

PURPOSE

The purpose of the Alternate Work Schedule Program is to enhance District service and accommodate employee lifestyle, work preferences, and work-life balance, while not adversely affecting the interests of the District, departments, other employees, or the public. This guideline establishes and maintains a procedure for implementing and managing alternate work schedules, including a 9/80 schedule and 4/10 schedule, as defined below.

POLICY

All District positions, with the exception of those positions governed by a Shift Agreement per the applicable MOU, are eligible to request participation in the Alternate Work Schedule Program, subject to supervisory approval. The Alternate Work Schedule Program is designed to:

- Maintain efficiency of District operations and coordination amongst staff;
- Maintain service to the public and other staff;
- Ensure coverage and back-up for program participants;
- Reduce commuting and thereby improve area air quality and greenhouse gas emissions; and
- Provide flexibility in work scheduling.

The Department Head may implement an Alternate Work Schedule on a department, division, work unit, or individual employee basis.

Implementation, modification or discontinuation of a particular schedule may not adversely impact the services of the District, such as by increasing operating costs, reducing or negatively impacting services and availability to customers and/or by reducing revenues, or other adverse impacts.

The Department Head may at any time modify or discontinue an alternate work schedule assignment and reassign an employee(s) to a Standard Work Schedule, as defined below, based on operational needs and efficiency of the department and District.

DEFINITIONS

Standard Work Schedule (5/40): Shall mean a work schedule of five days of eight-hour shifts for a total of 40 hours during a seven-day work week.

Alternate Work Schedule: Shall mean either the Nine-Eighty Work Schedule (9/80) or the Four-Ten (4/10) Work Schedule.

Nine-Eighty Work Schedule (9/80): Shall mean a work schedule that provides for 80 hours of work over nine work shifts in a 14-day period. Typically, an employee assigned to this work schedule will work five shifts during a seven-day work week, including nine hours per day for four days and one day of eight hours (44 hours), and four shifts during another seven-day work week, including nine hours per day for four days (36 hours), with one day off in each pay period. The work

week is divided midway into the eight-hour day to provide two 40-hour work weeks per pay period for FLSA and overtime calculation purposes. (See Attachment B, Master Alternate Work Schedules 1-4)

Example:

Week 1

Week 2

Mon	Tue	Wed	Thurs	Fri	Mon	Tue	Wed	Thurs	Fri
Off	9	9	9	9	8	9	9	9	9

Four-Ten Work Schedule (4/10): Shall mean a work schedule that equates to 40 hours per week. Typically, an employee will work four ten-hour shifts (40 hours) in each seven-day work week. (See Attachment B, Master Alternate Work Schedules 5-6)

Public Hours: Business hours of operation in which the District is open for public visitation and public business, designated to be from 9:00 a.m. to 4:00 p.m., Monday through Friday. Each Department Head is responsible for ensuring adequate staff to provide required service and assistance to the public, other District departments, and other agencies during these times.

Core Hours: Hours in which staff are generally to be available, to ensure coordination amongst work groups and individual staff across the District, as well as availability to customers, other agencies and the public. Core Hours shall be 9:00 a.m. to 3:00 p.m. (except for certain field positions working alternate shift schedules that may not cover these core hours), Monday through Friday. Each employee's work schedule must include these Core Hours, with the exception of the regularly scheduled day off (in a 9/80 or 4/10 work schedule) or on an exception basis for personal appointments and vacation scheduling. Each Department Head is responsible for ensuring appropriate staffing levels and availability within their department during Core Hours. Work units in which public customer service is a main, core function will observe the Public Hours as their Core Hours.

Lunch Period: The lunch period will be 30 minutes or one hour, is generally unpaid and in addition to the working hours. Employees must adhere to a consistent schedule and will agree upon a lunch period duration with their supervisor, in conjunction with developing their approved schedule.

Overtime: Overtime for Alternate Work Schedule Program participants shall be any authorized service exceeding the Alternate Work Week Schedule and shall be compensated on the basis set forth in the OE3 Memorandum of Understanding or M/C/P provisions. In general, no overtime is authorized for M/C/P staff with very limited exceptions related to certain emergency field work and upon approval of the General Manager.

