

STATE OF MAINE  
DEPARTMENT OF PERSONNEL

August 18, 1981

PERSONNEL MEMORANDUM 5-81

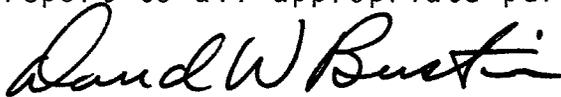
TO: All Department/Agency Heads/Personnel Officers  
SUBJECT: Report of Recommendations of the Labor/Management  
Committee of the MSEA and the State of Maine

Attached is a copy of a report of recommendations by the Labor/Management Committee of the Maine State Employees Association and the State of Maine.

This report addresses the Committee's recommendations relative to alternative work schedules (flexible work hours, compressed work week, and job sharing).

Please review this material and advise the Labor/Management Committee as to which areas within your agency would be compatible to the development and institution of an alternative work schedule program. It is requested that this information should be provided within 30 days from receipt of this memorandum.

Please distribute this memorandum and the accompanying report to all appropriate personnel.



DAVID W. BUSTIN  
COMMISSIONER

Attachment

PLEASE REPRODUCE LOCALLY FOR DISTRIBUTION PURPOSES

LABOR/MANAGEMENT COMMITTEE

REPORT OF RECOMMENDATIONS OF THE  
LABOR/MANAGEMENT COMMITTEE OF THE  
MAINE STATE EMPLOYEES ASSOCIATION  
AND THE STATE OF MAINE

Alternative Work Schedules (flexible work hours, compressed work week and job sharing) for State employees within MSEA bargaining units.

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As provided by Article XLVIII of the current collective bargaining agreements between MSEA and the State, the Labor/Management Committee has been charged with the responsibility to research and develop recommendations concerning alternate work schedules.

The following memorandum embodies this recommendation and hopes to stress to you, as department heads, the importance and value of work schedules within your departments. Please note that while staggered work hours are variations to a fixed work schedule they are directed principally at reducing congestion of roads, elevators, etc. and are not intended to realize the same benefits to both the employer and employees as are flex-time, compressed work week and job sharing. Staggered work hours will not, therefore, be considered in this memorandum as coming under the heading of alternate work schedules.

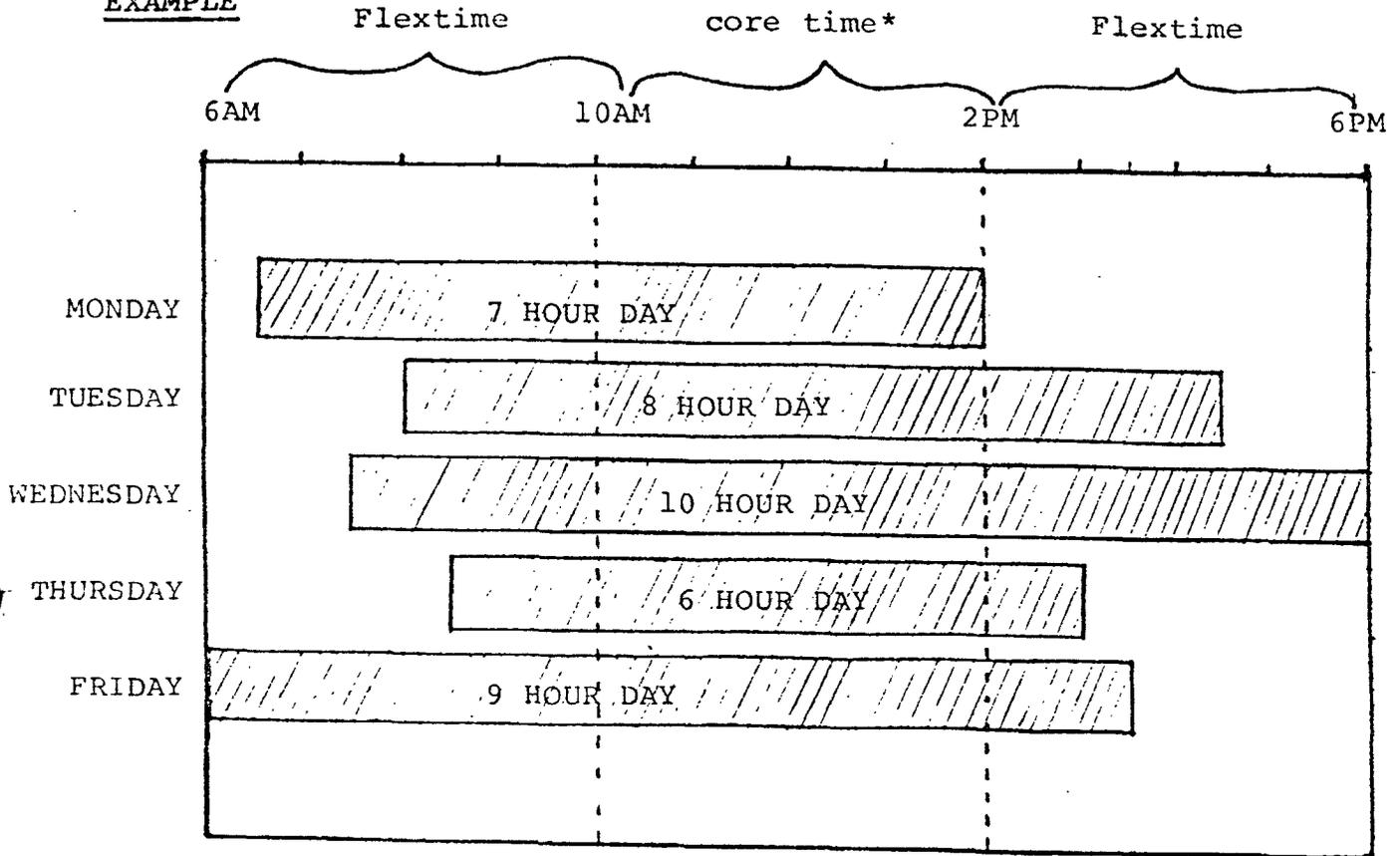
Background: An increasing number of State and County governments throughout the country are experimenting and, in many instances, permanently instituting alternate work schedule programs of one variation or another. The Federal government, via the Federal Employees Flexible and Compressed Work Schedules Act of 1978, has been experimenting with alternate work schedules throughout its agencies and are confirming that the resulting benefits far outweigh any inconvenience that the transition might present. Such benefits have usually been found in increased employee dignity and morale, increased productivity, reduced turnover, reduced energy costs, and, reduced lost time in that personal business such as doctor's appointments, etc. can be better scheduled outside of a flexible or compressed work week than they can outside a rigid 8 hour day, 5 day work week.

