

Variable Work Hours

An Implementation Guide For Employers

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Oregon Department of Environmental Quality

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REMEMBER: ALWAYS CONSULT WITH YOUR CORPORATE ATTORNEY BEFORE IMPLEMENTING ANY VARIABLE WORK HOURS PROGRAM. RULES AND REGULATIONS MAY BE UNIQUE TO YOUR CORPORATION AND LOCATION. ALWAYS COMPLY WITH THE REQUIREMENTS OF THE *FEDERAL FAIR LABORS STANDARD ACT*. INFORMATION IN THIS MANUAL SHOULD NOT BE TAKEN AS LEGAL ADVICE.

Variable Work Hours...

You may not be familiar with the term, but you're almost certainly familiar with the concept. You might have an early-rising friend who loves starting work at 6 a.m. so he can leave mid-afternoon and coach Little League. Perhaps a neighbor gets every other Friday off and spends the day catching up on household chores before the weekend. And maybe your son sleeps late every morning because his shift doesn't start until 9 a.m.

These are all examples of variable work hours — in other words, they are variations on the traditional “9-to-5” Monday through Friday work week. Variable work hours programs are becoming more and more popular with companies both large and small, as employers realize they are good for employee morale and good for business.

In this manual, you'll find everything you need to select and implement a variable work hours program that suits your business needs and goals. You'll learn more about the different types of programs available, and you'll be able to compare the pros and cons of each program to determine the best fit for your company. We've also provided a simple 12-step procedure that will help you implement a program, along with answers to the 10 most frequently asked questions about variable work hours programs.

INTRODUCTION TO VARIABLE WORK HOURS

Variable work hours can help you:

Comply with the ECO Rules;

Improve employee recruitment and retention;

Facilitate carpool, vanpool and transit arrangements for employees;

Help employees better manage their personal and professional responsibilities; and

Reduce traffic congestion and improve air quality.

THE OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY, TRI-MET AND LOCAL TRANSPORTATION MANAGEMENT ASSOCIATIONS ARE HERE TO ASSIST YOU THROUGHOUT THE SELECTION AND IMPLEMENTATION PROCESS. WE CAN PROVIDE ADVICE AND EXPERT TECHNICAL GUIDANCE TO ENSURE THAT YOUR NEW VARIABLE WORK HOURS PROGRAM RUNS AS SMOOTHLY AS CLOCKWORK.

CALL US AT (503) 229-5518!

THE VARIABLE WORK HOURS ADVANTAGE

What accounts for the increasing popularity of variable work hours programs? In large part, they are a response to employees' demands for a better quality of life.

In the 1860s, the average work week was 68 hours long. It wasn't until the 1930s that labor unions fought for legislation that created the eight-hour workday and 40-hour work week. Today, this arrangement no longer works for the majority of the American work force. The huge number of working women (including mothers of school-age children), the increase in two-career families and the rise in single-parent families have forced companies to reconsider their work schedules.

In the process of seeking alternatives to the conventional workday, employers have been pleasantly surprised to find that what we now call "variable work hours" have many benefits. Companies are recognizing that employees have lives outside the workplace and that by providing the flexibility to accommodate family needs, leisure activities and other obligations, everyone wins.

Your community as a whole also benefits from variable work hours programs because they tend to encourage the use of alternative transportation, thereby reducing traffic congestion and air pollution.

More Companies Getting with the Program

A recent survey of 1,020 employers showed that 69 percent offered variable work hours programs in 1997, compared with 58 percent in 1992. (Survey conducted by Hewitt Associates, Lincolnshire, Illinois.)