Work Unit: The employees and functions for which a supervisor is responsible.

PROGRAM CONSIDERATIONS

1. Department Heads:

- a) Operational Efficiency: Department Heads must consider and ensure the overall efficiency of the department in approving individual requests for Alternate Work Schedule participation. For example, the Department Head must monitor and ensure supervisory coverage, direct staff on how to handle phone coverage and mail distribution/review, and balance scheduled days off with operational needs.

2. Supervisors:

- a) Time Accountability: Supervisors may utilize any method for time accounting that fits the needs of their work unit. At a minimum, the method must ensure that employees comply with their schedules, and that supervisors know the whereabouts of their employees during the workday. This system, operating in conjunction with the supervisor's approval of employees' time entries, will fulfill requirements of time accountability. The supervisor must maintain a written plan, to be approved by the Department Head, of how staff will be supervised and appropriately managed if staff are to be assigned work hours or a work schedule outside of the supervisor's normal schedule.
- b) Workload, Coverage, Customer Service, Minimum Coverage Requirements: In considering an employee's request for Alternate Work Schedule Program participation, the supervisor must review and approve the employee's plan to ensure maintenance of workload, coverage, and customer service. The supervisor must ensure that the responsibilities of the participating employee, as well as the overall work unit, are maintained, and that the department's coverage of Core and Public Hours are appropriately met in order to cover necessary functions that must be performed by each work unit on a daily basis to ensure that adequate service levels are maintained, and that employees not on the alternate schedule will not be unduly burdened.

Approved schedules and coverage plans must consider planned absences due to vacations, as well as unplanned absences due to illness and other personal emergencies. No additional temporary personnel, temporary upgrades, or overtime will be used to ensure such coverage.

- c) Supervisor Absent: Supervisors must ensure that employees are provided adequate levels of supervision to monitor employee performance, provide guidance and direction, and coach employees. Matching the employee's hours is not required to accomplish this. If the supervisor is off on his/her scheduled day off, supervision of the unit will be handled by his/her designee or the next higher-level supervisor for that day, subject to approval by the supervisor's supervisor. A supervisor shall make sure there is an approved substitute supervisor, to take the scheduled day off. In no cases will work-out of class or overtime be used to secure coverage.

- d) Monitoring/Evaluation: The supervisor is responsible to monitor work performance to ensure that there is no decrease in the level or quality of services, duties, and responsibilities.
- e) Cancel Participation: If an employee's productivity, job performance, attendance or adherence to office work rules deteriorates for any reason while on an Alternate Work Schedule, the supervisor has the authority to cancel participation and return the employee to a standard work schedule at the end of the pay period that gives the employee and Union, if applicable, fifteen (15) working days' notice.
- f) Change to Work Schedule: The supervisor will notify employees as far in advance as practical when a change to the work schedule is required to satisfy operational priorities and emergency adjustments.
- g) Vacation Leave: Supervisors may limit vacation leave approvals for employees to ensure adequate staffing and maintain operational needs.
- h) Documentation: Supervisors shall document their employees' approved work schedules and ensure that staff who attend inter- departmental meetings keep their electronic calendars up to date.

3. Employees:

- a) Work Schedule Request: Submit an Alternate Work Schedule Program Participation Request (Attachment A) to immediate supervisor, indicating either a 9/80 or 4/10 schedule request, which days in each work week will be workdays and which day will be the standard day(s) off, which day will be the 8-hour day, if applicable, and the duration of the lunch period.
- b) Work Schedule Requirements: Develop work schedule with the supervisor that ensures the schedule is set to include 80 hours of paid time in each biweekly pay period and 40 hours in each work week period, and meets workload and coverage needs of the work unit, department and District. The approved schedule will be maintained until (1) the employee requests and receives approval for a change, or (2) prior advance approval is obtained from the supervisor on an exception basis, or (3) the employee is withdrawn from the program by the supervisor.
- c) Quality/Quantity of Work: Ensure that the quality and quantity of work are maintained.
- d) Emergency Adjustments: If an employee is assigned to work due to unforeseen circumstances or is required to attend training on a scheduled day off, the employee may adjust the work schedule to take off a different day, so long as it falls within the same two-week pay period, meets Fair Labor Standards Act (FLSA) requirements for a 40- hour work week, and is approved by the supervisor in advance.
- e) Special Circumstances: In response to special circumstances, the employee may request

supervisor approval for their scheduled day off to be changed to another date in the same work week, as far in advance as possible.