In Maine State Government numerous agencies or sub-departments have experimented successfully with flex-time, compressed work weeks and job sharing, deriving from these programs some or all of the benefits described above.

Definitions: 1) Flexible work schedules or "flex-time" are schedules which offer employees the choice (normally within certain limits) to vary their arrival and departure times. This flexibility of hours at the beginning and end of an employee's work day most often surrounds a period of required presence referred to as the schedule's "core time."

WORKDAY, INCLUDING A ½HR. LUNCH PERIOD, MAY VARY IN LENGTH PROVIDING CORE TIME IS COVERED, BUT WORKWEEK REMAINS 40 HRS.

EXAMPLE



Choice of starting & quitting time is Employees option.

\*Core time may vary due to employee & agencies needs.

2) A compressed work schedule is one which allows employees to complete the basic work requirements in less than the usual five working days in a week.

The most common is 10 hour day, 4 day work week with either Monday or Friday as a day off, allowing for a three day weekend.

3) Job sharing is an arrangement by which 2 or more employees are assigned to essentially the same task(s) but divide the hours required between them. Division could be daily, weekly, or monthly depending on the needs of the employee and the agencies.

Action Requested: All agency heads are being requested to review their organizations for the purpose of identifying areas where one or more of the previous described alternate work schedule plans may be feasible; consider the following: The efficiency of operations, service to the

public, energy consumption, full and part-time employment opportunities, and the family life and personal needs of employees.

After this initial review, you are requested to inform the Labor/Management Committee as to which areas within your Agency would lend themselves to the development and institution of an alternate work schedule program. This information should be provided within 30 days to the individuals specified later in this memorandum.

Having identified such areas, a written proposal describing the area, the job classifications, the number of employees, the intended schedule of hours, etc. should be presented to both the Personnel Department and the Maine State Employees Association for their review and approval.

Having received approval, the agency head may then offer it to the employees affected and with their concurrence it may be implemented.

It is requested that, following 6 months of experience with a newly instituted program, a brief report be submitted to the Labor/Management Committee describing the benefits to both employees and the agency, and difficulties encountered and any other information which might be useful for the Committee in assisting other agencies with their programs.

Persons to be contacted throughout this process are:

For Personnel -- Frank Johnson, Assistant to the Commissioner  
For MSEA -- Stephen Leech, Research Analyst

Thank you.

NOTE: The Labor/Management Committee through its research has assembled a great deal of information with regard to the design, implementation and effects of alternate work schedules and is prepared to provide support for any agency in the development of such a program.

Labor Management Committee of MSEA & State of Maine

<u>Albert C Willis</u>	President, MSEA
<u>David W Bustin</u>	Commissioner, Personnel
<u>John Randal</u>	Chairperson - Labor
<u>Frank A. Johnson</u>	Chairperson - Management