 hours for sick and vacation absences. Holiday absences will be paid based on an 8-hour schedule.

## Holidays

During holidays, exempt employees will need to adjust flex hours so that there is a total of 40 hours paid for the week. Exempt employees will not be paid for forty hours plus holiday pay if the holiday falls on a day an employee is not scheduled to work.

For example- A holiday falls on Friday. A flex holiday schedule for an employee who normally works 10 hours Monday-Thursday and off on Friday could be:

Monday	Tuesday	Wednesday	Thursday	Friday
10 hours	10 hours	6 hours	6 hours	Holiday (8 hours)

In the above example the employee will be paid for forty hours that includes 32 regular hours and 8 hours of holiday pay. Employees will also need to adjust their schedule when a holiday falls on a day when the employee is scheduled to work more than 8 hours in that day.

For example-A holiday falls on a Monday and the employee is normally scheduled to work 10 hours on Monday and Tuesday, 8 hours on Wednesday and Thursday and 4 hours on Friday. An example of an adjusted holiday schedule for this employee could be:

Monday	Tuesday	Wednesday	Thursday	Friday
Holiday (8 hours)	10 hours	9 hours	9 hours	4 hours

The employee is paid 8 hours for the holiday. In this example the employee works an additional one (1) hour on Wednesday and Thursday to make up the 2 hours that would normally be worked on Monday.

## **What Is Job Sharing?**

Job sharing is one of many flexible work arrangements. It is an option that allows two employees to share one job. The two employees working together bring a broader range of skills, experience, and creativity to the one position. Compatibility, flexibility, trust, excellent communication skills, creativity, and dependability are the most important factors necessary to ensure that the job share experience will be productive and successful. Job sharing is not for every job, and it is not for every employee. Many positions may not qualify for job sharing due to the nature of the work, customer-service needs, and the responsibilities of the work team, the division, or the key business unit. Benefits for employees who job share are reduced based on the number of hours worked.

## **An Example Of Job Sharing**

Sharon Brewer is an administrative assistant with excellent skills. She has young children and she cares for an elderly parent who also lives with her. Sharon wants to work during morning hours so she can be home during the afternoon to spend time with her young children. An 8:00 a.m. to 12:00 p.m. schedule will be ideal for Sharon.

Paula Stacey is an administrative assistant with excellent skills. Paula and her sister, Andie, share in the responsibility for a younger sibling who is disabled. Paula needs to take care her younger sister during the morning hours because her sister, Andie, is an elementary school teacher. Andie's schedule does not allow her to care for their younger sister during morning hours. A 1:00 p.m. to 5:00 p.m. will be ideal for Paula. She could care for her younger sister in the morning while her older sister, Andie, is at work.

Sharon and Paula will share a full-time administrative assistant position. A job description has been written and approved by the division manager and the Key Business Executive (KBE). Arrangements have been made to share a computer, a desk, and a voice mail with one password. Team members are aware of Sharon's and Paula's work arrangements, and telephone coverage has been planned to ensure high quality customer service for internal and external customers. Sharon will communicate information about tasks and work assignments through a system of email correspondence, voice mail, and project work sheets.

### **When Is A Flextime Schedule Appropriate?**

Managers will discover that flextime is a low-cost employee benefit that offers assistance and support to employees who may need to take care of family or personal matters during the course of the normal workday and typical business hours. An employee may want or need to use flextime to care for a family member, schedule a health exam, attend a parent/teacher conference, or other activities that must occur during the normal workday.

There are other benefits of allowing employees to work a flextime schedule. Flexible schedules may:

- Assist managers in improving coverage during peak business hours and customers' needs.
- Allow Key Business Units to extend service hours to optimize operational effectiveness and customer satisfaction.
- Reduce overall employee absence and eliminate tardiness.
- Enhance employee morale and assist with retention of skilled, talented, and experienced personnel.
- Improve overall quality and productivity.
- Reduce overtime costs.
- Reduce traffic congestion during key commuting hours.