- f) Trading Days: With supervisory approval, participants may trade days, if the trades are job-related, meet FLSA requirements and are on an exception basis.
- g) Work Status: Ensure supervisor is properly briefed on the status of work assignments so that work of the unit is not affected due to the alternate work schedule.
- h) Travel and Training: It is the responsibility of the employee to ensure an 80-hour pay period, and 40-hour work week by requesting supervisor approval for a variance or a change in schedule to a normal work schedule to meet scheduling and work demands due to training, travel, or military requirements.
- i) Doctor and Dental Appointments: Employees are expected to schedule doctor and dental appointments on their scheduled day off whenever possible, to minimize absences from work.
- j) Required Department/Work Unit Meetings: The employee agrees to adjust schedule on days when employee is expected to attend a meeting outside of his/her alternate work schedule hours. The employee is responsible for discussing and getting advanced supervisory approval for all such adjustments.

4. District:

- a) In agreeing to the Alternate Work Schedule Program, it is recognized that the District has the right to exercise complete control and discretion over its organization of performing its work pursuant to the provisions of Article 5.01 of the OE3 MOU and that the District retains the right to modify or change the schedule, if necessitated by operating requirements. Such a change would be subject to the notification requirements of Section 8.01 of the OE3 MOU. The criteria established for the economic and performance-related evaluation of this program shall be at the sole discretion of the District.

ADMINISTRATIVE ISSUES

1. Day Off: When establishing an alternate work schedule, an employee designates a scheduled day off during the bi-weekly period, subject to approval of the supervisor. The scheduled day off must be on a Monday or Friday. For 4/10 Work Schedule participants, the selected day off must be the same day in Week 1 and Week 2 of the pay period. On an exception basis, an alternate day off may be scheduled subject to supervisor approval. The eight-hour day must always be on the week other than the week with the scheduled day off. The eight-hour day cannot be changed to another day in the work week because it represents the boundary for overtime pay and FLSA calculation purposes. The workweek is divided midway through the eight-hour day. For the 9/80 schedule, the 8-hour workday schedule may either start one hour later or end one hour earlier, subject to supervisor approval.

2. Leave Accrual and Usage: The accrual of Vacation, Floating Holiday, Sick and Management Leave will remain unchanged. Leave accrual and usage shall be based on an hour-for-hour basis. When on any compensated leave, the employee must charge accrued leave balances for the number of hours required to cover the number of hours scheduled to work. For example, if an employee takes a vacation or sick day on a day that he/she is scheduled to work a nine or ten-hour shift, nine or ten hours of vacation or sick leave must be used to cover the number of scheduled hours for that day. The same provision applies for all types of leaves including extended medical leaves, military leave, jury duty, suspensions, etc. Employees shall receive no overtime or compensatory time for jury duty or military leave occurring on a regularly scheduled day off.

3. Holidays for Employees on the Alternate Work Schedule: Full-time employees shall receive eight (8) hours of holiday leave for each official holiday as set forth in the MOU or M/C/P Compensation Schedule.

Holidays on a Scheduled Workday: OE3 Employees: Whenever a holiday falls on a scheduled workday, the employee will receive eight (8) hours of holiday leave and must use additional accrued hour(s) of vacation, compensatory, floating holiday, or management leave time to account for the remaining hour(s). If the employee does not have any accrued leave available to be charged for the additional hour(s) for the holiday, the employee shall be charged with leave without pay.

Holidays on a Scheduled Day Off: If a holiday falls on an employee's normal day off, the employee will observe the holiday within the same work week by taking off either the day preceding or following the holiday and charging 8 hours holiday pay, plus any balance in accrued leave. As another option, the employee may be allowed to take off another day (subject to supervisory approval) during the same workweek if he/she is unable to take off the day preceding or after the holiday, because of workload, impact on unit operations, or other reasons, and required to code or make up the remaining time as described in the section above.

