

MEMORANDUM

TO: GSW Employees

FROM: Diane L. Kirkwood, Human Resources Department

SUBJECT: **GSW Flex-time Policy**

DATE: July 16, 2001

I am attaching detailed information regarding our new *Flex-Time Policy and Procedures* at GSW for FY02. The goal of this policy is to provide:

- ◆ our non-traditional age students with greater access to the services of strategic departments.
- ◆ a flexible work option to our employees.
- ◆ structure to our current flexible work options.

Normal core operating hours at GSW are from 8 a.m. – 5 p.m. As an example, with flex-time, an office could extend the core workday from 7:00 a.m. to 6:00 p.m., allowing for more access to our non-traditional students. In addition, the change in office hours could benefit some of our employees by providing more flexible arrangements to meet personal obligations. The intent of this policy is to provide clear guidelines and structure that will result in fair treatment across the University. Some common flexible scheduling options may include:

- ◆ Individualized start and end times that remain constant each workday.
- ◆ Individualized start and end times that vary daily, however, the same number of hours are worked everyday.
- ◆ Individualized start and end times with varied daily hours but consistency in the total number of hours worked every week.
- ◆ Mandatory core-time with individualized start and end times with varied daily hours but consistency in the total number of hours worked every week

Your role and responsibilities

Supervisor: The department management ensures that flextime is administered consistently and equitably within the department, and that flextime arrangements conform to University policy.

Employee: The employee plans and organizes his or her time to meet the job requirements and additional work hours established by the department manager. Also, the employee shall inform the supervisor when coverage is not adequate.

Many of you work on a flexible schedule right now and you have co-ordinated this with your Department Supervisor. If that is the case, it is not necessary for you complete the application. If it's working and there are no changes, then stick with it. Please review the attached policy and procedures and if you have any questions, please contact the Director of Human [Resources at Extension 2009](#).

FLEXTIME POLICY

Definition:

Flexitime is a schedule by which an employee may work an alternate work schedule, *subject to management review and approval*, within specific limits dictated by the needs of our student/customers, the University, and the job. This policy allows the development of flexible work schedules for individual professional and staff employees to enhance the effectiveness of the department's efficiency and effectiveness.

Reasons to implement a flex-time policy:

- A. Expands coverage for non-traditional students.
- B. Allows uninterrupted time for creative, repetitive, or highly detailed work.
- C. Reduces stress, absenteeism and turnover.
- D. Improves balance between work and personal commitments.
- E. Creates more efficient use of space and equipment.
- F. Creates better fit between individual work schedules and work styles.
- G. Results in overall greater productivity, higher morale, improved retention, and more effective recruitment of employees.

Important details related to GSW's flex policy:

- ◆ The policy provides options for individualized schedules within a standardized framework of procedures, without changing the total number of hours to be worked in a week.
- ◆ This policy will in no way change a supervisor's ability to approve temporary changes in the workday, such as to attend a workshop or to go on a personal appointment.
- ◆ Flexitime must not increase staffing cost including overtime compensation.
- ◆ Flexitime is a voluntary option for employees. The department should consider flexitime, only when it can be managed successfully in helping to meet the needs of our students or customers, the University, the department and the employee.
- ◆ Any department head that wishes to consider a flexitime schedule, must prepare a written proposal for the flexitime work schedule. The department head must submit the proposal to his/her respective supervisor for approval. No flexitime scheduling will be implemented without the approval of the appropriate supervisor. The department head will forward an informational copy of the approved schedule to Human Resources.
- ◆ A flexitime schedule shall be established for a minimum of one calendar week but usually will be for a longer period such as one calendar month, semester, academic year, or full year. However, any approved flexitime schedule is considered a trial schedule and may be canceled by the department head if the schedule is unsatisfactory or detrimental to the department.
- ◆ The department head is responsible for proper flexitime scheduling and for ensuring that adequate supervision is provided for all employees during their work hours.
- ◆ Shift and lunch coverage may be implemented by the needs of the department and is not limited by the flexitime policy.
- ◆ This policy does not include telecommuting.
- ◆ Some departments may not be able to implement flexitime due to the structure, size, make-up or priorities of the department.
- ◆ The department supervisor may, at his/her discretion, implement, continue, discontinue or modify flexitime work schedules. At its discretion, the department's management has the right to return an employee to a standard work schedule.