## **How Could Your Key Business Unit Benefit From Flextime?**

Managers should consider the following in responding to flextime requests:

- Do some employees prefer to arrive for work during early morning hours while others prefer to work toward the end of or after work hours?
- Would expanding the range of work or service hours improve the quality of customer support and service?
- Is tardiness or absenteeism affecting employee productivity, morale, and consumer service?
- Does the business unit have a large percentage of employees with family responsibilities?
- How would flexible work schedules impact recruitment and retention efforts?

Managers may find it helpful to work with a small diverse group of hourly, salaried, and supervisory personnel to consider the answers to the questions noted above. Once the group has been identified, it is important for the manager to communicate the purpose of the group, how individuals may be helpful, the period of time that the group will work together, and how the collected data and suggestions will be used in the decision making process.

If a decision is made to offer flexible schedules, it will be important for management to involve the initial group or committee in the implementation plans. This group will become the most knowledgeable about flextime hours and the reasons for the initiative. They will be able to assist with communicating the concept, purpose, and standards in a way that is effective and well received by other employees.

## **Are All Employees Eligible for Flextime?**

All regular full-time and part-time (non-probationary) employees are eligible to request a flexible work schedule. There are some positions that may be restricted from flextime arrangements if the requested schedule could increase operational costs, lower productivity, jeopardize customer service, compromise work quality, or create safety or coverage problems. Managers will generally consult with their Key Business Executive (KBEs) prior to establishing procedures or communicating restrictions for flexible work schedules.

The opportunity to work a non-traditional flexible work schedule is not guaranteed to any employee or group of employees. An employee's request to work a flexible schedule may be denied at management's discretion. Also, a previously approved request may be rescinded at management's discretion.

At the discretion of management, temporary employees may be eligible to work flexible schedules.

### **What Are the Procedures for Requesting Flexible Work Schedule?**

Under most circumstances, an employee who desires to work a flexible schedule will submit a written request to management. The request should include:

- The requested work schedule (workdays, work hours --- beginning and ending times).
- The effective date of the flexible work schedule and the length of time for this arrangement.
- A work plan for completing tasks and meeting deadlines.
- Recommendations for communicating with all concerned parties.
- Strategies for evaluating job performance and customer satisfaction.

There may be situations, however, where an employee has had previous discussions with his/her manager about a flexible work schedule. In this case, the employee and the manager may have come to a verbal agreement on a flexible work schedule arrangement. The employee, in this situation, is responsible for seeking advice and direction on the procedures for formalizing the flexible work schedule request and arrangements. Human Resources staff will be able to provide information and guidance on flexible work arrangements.

### **Communication, Productivity, and Accountability**

Managers and employees should work together in establishing flexible work arrangements such as flextime. There should be mutual understanding that the flexible work arrangement will be evaluated and decided upon based on business needs, departmental impact, and employees' work performance. Managers can contribute to the success of successful flextime arrangements by encouraging frequent, clear, and concise communication about:

- Performance expectations.
- Operating procedures.
- Desired outcomes.
- Measurable goals.

Employees should have a complete understanding of the department's goals and objectives and how individual performance contributes toward achieving business goals. Employees and managers should openly discuss and agree on:

- Communication strategies - what, when, how, and by whom.
- Tasks and responsibilities - what, when, how, and by whom.
- Performance goals - what are the specific goals, when are they to be completed, how will achievement be measured (quality and quantity if applicable), how and when will the employee's performance be evaluated and by whom?
- Support systems - technical, staff, training, publications, and other resources.

## Summary

Alternative work schedules, such as flextime, are intended to offer creative approaches to traditional work times. These approaches are intended to provide flexibility for the City in meeting its business and employees' needs. Participation in flextime is voluntary, and it is a privilege that requires management's approval. It is not a specified benefit such as vacation, sick leave, or health insurance.

Managers are encouraged to consider flextime as an option to accommodate the needs of various employees, support community efforts to improve peak hour traffic congestion, provide optimum customer service, and provide flexibility in work hours. Employees and managers may find that a flextime trial period of thirty (30) to ninety (90) days provides both parties with an opportunity to evaluate the feasibility of a more long-term flexible work arrangement.