For Your Company

- Increased** employee productivity
- Improved** employee morale
- Reduced** parking demand and congestion around the worksite
- Extended** work hours allow you to serve customers in different time zones
- Reduced** employee turnover, absenteeism and tardiness
- Greater** ability to recruit and retain working parents
- Recognition** as a good corporate citizen for helping reduce traffic congestion and air pollution
- Help** comply with the ECO Rules

For Your Employees

- Improved** job satisfaction
- Reduced** commuting time and stress
- More** flexibility for leisure activities and errands
- Fewer** problems with child care pick-up and drop-off arrangements
- Opportunity** to work during peak-productivity hours
- More** ridesharing options with ability to conform to transit, carpool and vanpool schedules
- Better** able to manage personal and professional responsibilities
- Be** a part of the air quality solution

Employees Enjoy Flexibility at Work

Variable work hours programs are a hit with employees, according to a study of companies that offer alternative work schedules. As many as 88 percent of participating employees reported improved job satisfaction, and 43 percent said the programs helped facilitate child-care arrangements. Meanwhile, 30 percent of the supervisors surveyed noted an increase in productivity among participating employees. (Source: Commuter Transportation Services, Inc.)

THE MANY BENEFITS OF VARIABLE WORK HOURS PROGRAMS

A CLOSER LOOK AT VARIABLE WORK HOURS PROGRAMS

There are three types of variable work hours programs:

FLEX-TIME

COMPRESSED WORK WEEK

STAGGERED WORK HOURS

On the following pages, you will find a detailed description of each program, along with some sample schedules, variations within each type of program, and issues to be considered.

Before you review the options, here are a few general comments to keep in mind about variable work hours programs...

Although employees may be begging for a variable work hours program, never forget that your number one priority must always be getting the job done. If you can accomplish both, so much the better!

You may have to compromise with employees if a variable work hours schedule doesn't accommodate your needs year-round. For instance, you may be able to offer a compressed work week schedule nine months of the year, but revert back to a five-days-a-week schedule for the remaining three months if your busy season demands it.

Try this recruiting tip to improve response in a tight job market. At the end of your job posting or classified ad, write "The following work arrangement is negotiable for this position: compressed work week" (or whichever alternative is appropriate).

Program Definition

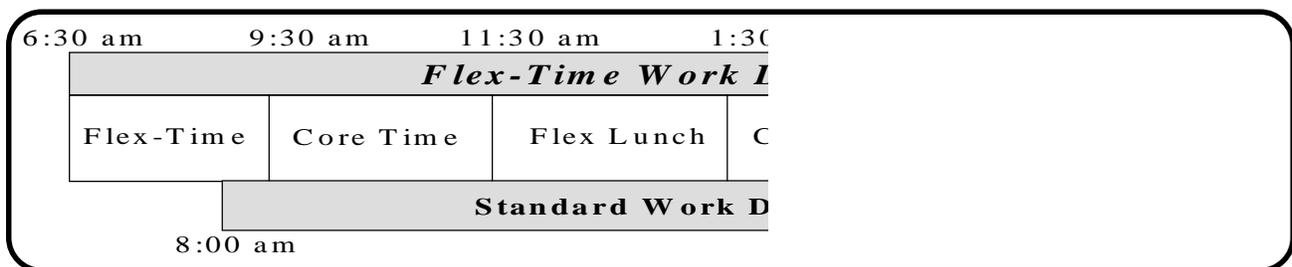
FLEX-TIME

With a flex-time program, employees work five eight-hour days each week, but they are allowed to choose their work arrival and departure times, as well as the length of their lunch break. Flex-time programs generally require employees to be present during a specified “core” time when meetings or other company-wide events are scheduled.

Note that a flex-time schedule allows employees to work early or late, depending on their personal preferences. Some people may come to work at 6 a.m. and leave at 3 p.m., while others will arrive at 9:30 a.m. and work until 6:30 p.m. However, all employees must complete their usual number of hours by the end of each workday.

Flex-time Variations

The chart below shows a conventional eight-hour-day schedule, as well as a commonly used flex-time schedule.



Here are some definitions to help clarify the flex-time scheduling concept, as seen in the accompanying chart:

Office Hours

The time span within which employees can be on the job: 6:30 a.m. to 6:30 p.m.