4. Training or Conferences. When an employee attends a training, seminar, or conference on a day of the week that is the employee's regularly scheduled day off, with the approval of the department head or designee, the employee shall be required to take the scheduled day off within the same pay period or revert to a Standard (5/40) Work Schedule for the work week or pay period affected by the training.

5. Absences and Staffing: Department heads have discretion, for individual circumstances affecting individual employees (such circumstances including but not limited to training, bereavement leave, suspensions, work attendance problems, leave without pay, industrial leave, and employee personal matters) with advance notice, to revert the employee to a Standard (5/40) Work Schedule for a specified duration related to the circumstance.

6. Changes in Work Schedule:

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- a) Employees may make special requests for days off or a change to their work schedule by discussing the change with their supervisor, who will have final approval.
- b) In certain divisions or work units where there are limited number of personnel, it may be necessary to have staff members revert to a 5/40 schedule when another member is on vacation or other leave. The supervisor will make the determination on a case-by-case basis.
- c) It may be necessary to have staff members revert to a 5/40 schedule due to operational requirements. The employee's supervisor shall make the determination regarding the need to revert to a 5/40 schedule.
- d) In rare instances, employees may be asked/required to work on their scheduled day off. If this occurs, the member will receive compensatory time off or overtime, in accordance with the existing MOU or M/C/P Compensation Schedule, or with supervisor approval, may choose an alternate day off during the same pay period.

PARTICIPATION REQUEST PROCEDURE

Written Request: Employees shall request approval of an Alternate Work Schedule from their immediate supervisor utilizing the Alternate Work Schedule Program Participation Request form (Attachment A).

- 1. Upon receipt of the employee's request, the immediate supervisor and employee shall discuss the workload and other responsibilities of both the employee and the work unit. The supervisor shall make an approval determination within 30 days of receipt.
- 2. If the supervisor approves, he/she will forward the approved form to Payroll and the employee may begin to work the new schedule at the beginning of the next pay period.
- 3. If the request is not approved, the reasons for the decision shall be set forth in writing, and a copy will be provided to the employee.
- 4. For OE3 employees, any schedule conflicts at initial program implementation shall be resolved by seniority, pursuant to Article 3.03 of the MOU.
- 5. Employees who are denied Alternate Work Schedule participation may appeal to the Department Head. The decision of the Department Director is final.
- 6. If an employee wishes to change their participation in an Alternate Work Schedule, by changing a schedule or discontinuing the program, the employee must initiate a new application indicating the change and have it approved.

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RESPONSIBILITIES

1. It is the responsibility of managers and supervisors to monitor compliance with the Alternate Work Schedule Program guidelines, to ensure that employees follow FLSA guidelines concerning overtime provisions, and that operational needs and service levels are not adversely affected.
2. It is the responsibility of Payroll to review employee time cards, time sheets, and time entries for FLSA compliance and adherence to Alternate Work Schedule Program guidelines and to notify supervisors if they note a compliance problem, and the supervisor will take corrective action.
3. It is the responsibility of Human Resources to serve as a clearing house for questions and issues regarding administration and implementation of the program, to help coordinate the program with managers and supervisors, employees, and Payroll, and to implement changes to the program when deemed necessary.
4. It is the responsibility of employees to adhere to these guidelines and to check with their supervisor if they have any questions.
5. The Human Resources and Executive Staff group will evaluate the Alternate Work Schedule Program periodically. Based on the evaluation findings, the General Manager will determine whether the program should be modified, eliminated or continued. Evaluation findings will be provided to employees and Unions.
6. Any requests for exceptions to this policy for employee or work group work schedules will be evaluated by the Human Resources Manager and General Manager for consistency with District practices, and this policy, and to ensure appropriate internal and external coordination and customer services for meeting the needs of the District.

ATTACHMENTS

Attachment A: Alternate Work Week Agreement

Attachment B: Master Alternate Work Week Schedules

APPROVED:

/s/ ED STEVENSON
Ed Stevenson, General Manager

**ALTERNATE WORK SCHEDULE
PARTICIPATION REQUEST and CHANGE FORM**

EE#	Employee Name (print)	Title	Date
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NEW REQUEST:

I would like to work on a: 9/80 Nine Day Pay Period for the period starting _____.

