

# ALTERNATIVE WORK SCHEDULE

## COMMITTEE MEMBERS

**TIMOTHY J. BARRETT CHAIR**

**LISA BEALLA**

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**JOANN STAVISKY**

# COMMITTEE MISSION STATEMENT

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- The Mission of the AWS Subcommittee is to learn about the opportunities and challenges of providing alternate or flexible work schedules to University employees. The AWS committee will perform this investigation by a review of current literature and studies; surveying IHE's that have considered or implemented such plans; and through interaction with the University community. The AWS will submit a report back to the full Staff Senate body concluding whether and how flexibility can benefit the University's mission.

# EXAMPLES OF FLEX/AWS HOURS

- **Individualized start and quit times that vary daily, however, the same number of hours are worked every day.**
- **Extended lunch times offset by additional hours at the beginning and end of the day**

# EXAMPLES CONTINUED

- **Common Compressed Work Schedules for traditional 35-40 hour work weeks are:**
  - **4/8.75**      **Four 8.75-hour days (35 hours)**
  - **4/10**        **Four 10-hour days (40 hours)**
  - **4/varied**    **Three 10 hour days, One 7.5 hour day (37.5 hours)**
- **Another popular option is a 9 day/two week work arrangement, which allows for two weeks of work to be compressed into nine or nine and a half days of work. This is popular with individuals who want some flexibility in their schedule and do not mind extra time built into the beginning or end of the work day, but do not want the long days Compressed Work Schedules require.**
- **Telecommuting and Job Sharing**

# WHAT ARE THE BENEFITS

- INCREASED FLEXIBILITY
- INCREASED JOB SATISFACTION AND PRODUCTIVITY
- IMPROVED EMPLOYEE MORALE AND EFFICIENCY
- REDUCED FUEL AND OTHER ENERGY COSTS
- REDUCED ABSENTEEISM
- DECREASE IN LABOR COSTS
- REDUCTION IN OVERTIME COSTS

# NON-WORK BENEFITS

- REDUCTION IN CHILD CARE COSTS
- MORE FAMILY TIME
- LESS TRAFFIC CONGESTION
- LESS STRESS FROM WORK RELATED PROBLEMS
- MORE TIME FOR VOLUNTEERING AND COMMUNITY OUTREACH
- HAPPIER, HEALTHIER AND MORE MENTALLY RESTED

# ENERGY SAVINGS

## STATISTICS BY MARK MURPHY

- Actual daily graphs of usage and compared February, January, Dec/Jan week, July, August and September for electricity.

During our holiday break of say 12 days closed the electric saving compared to when we are open in the winter is \$1,239 per day or \$14,868 for a 12 day break.

During the holiday heat is very difficult to determine a reduction since December and January have different degree days (Jan is colder than Dec.). But an assumption I made was that if we saved 30% of January via Dec being warmer and also our lower thermostats, reducing outside air, and other methods this would account for about \$1,650 per day. For a total of \$19,800 savings for the break of 12 days.

Our monthly electric bill can be estimated at \$155,000 on average each month. Our heating bill during the heating season could be estimated at around \$150,000 for Dec. Jan, Feb and March..

But for alternate work schedules the summer may be the more important time of year. In the summer there is no savings for reduction in heat. So that variable is easy. The electric reduction from a closed day to an open day is 600 kw during the day and 300 kw during the evening. I estimate the daytime as 9 hours and the night as 15 hours. So the energy saved is about 9900 kwhrs per day. At 0.081 cents per kwhr (our new rate) the savings per day is \$802.

At this rate, our electric bill per year will be about \$2,000,000 or \$5,479 per day average.