Starting Flex-time Hours

Employees must start work within this period: 6:30 a.m. to 9:30 a.m.

Ending Flex-time Hours

Employees must end work within this period: 3:30 p.m. to 6:30 p.m.

Core Time

The time when all employees must be on the job: 9:30 a.m. to 11:30 a.m. and 1:30 p.m. to 3:30 p.m.

Lunch Period

Employees can take from 1/2 hour to 2 hours, as long as coverage and total daily/weekly time requirements are met: 11:30 a.m. to 1:30 p.m.

One flex-time variation, called “maxiflex,” is even more flexible. This option allows employees to work any number of hours within a 24-hour period. If employees choose to work more than eight hours, they can “bank” the extra hours, thereby earning “credit” that enables them to shorten a workday or work week in the future. In this scenario, some employers require that all employees be present during core time; others drop even this requirement. Of course, employers considering the maxiflex option need to determine how many hours an employee can work and still be productive; it will vary according to job responsibilities.

Flex-time Considerations

Even if you choose the “typical” flex-time schedule shown above, there are still some choices to be made within this structure.

When setting your office hours, select a time frame that is long enough to let employees avoid the worst rush-hour traffic, but short enough so that you don’t seriously increase lighting, heating and security costs. For many companies, the ideal workday is 7 a.m. to 6 p.m. Statistics show that at most companies with flextime, 70 percent of employees come to work earlier than the normal 8 a.m. starting time, and 30 percent arrive after 8 a.m.

You’ll need to decide whether employees will be allowed to change their starting and ending times each day, or whether they must select a starting time within the flexible morning hours and follow that schedule every day.

Companies that implement the “permanent” starting time option may want to give employees a two-week trial period during which they can experiment with different schedules. At the end of this period, employees must commit to a starting and ending time. However, you may want to give employees the opportunity to change their starting and ending times once or twice a year, and/or allow them to alter their schedule when necessary by giving at least one day’s advance notice.

Flex-time for those employees who need to accommodate a ridesharing arrangement.

A Note on Monitoring Employee Attendance and Work:

Two issues inevitably come up at any company seriously considering variable work hours: How do we monitor employee attendance and supervise work flow when people are coming and going at so many different times?

The answer is that employees usually monitor each other quite effectively. You can use peer pressure to great advantage by gently reminding employees that variable work hours are a privilege — a privilege that can be taken away if employees abuse the system.

Studies have shown that “cheaters” will cheat under any system. Variable work hours options shouldn’t turn honest employees into cheaters.

Of course, you also have the option of accounting for employees with electronic time-keeping systems or sign-in/sign-out ledgers. Another possibility is for supervisors to begin evaluating employees on their performance and productivity, rather than their attendance. Trust and good communication are essential to this process; however, if both are present, your company could actually see an improvement in employee morale and performance.

COMPRESSED WORK WEEK

Program Definition

In a compressed work week, employees complete their required number of work hours in fewer-than-normal days per week (or per pay period). This arrangement allows employees to have one or two days off each week or one day off every other week, depending upon which type of compressed work week program you prefer.

The two most popular compressed work week schedules are the 4/40 and 9/80 programs, although other variations also exist.

4/40 Program

Employees work four 10-hour days each week, with the fifth day off. To ensure five-day coverage, you may want to consider having half the company take Mondays off and half take Fridays off.

As an example, employees in a 4/40 program may be asked to select one of the following schedules for their four workdays each week:

- 7 a.m. - 5:30 p.m. with ½ hour lunch
- 7:30 a.m. - 6:00 p.m. with ½ hour lunch
- 7 a.m. - 6 p.m. with 1 hour lunch
- 7:30 a.m. - 6:30 p.m. with 1 hour lunch

Compressed work week schedules typically do not vary from day to day.