Management Review of Flextime Effectiveness and Efficiency of the policy

Departments wishing to implement a flextime policy for their employees should begin the flextime arrangement with a three-month pilot program. During the pilot, the department manager should gather data to evaluate any significant effects resulting from the flextime schedule(s). It is recommended the information to included the data on:

- ◆ Service to Students
- ◆ Absenteeism
- ◆ Turnover
- ◆ Punctuality
- ◆ Non-exempt overtime and premium overtime (1 ½ times rate of pay)
- ◆ Relevant production statistics and workload issues

Upon completion of the pilot program, the supervisor and manager in the department should review the data for any inconsistencies or problem areas. The department should also survey the opinions of all staff and management. The data from the pilot evaluation and the opinion survey should be used to determine whether to continue the program.

Annual Review

All programs should be reviewed annually to see that they are still viable and are still meeting the department and employee needs.

Georgia Southwestern's Flexible Work Option Application

Section I – Employee Completes:

Name: _____ Manager: _____
Job Title: _____ Date(s) of Revised Request: _____
Exempt: _____ Non-Exempt: _____
Department Manager: _____

Flexible work option Requested:

Part-Time _____ Flexible work hours/days _____
Compressed Work Week _____ Other _____

Describe your current schedule and the hours/schedule requested:

Week 1

Current Days or Hours		Requested Days or Hours	
<i>Monday</i>	_____	<i>Monday</i>	_____
<i>Tuesday</i>	_____	<i>Tuesday</i>	_____
<i>Wednesday</i>	_____	<i>Wednesday</i>	_____
<i>Thursday</i>	_____	<i>Thursday</i>	_____
<i>Friday</i>	_____	<i>Friday</i>	_____
Total	_____	Total Weekly Hours:	

Week 2

Current Days or Hours		Requested Days or Hours	
<i>Monday</i>	_____	<i>Monday</i>	_____
<i>Tuesday</i>	_____	<i>Tuesday</i>	_____
<i>Wednesday</i>	_____	<i>Wednesday</i>	_____
<i>Thursday</i>	_____	<i>Thursday</i>	_____
<i>Friday</i>	_____	<i>Friday</i>	_____
Total	_____	Total Weekly Hours:	

Week 3

Current Days or Hours		Requested Days or Hours	
<i>Monday</i>	_____	<i>Monday</i>	_____
<i>Tuesday</i>	_____	<i>Tuesday</i>	_____
<i>Wednesday</i>	_____	<i>Wednesday</i>	_____
<i>Thursday</i>	_____	<i>Thursday</i>	_____
<i>Friday</i>	_____	<i>Friday</i>	_____
Total	_____	Total Weekly Hours:	

Flextime Arrangement Proposal

Section II Employee Completes

1. How will the proposed arrangement enhance, or at least sustain, your ability to get your job done?

2. Describe any additional benefits to the University that might result from this flexible work option.

3. What potential problems could the new arrangement raise with?
 - a) external customers/students

 - b) internal customers/students

 - c) your team or co-workers

 - d) your manager

4. How do you suggest overcoming potential problems with each of the above? (Address all problems raised in number 3).

5. Describe the measurements (qualitative and quantitative) that you propose for you and your manager to use in assessing how the arrangement is succeeding. Be as specific as possible.

6. What would be one or more early warning signs that the arrangement isn't working?

7. What review process should you and your manager use to constructively monitor and improve your flexible work option? Cite the measurable outcomes to be used in the review process.

Section III – (Manager completes this section)

Manager Review

Request for a Flexible Work Option is: ___Approved ___Revision required ___Denied

If the request needs revision or is denied, please describe the business rationale below:

I have reviewed this request and the italicized paragraph above with the employee and witnessed the signature.

Manager Signature: _____

Date: _____

Effective date of Flexible Work Option: Beginning: _____

(If option is time limited or terminated): Ending: _____

Reassessment date: _____

Section IV (Human Resources Completes this Section):

Flexible work option request form reviewed by HR Department: _____

Date: _____