# OBSTACLES

- CHILD CARE SCHEDULING
- NOT ALL DEPARTMENTS MAY BE ABLE TO PARTICIPATE
- COVERAGE OF AREAS COULD BE LACKING
- LONGER WORK DAY MAY BE TAXING ON SOME OF THE WORK FORCE
- COORDINATION OF FLEXIBLE/AWS CREWS
- CUSTOMER SERVICE COVERAGE

# WHO'S USING FLEX SCHEDULES

- BOSTON COLLEGE
- XAVIER UNIVERSITY
- LOYOLA CHICAGO
- ARIZONA UNIVERSITY
- UNIVERSITY OF PENNSYLVANIA
- GEORGIA STATE UNIVERSITY

HOW THEY DO IT

**EXCERPTS FROM HR HOMEPAGES**

# BOSTON COLLEGE

- **The University will approve flexible work schedules that are consistent with the needs of the employee and, importantly, the needs of the work unit. Of course, every office or work unit has different time demands and every position has unique responsibilities that may or may not be suitable for a flexible work schedule. As a result, the responsibility for recommending a flexible work schedule rests with the work unit manager for approval by the appropriate Vice President or Dean and the Human Resources Department. The Human Resources Department is available to assist employees, managers or department heads with regard to particular flexible work schedule requests.**

# XAVIER UNIVERSITY

- Xavier University department hours must be arranged to meet the operational needs of the University and to effectively deliver customer service. Therefore, work schedules are arranged by departmental supervisor to accommodate the work that needs to be done.
- The University encourages the evaluation of flexible work arrangements as one approach to supporting staff and their work-life effectiveness, to improving morale and to recruiting and retaining a high-quality workforce.
- B. POLICY
- Xavier University shall establish the standard workday, workweek, and starting and quitting times for employees on each shift, in each department, in consideration of current and anticipated workload and other relevant factors.

# XAVIER CONT.

- Flexible work schedule options may be adopted to include:
  - • Flex Time
  - • Compressed Work Week
  - • Telecommuting
  - • Part-time Employment
- Departments may develop flexible schedules and consult with the Office of Human Resources as necessary.

# XAVIER CONT.

- C. PROCEDURE
- 1. Supervisors shall establish daily work schedules and for certain departments this may include evening hours, night hours, and/or weekends. No established schedule shall be constructed as a guarantee of work hours or as a restriction of
- Xavier University's right to restructure the workday or workweek.
- 2. Supervisors should attempt to make scheduling changes in a fair and equitable manner. They should also make every effort to develop work schedules that fairly balance the distribution of necessary weekend or holiday work among employees.

# XAVIER CONT.

- 3. Depending on departmental needs, the workday may exceed or be less than the normal working hours.
- 4. In a 24-hour, 7-day a week operation, employees may be required to work weekends or partial weekends on a scheduled basis. Supervisors are responsible for departmental weekend schedule structure.
- 5. Employees are encouraged to discuss with their supervisor alternative/flexible work options.

# ARIZONA UNIVERSITY

## **Advantage of a flexible work schedule:**

**Employees that are comfortable with their work schedule tend to have better attendance, enhanced productivity and greater commitment to the organization.**

## **Changing work schedules:**

- **Once your schedule is established by your supervisor it should not be continually adjusted or changed. It is not always possible to accommodate individual needs and interests when establishing a work week. It depends upon the business necessity.**

## **Questions to consider:**

- **What do I need to consider before requesting a flexible work schedule?**
- **Can the needs of the unit continue to be met?**
- **Will our unit's responsiveness to our clients be adversely affected by this arrangement?**

# ARIZONA CONTINUED

- **How will the arrangement be viewed by others?**
- **Can similar work schedule requests be considered?**
- **Will the flexible work schedule place an undue burden on other employees?**
- **Can work be completed independently and unsupervised during non-business hours?**

# ARIZONA CONTINUED

- **Four-day/40-hour work week:**
- **When an employee will work four, 10 hour days and will receive one day off each week.**
- **No change is required to the employee's standard work week.**
- **Vacation and sick leave will be charged 10 hours for each day used.**
- **Holidays will be paid at 8 hours each. Normally during the holiday week, employees will work 8-hour days rather than 10 hour days the balance of the holiday week.**

# ARIZONA CONT.

- **Employees will work 32 hours and receive 8 hours of holiday pay during holiday weeks.**
- **An employee may switch days off with other employees as long as the day off is within the same work-week as their scheduled day off but it will be subject to the approval of the supervisor.**
- **When an employee works under the Nine-day/80-hour, two-week work week:**
- **This schedule can present a challenge with a non-exempt employee on a 9-80 work schedule (9 hours worked each day, every other Friday or Monday off as a travel reduction day). Under such circumstances, the supervisor must change the start of the employee's work week.**