9/80 Program

Employees work 80 hours in nine days, with the 10th day off. This schedule usually translates to eight 9-hour days and one 8-hour day (this shorter day is often the Friday that the employee works). In a company with two major work groups, each group might take off alternating Fridays.

3/12 Program

Employees work three 12-hour days each week, with two days off. (Employees often get the four additional hours to make a 40 hour work week as credit for working longer days.)

Compressed Work Week Considerations

In any compressed work week program, there must be adequate coverage in the office for employees who are taking their day off. Generally, this means that not everyone takes the same day off. Given the choice, most employees elect to take Friday as their day off, followed in order of preference by Monday, Wednesday, Thursday, and Tuesday.

You may want to rotate days off every six months so that every employee gets a three-day weekend.

Another option is for small departments or work groups to have everyone take the same day off and simply close down the department for the day. This is common for public agencies that want to extend customer hours during work days.

To encourage ridesharing, you may want to give carpoolers, vanpoolers and employees who ride the bus “day off” preference over non-ridesharers.

Employees who must attend important meetings may change their scheduled day off with advance notice.

Some employees may need to be exempt from the compressed work week program because of child-care duties, medical reasons, transportation problems or conflicts with school.

You may also have employees who cannot follow a compressed work week schedule because of their job duties. These may include customer service representatives or computer operators who are required to maintain 24-hour coverage.

STAGGERED WORK HOURS

Program Definition

This concept involves spreading out employee arrival and departure times by anywhere from 15 minutes to two hours. By staggering these “shifts,” you can help reduce bottlenecks in employee parking lots, in streets at the entrance to your office park or building, and even in elevators. Reducing congestion through staggered hours benefits air quality by reducing vehicle idling time in congested conditions or by allowing employees to avoid the peak travel period.

A company that is staggering work hours may be open from 7:30 a.m. to 5:30 p.m., with the following schedule choices:

Group A	7:30 - 4:30 with 1 hour lunch
Group B	8:00 - 5:00 with 1 hour lunch
Group C	8:30 - 5:30 with 1 hour lunch

Once employees have chosen (or been assigned to) a group, their schedule does not vary daily.

Staggered Work Hour Considerations

When implementing a staggered work hours program, you must determine whether participation will be voluntary or mandatory. In either case, it is wise to offer as many “shift” choices as possible so that employees can select a schedule that is convenient for them.

There are several ways to divide up employees between shifts. You can assign each individual employee a staggered starting time; you can assign different starting times to entire departments or work groups; or in some cases, staggered work hours can be organized on an area-wide basis to reduce traffic congestion around office parks, for example.

Another option is to let employees choose their own staggered starting time, although you may want to require supervisory approval to ensure that employees are evenly distributed among the available shifts.

Employees who commute to work using alternative transportation can be given preference in their selection of shifts.

IMPLEMENTING YOUR VARIABLE WORK HOURS PROGRAM

If your company is accustomed to a standard 9-to-5, Monday through Friday work week, making the change to a variable work hours program can be exciting . . . and a bit intimidating.

How do you get started? What's the best program? Will changing schedules impact the flow of work? How do you prevent employees from taking unfair advantage of their new-found freedom?

These are all legitimate concerns which deserve to be addressed . . . yet there are no "right" or "wrong" answers. Your company is unique, and your decisions must be based on what works best in your particular situation. In fact, you may discover that something which makes sense for one department is not at all appropriate for another department or different type of employee.

Nevertheless, there are certain steps that virtually any company can follow to successfully create a variable work hours program. After reviewing all of them, you can decide which ones apply to your organization.

Choosing a Program

STEP 1: *Determine which type of variable work hours program best meets the needs of your company*

To find the best fit, you must consider a number of factors, including:

- What types of work do your employees perform?
- How do your employees interact with customers?
- How much internal coordination is required among employees or departments?
- What is your management style?
- Is back-up support available?
- How big is your organization?
- Will additional security be required?