4/10 Eight Day Pay Period

CHANGE:

I would like to change my schedule to:

5/40 Standard Work Schedule

9/80 Nine Day Pay Period for the period starting _____.

4/10 Eight Day Pay Period

TERMINATE PARTICIPATION:

I wish to terminate my participation in the Alternate Work Schedule, effective pay period ending: _____

For 9/80:

My normal work hours for this 9/80 Schedule shall be:

Nine Hour Days: Start time _____ AM; Stop Time _____ PM.

Eight Hour Days: Start time _____ AM; Stop Time _____ PM.

For 4/10:

My normal work hours for this 4/10 Schedule shall be:

Ten Hour Days: Start time _____ AM; Stop Time _____ PM.

My lunch period will be: (choose one)

30 Minutes: Start time _____; Stop Time _____.

60 Minutes: Start time _____; Stop Time _____.

I request my Scheduled Day Off to be _____. (Note: For 9/80, see Master Schedule- Schedules 1-4
For 4/10, see Master Schedule- Schedules 5-6)

I realize that this schedule and day off are subject to the approval of my supervisor(s) and that the work needs of the department and the District may necessitate changes or the discontinuance of this schedule.

I have read, understand, and will comply with the procedures of this program, as specified in the administrative guideline. See reverse for plan to ensure basic coverage.

Submitted by:

Employee	Date
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Submitted for Approval

Supervisor	Date
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Division or Dept. Manager	Date
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Copies to: Supervisor, Employee, Payroll

See reverse for plan to ensure basic coverage

Coverage: I have considered and ensured effective coverage of the following:

1. Workload:

2. Special Projects:

3. Internal Customer Service:

4. External Customer Service:

5. Phone and Mail Coverage:

6. Regular Meetings:

7. General Work Coverage:

8. Other:

Supervisors Only: Explain briefly how you plan to ensure supervision during your scheduled days off.

Attachment B

MASTER ALTERNATE WORK WEEK SCHEDULES

9/80 SCHEDULE 1

1st Monday Off / 2 Monday 8 hour

	SUNDAY	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1	OFF	OFF (END) OFF (START)	9	9	9	9	OFF
Week 2	OFF	4 (END) 4 (START)	9	9	9	9	OFF
Week 1	OFF	OFF (END) OFF (START)	9	9	9	9	OFF
Week 2	OFF	4 (END) 4 (START)	9	9	9	9	OFF

9/80 SCHEDULE 2

1st Friday Off / 2nd Friday 8 hour

	SUNDAY	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1	OFF	9	9	9	9	OFF (END) OFF (START)	OFF
Week 2	OFF	9	9	9	9	4 (END) 4 (START)	OFF
Week 1	OFF	9	9	9	9	OFF (END) OFF (START)	OFF
Week 2	OFF	9	9	9	9	4 (END) 4 (START)	OFF

9/80 SCHEDULE 3

1st Monday 8 hour / 2nd Monday Off

	SUNDAY	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1	OFF	4 (END) 4 (START)	9	9	9	9	OFF
Week 2	OFF	OFF (END) OFF (START)	9	9	9	9	OFF
Week 1	OFF	4 (END) 4 (START)	9	9	9	9	OFF
Week 2	OFF	OFF (END) OFF (START)	9	9	9	9	OFF

9/80 SCHEDULE 4

1st Friday 8 hour / 2nd Friday Off

	SUNDAY	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1	OFF	9	9	9	9	4 (END) 4 (START)	OFF
Week 2	OFF	9	9	9	9	OFF (END) OFF (START)	OFF
Week 1	OFF	9	9	9	9	4 (END) 4 (START)	OFF
Week 2	OFF	9	9	9	9	OFF (END) OFF (START)	OFF

4/10 SCHEDULE 5

Monday Off

	SUNDAY	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1	OFF	OFF	10	10	10	10	OFF
Week 2	OFF	OFF	10	10	10	10	OFF

4/10 SCHEDULE 6

Friday Off

	SUNDAY	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1	OFF	10	10	10	10	OFF	OFF
Week 2	OFF	10	10	10	10	OFF	OFF