# LOYOLA CHICAGO

- **The University encourages and authorizes individual departments to implement flexible work schedules to meet business needs. In addition, departments may adjust the work schedules of individual employees to meet personal, home or family needs while preserving the hours defined by the position's FTE and maintaining quality service.**
- **This policy describes the procedure for implementing a flexible work schedule. Change in scheduled hours may be requested by an employee or designated by a department. Since there is no change in total hours worked, flex-time will not affect pay or benefit level.**

## **Department Initiated:**

**Each department should review its employee scheduling for efficiency of service. If alternative scheduling is needed, each affected employee should be notified of the new schedule. A minimum of two-weeks notice should be given to each employee.**

# LOYOLA CONT.

**An employee may request a change in scheduled work hours for personal or family reasons. This usually involves changes in the number of days on the job or flexible "clock" hours each day. The request should be directed to the supervisor, in writing, with the reason for the request and describing the anticipated affect on customers, work flow and fellow employees.**

**Departmental approval will be based upon the assurance that the efficiency of the department is maintained.**

**The flex-time program, and those employees participating, should be reviewed on a continual basis for its effectiveness. The program and corresponding schedules may be changed as departmental or personal circumstances warrant.**

# **UNIVERSITY OF SCRANTON**

## **CURRENT POLICY**

- **Normal business hours are from 8:30 a.m. to 4:30 p.m. Many variations of these hours exist including second and third shifts. All schedules are defined at the time of hire. Variations are determined by supervisors with administrative approval.**
- **Lunches:**
- **Unpaid lunch hours generally are noon to 1:00 p.m. or 1:00 p.m. to 2:00 p.m. for first-shift employees. Variations on these lunch hours and lunch hours for second and third-shift positions are at the supervisor's discretion. Some positions are on a 30-minute lunch schedule and employees are advised of this at the time of hire.**
- **Breaks:**
- **Non-exempt employees are allowed two paid fifteen-minute break periods each day, one in the first half of the shift and one in the second half. Break periods cannot be used to extend lunch hours or to shorten the work day, nor are they cumulative. Professional staff employees are expected to be self-policing in terms of non-productive time.**

**SURVEY**

**UNIVERSITY OF SCRANTON  
SURVEY RESULTS**

# INTRODUCTION SENT OUT WITH LAST YEAR'S SURVEY

- **Several months ago, our committee was tasked by the Staff Senate to gather information on the feasibility of the implementation of alternative work schedules at the University of Scranton. Since our committee can only make recommendations from our fact finding, it is extremely important for us to get your valuable feedback on this subject that is slowly changing the way Americans view their average work week. Our team is also continuing to proceed with the following: 1). Collecting data from other institutions that have placed alternative schedules into practice, 2). Compiling information on in-house work schedules, and 3). Evaluating possible energy cost savings for the university. In addition, we are also considering the positive effects and challenges on professional and personal lives of the university community, as well as other matters related to this topic. We greatly appreciate your time in filling out this survey, and thank you in advance from all of us on the committee.**

**FINAL RESULTS FOR HOURLY AND  
SALARY EMPLOYEES**

**BREAK DOWN PRESENTED BY**

**GEMMA DAVIS**

# UNIVERSITY STAFF

■	PROFESSIONAL	250
■	GRANTS	11
■	CLERICAL	133
■	MAINTENANCE	136
■	PUBLIC SAFETY	25
■	TECHNICAL	27
■	TRADESPERSONS	25
■	TOTAL	607

## Are you an hourly employee or a salaried employee?

	Frequency answered	Percent
Hourly	146	44.9
Salaried	136	41.8
Total	282	86.8

## Do you work full time or part time?

	Frequency answered	Percent
Full Time	296	91.1
Part Time	9	2.8
Total	305	93.8

## Select your employment classification from the list below

	Frequency answered	Percent
Clerical	107	32.9
Technical/Trades	5	1.5
Maintenance/Custodial	64	19.7
Professional/Paraprof	141	43.4
Public Safety	6	1.8
Total	323	99.4

Please select the answer that best represents your current shift.

	Frequency answered	Percent
8:30 – 4:30 M-F	201	61.8
8:00 – 5:00 M-F	19	5.8
7:00 – 3:30 M-F	43	13.2
3:00 – 11:30 M-F	15	4.6
Total	278	85.5

Please select your approximate round-trip mileage to and from work.