You'll also need to clarify your objectives for the program. Do you want to reduce traffic congestion or pollution? Comply with the ECO Rules? Provide a new employee benefit that will improve morale? Extend customer service hours?

Based on your answers to these questions, you can determine which program or programs can help you achieve your goals. For example, if your goal is ECO compliance, do you have a sufficient number of participants to reduce 10 percent of the total employee vehicle trips? You may also want to contact companies similar to yours to discuss their experience with variable work hours programs.

STEP 2: *Solicit management support*

The support of upper-level management is vital to a successful program. Follow these steps to solicit authoritative, influential assistance from the top down:

- Identify key decision makers in your organization.
- Introduce variable work hours concept and programs to them.
- Seek the backing of other staff members.
- Conduct a preliminary survey to determine management's interest in the program. Find out whether they have positive or negative feelings about productivity, accountability or work flow. The results will indicate whether you can expect consent to proceed.
- Design a sample program that can be supported by management.
- Consider implementing a pilot program for six to 12 months. This is a low-risk way to work out bugs and evaluate the program's popularity and effectiveness.

Designing a Program

STEP 3: *Appoint a Project Coordinator*

Your company's Employee Transportation Coordinator (ETC) or a member of the Human Resources Department can fulfill this role and ensure that the program remains a priority. All new programs need an internal champion.

STEP 4: *Consult legal counsel and labor unions*

Before implementing any variable work hours program, ask your legal counsel to review the labor legislation in your area. There may be certain laws and requirements that relate to alternative work schedules. In particular, scheduling options must consider the Federal Fair Labor Standards Act. Usually, non-exempt or hourly employees must be compensated at time and a half for work in excess of 40 hours in the designated work week (check with your legal counsel for details).

In addition, labor unions may have concerns about variable work hours programs. Some unions do not support an end to the eight-hour workday, and instead prefer that employees get overtime pay for working beyond eight hours. Consult your local union representative about their general policy toward such programs, and be sure to keep them involved throughout the process. Above all, always promote the program as an employee benefit.

STEP 5: *Address critical program design issues*

You'll need to answer a number of important questions before developing policies and procedures for your variable work hours program, such as:

- Can employees “bank” (carry over) hours from day to day?
- What is the range of hours during which employees may be at work?
- What are “core” times?
- Will employees be allowed to choose their own starting and ending times and/or days off?
- How will employee attendance and hours be monitored?
- If a program is mandatory, a hardship petition process should be created for existing employees.

STEP 6: *Formalize policies and procedures*

Create a written set of policies and procedures to govern your variable work hours program. Make sure that your company's accounting department is involved to establish policies for payroll, vacation pay, overtime, absences, and other issues. (See sample policies and procedures at the end of this handbook.)

STEP 7: *Identify job functions that may not be eligible for variable work hours*

Some employees perform jobs that require they be present during "regular" business hours. These may include receptionists, mailroom staff, customer service representatives, computer support personnel, or staff members who need to match their boss's schedule. To prevent these employees from feeling left out of the program, you may want to arrange a rotating coverage system to increase their flexibility. Employees go on and off the program based on scheduling needs.

STEP 8: *Survey employees to determine interest*

Distribute a short questionnaire (see Appendix) to find out if employees want to participate and to determine which type of program they prefer.

Implementing a Program**STEP 9: *Hold orientation meetings to promote the program***

Introduce the program to supervisors first to get their buy-in and assistance in "selling" the program. Next, hold orientation meetings with employees and provide information via brochures, videos or seminars.

STEP 10: *Address employee concerns and hardships*

Some employees may require alternative work schedules due to family or child-care concerns, medical problems, school commitments or ridesharing arrangements. If the employee and his or her supervisor cannot come to an agreement, a “hardship committee” may be formed to resolve the situation.

STEP 11: *Begin the pilot or actual program*

Post employee schedules and announce the program kick-off date so participants have time to make changes to their personal schedules. If you’re starting with a pilot program in one department, gather and analyze data on tardiness, absenteeism, turnover, recruitment, project turnaround time, utility costs, productivity and employee job satisfaction.

STEP 12: *Monitor the program and make changes as necessary*

Survey employees after the pilot program (or actual program) has been in effect for six to 12 months. Make adjustments as needed based on employee attitudes and areas of concern, then introduce the “new, improved” version to appropriate departments and employees throughout the company. It generally takes nine to 12 months to adopt a variable work hours program company wide.

SAMPLE POLICIES AND PROCEDURES

The following list of policies and procedures is presented in four sections. The first section lists policies which can be applied to all three types of variable work hour programs. The other three sections include policies specific to flex-time, compressed work week, and staggered work hour programs.

Section 1: Policies for Variable Work Hour Programs

This section provides a definition of terms followed by a set of policy and procedure statements that can be applied to all three types of variable work hour programs.

Definition of Terms

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

Communication – the requirement of participants to inform their supervisor, and others who might be affected, of intended changes 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 day without requiring supervisor approval and overtime pay (non-exempt).

Maximum Weekly Hours – the number of hours that may be worked without requiring supervisor approval and overtime pay (non-exempt employees).

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

The department may cancel the program at any time and revert to the conventional 5-day, 40-hour schedule.

Those who abuse the policy will be removed from the program and scheduled to work a conventional 8:00 a.m. to 5:00 p.m. schedule. After 30 days, the employee may be reinstated to the variable work hour 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 ECO Program, what the company hopes to accomplish through a variable work hour program, definitions of variable work hours 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 achievement of the unit's functional objectives.

Supervisors must identify critical functions and tasks and associated coverage requirements or schedules for completion.

Employees must assume responsibility for the required coverage and plan and organize their time to meet the requirements of the guidelines.

Any work unit that cannot reach an agreement for scheduling coverage will be required to work 8:00 a.m. to 5:00 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 of the program is determined by department management.

Every employee working within the selected departments in the variable work hour 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 in the variable work hours schedule as required.

Compelling hardship reasons for not participating in the program requires advanced approval from department management.

Preference in selecting a compressed work weekday off or flex-time and staggered hours starting and ending time will be given to employees with ridesharing arrangements, day-care situations, or health concerns.

Section 2 – Flex-time

Definition of Terms

Flexible working hours gives employees the option of changing starting and ending times on a periodic, open season basis as determined by management.

Flexible time – designated hours during the workday when employees' presence at the worksite is left up to their own discretion, provided that job and total time requirements are met.

A flex-time program involves employees as well as supervisors in a dynamic process of time planning and organization.

Operating Guidelines

Those full-time employees choosing to participate in the flex-time program will work 5 days a week, 8 hours per day. No carry over of hours from day-to-day is permitted.

A prescheduled 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 flex-time, 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 7:00 a.m. must take a one-hour lunch, since departure is not permitted before 4:00 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, now with flex-time, employees may determine their own work hours within the framework established by management.

Section 3 - Compressed Work Week Programs

Definition of Terms

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 5th day.

Employees on a 9/80 schedule work their usual number of hours in a pay period in 9 days.

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.

Operating Guidelines

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 assure this coverage.

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 selection 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.

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 bi-weekly pay period, then working employees shall be given leave with pay for each holiday occurring within the bi-weekly pay period. Leave is calculated at the rate of 1/10th of an hour for each hour compensated during the bi-weekly work period in which the holiday or holidays occur, not to exceed 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 1/10th of an hour for each hour compensated during the biweekly work period not to exceed 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 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. Straight time pay is not to

exceed 8 hours per 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.

Section 4 - Staggered Work Hours

Definition of Terms

A staggered working hour program staggers the employee's starting and ending times by 15 minutes to 2 hours.

Operating Guidelines

Management will determine the available arrival and departure time options in order 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.