	Frequency answered	Percent
10 miles or less	163	50.2
11-25 miles	90	27.7
26-50 miles	46	14.2
More than 50 miles	20	6.2
Total	319	98.2

Do you currently use or have you used flex hours with the approval of your supervisor?

	Frequency answered	Percent
Yes, currently use	71	21.8
Yes, have used in past	81	24.9
No	170	52.3
<b>Total</b>	<b>322</b>	<b>99.1</b>

Does your personal situation currently allow for flexibility in your work hours?

	Frequency answered	Percent
Yes	239	73.5
No	81	24.9
<b>Total</b>	<b>320</b>	<b>98.5</b>

Would you be in favor of working a longer work day with a shorter work week while keeping the same amount of hours?

	Frequency answered	Percent
Yes	232	71.4
No	47	14.5
Not sure	43	13.2
<b>Total</b>	<b>322</b>	<b>99.1</b>

**Do you think working a longer work day and having a shorter work week would increase, decrease, or not change your productivity?**

	<b>Frequency answered</b>	<b>Percent</b>
<b>Increase</b>	<b>95</b>	<b>29.2</b>
<b>Decrease</b>	<b>36</b>	<b>11.1</b>
<b>Not change</b>	<b>191</b>	<b>58.8</b>
<b>Total</b>	<b>322</b>	<b>99.1</b>

**Would you find it unjust if other departments were able to implement flexible work hours and yours was not?**

	<b>Frequency answered</b>	<b>Percent</b>
<b>Yes</b>	<b>137</b>	<b>42.2</b>
<b>No</b>	<b>180</b>	<b>55.4</b>
<b>Total</b>	<b>317</b>	<b>97.5</b>

**Do you believe working flexible work hours would serve to raise morale in your work area?**

	<b>Frequency answered</b>	<b>Percent</b>
<b>Yes</b>	<b>191</b>	<b>58.8</b>
<b>No</b>	<b>33</b>	<b>10.2</b>
<b>No change</b>	<b>92</b>	<b>28.3</b>
<b>Total</b>	<b>316</b>	<b>97.2</b>

**EMPLOYEE COMMENTS**

**BREAK DOWN PRESENTED BY**

**LISA BELLA**

# **PRESIDENT'S INITIATIVE**

- **WHITE HOUSE PUSH FOR  
WORKPLACE FLEXIBILITY**

# COMMITTEE RECOMMENDATION

- Due to the positive results of the campus survey and evaluation of other universities flex programs; it is our recommendation that the Staff Senate forward the results to the proper governing body for consideration of the implementation of a University of Scranton Flexible Work / Alternative Work Schedule Policy.

# DESIGNING AWS

## *How to Design a Flexible Work Proposal*

- **1. Review all of the flexible work options and determine which would be most desirable and appropriate for:**
  - Personal needs and preferences,
  - Personal work style and capabilities,
  - The demands of the job, and
  - The office situation and organizational needs, with particular focus given to opportunities for improved accountability, cost effectiveness and customer satisfaction.
  
- **2. Prepare a written proposal to the supervisor requesting the flexible work arrangement, covering:**
  - Benefits to the organization,
  - Reasons the FWO will work for the job,
  - Why he/she is suitable for this arrangement,
  - What processes will be needed to maintain good communication and continue to achieve the work goals, and
  - How accountability, cost effectiveness and customer satisfaction needs will be addressed.

# PILOT PROGRAM

- **The arrangement should be "piloted." During the pilot experience, the supervisor and staff member should meet regularly, at pre-arranged intervals, to discuss how the arrangement is going. The following questions can be reviewed:**
  - **a. Are expectations clearly understood?**
  - **b. Is productivity being maintained?**
  - **c. Are the organizational needs still being met?**
  - **d. Are there benefits that can be identified?**
  - **e. Are there adjustments to the arrangement that might be desired by either party?**
  - **f. Should the arrangement be maintained?**
  
- **Note: At the end of the pilot period, the arrangement should be evaluated. It should be understood from the start that either party may end the arrangement if it does not meet organizational and/or personal needs.**

**COMMENTS**

**COMMENTS  
AND QUESTIONS**