

STATE OF MAINE
DEPARTMENT OF PERSONNEL

January 6, 1987

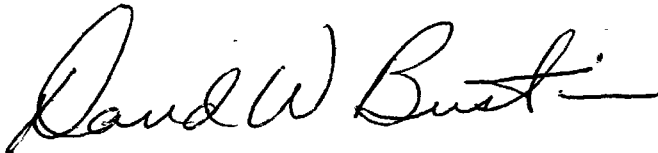
PERSONNEL MEMORANDUM 1-87

TO: All Department/Agency Heads, Personnel Officers
SUBJECT: ALTERNATIVE WORK SCHEDULES

The Labor/Management Committee of the Maine State Employees Association and the State of Maine is seeking current information on the usage of alternative work schedules in State government.

The Committee requests that all agencies complete the attached survey sheet indicating the type of schedule and the number of participating employees by bargaining unit and pay range for overtime purposes. The survey also asks for comments about your agency's experience with alternative work schedules.

Please return the completed survey no later than January 26, 1987, to June Delano of my staff (State House Station #4). If you have questions, please direct them to June. Feel free to distribute this memorandum to all appropriate personnel.



DAVID W. BUSTIN
COMMISSIONER

Attachment

MAY BE REPRODUCED LOCALLY FOR DISTRIBUTION NEEDS

ALTERNATIVE WORK SCHEDULES

Labor-Management Questionnaire

Please complete the following survey on the usage of alternative work schedules in your agency. The information gathered will be used by the Labor-Management Committee of the Maine State Employees Association and the State in developing alternative work schedule proposals and policy recommendations. If you have questions, please call June Delano, Assistant to the Commissioner, Department of Personnel (289-4426). Thank you for your help and participation.

AGENCY: _____ CONTACT: _____

PAY RANGE 20 AND BELOW
Number of Employees by Bargaining Unit

<u>Alternatives*</u>	O/S	Pro-Tech.	Admin.	Superv.	Law Enforce.
Staggered Hours					
Flex-Time					
Compressed Week					
Job-Sharing					

PAY RANGE 21 AND ABOVE
Number of Employees by Bargaining Unit

<u>Alternatives*</u>	O/S	Pro-Tech.	Admin.	Superv.	Law Enforce
Staggered Hours					
Flex-Time					
Compressed Week					
Job-Sharing					

COMMENTS: Let us know about successes, problems and/or innovations which your agency has experienced in implementing alternative work schedules. (Please use back of page if necessary):

*See attached definitions. Please do not include alternative schedules which are set by management and which employees do not control.

I. DEFINITIONS

Alternative work schedules in Maine State Government are defined to include the following variations: Staggered Work Hours, Flexible Work Hours, or Flex-Time, Compressed Workweek, and Job Sharing.

A. Staggered Work Hours

This is the most frequently used form of alternative work schedules. Basically, staggered work hours provide that an employee or group of employees work a fixed schedule with staggered starting and quitting times. For example, within a given department employee schedules may vary as follows: 7:15 a.m. to 4:15 p.m. (one hour lunch), 7:30 a.m. to 4:00 p.m. (half-hour lunch), and 8:00 a.m. to 5:00 p.m. (one hour lunch).

Staggered hours represent the first form of alternative work schedules introduced in State government. Staggered work hours were designed to alleviate traffic congestion and to accommodate ride-sharing.

Employees are expected to work a five-day week comprised of 8-hour days with fixed starting and ending times. As a result, staggered work hours are not representative of what is commonly referred to as "alternative work schedules."

B. Flexible Work Hours or Flex-Time

There are several variations of flex-time but each has the common element of allowing the employee a range of possible work hours beyond the limits of fixed starting and quitting times.

For example, the range of work hours could be designated as 6:30 a.m. to 6:00 p.m. During this period, the work day is generally comprised of "core" time and "flexible" time.

1. Core Time - This is the time during which all employees must be present (for example, 9:30 a.m. to 3:00 p.m. or 10:00 a.m. to 2:00 p.m., etc.) except for a lunch break.
2. Flexible Time - This is the period during which employees may select variable starting and quitting times (flexible starting time between 6:30 a.m. and 9:30 a.m. and flexible quitting time between 3:00 p.m. and 6:00 p.m.).

Lunch breaks may be specified to a fixed period of time during which employees must take a lunch break or a midday flexible range (e.g., 11:30 a.m. to 1:30 p.m.) that employees may use as desired.

The two most common forms of flex-time are:

1. Gliding Schedule - Employees are free to select and vary their work hours each day, provided they are present during core hours and a specified cumulative number of hours are worked within a given pay period (e.g., 40 hours weekly, 80 hours bi-weekly). The number of hours worked each day may vary.
2. Floating Day - Employees are required to work the same number of hours each day (usually 8 hours), but they still retain flexibility as to which hours will be worked around the core time.

C. Compressed Workweek

This schedule allows employees to compress working hours into fewer than 5 days per week or fewer than 10 days bi-weekly. Compressed work schedules require "core" days which are the days (usually Tuesday thru Thursday), in which all employees must be present. There are three variations of compressed workweeks in State government.

1. Four-day Week - Employees compress their workweek into four days. Generally, that equates to four 10-hour days.
2. Four and a Half-Day Week - Employees work four 9-hour days and one 4-hour day.
3. Bi-Weekly - Employees work a 44-hour week (four 9-hour days and one 8-hour day) and a 36-hour week (four 9-hour days), thus providing for one scheduled day off every two weeks.

Compressed workweeks may be rotated so that employees may alternate days off (e.g., Monday one week, Friday another week) or the day off may be fixed. However, once the compressed schedule has been established, the schedule should be constant. Employees should not expect to periodically alter their compressed workweek schedules, although "make-up" time may be permitted if mutually agreeable to both the employee and the agency.

D. Job Sharing

Job sharing is defined as two or more employees sharing the duties and responsibilities of one position. Agencies must maintain comparable assignments for each employee within the shared job. The sharing of one position must be limited to sharing the tasks and responsibilities of one class. If a position as Clerk Typist II is being shared by two or more employees, the duties assigned to these employees must be representative of the class of Clerk Typist II and these duties must be shared in an equitable fashion.

Work schedule may be shared on a daily, bi-weekly, annual or any other mutually agreed upon basis. Hours per day or per week should be fixed for each employee sharing a position; however, employees may voluntarily exchange or alter schedules on either a regular or irregular basis with notice to the supervisor.

Once a job sharing position has been established, authorized hours will also be designated for each employee sharing the position. If two employees share a position with each employee working twenty hours per week, the number of authorized hours for each employee shall be twenty. Agencies should maintain employee schedules in accordance with authorized hours.

It is recommended that job share assignments and authorized hours not be established in fractional hours. Whenever possible, it is recommended that authorized hours be designated at increments easily divisible by 40.

Whenever one of the employees in a job shared position separates:

1. The position may be shared by the remaining employees if more than one remains.
2. A new employee may be appointed to share the position. 1/
3. The position may be returned to a full-time schedule if only one employee remains.

NOTE: If an agency chooses to alter a job shared arrangement, the agency must notify the appropriate bargaining agent of the proposed changes and negotiate the impact of such changes in accordance with existing contract language governing hours and work schedules.

Any change to a job sharing arrangement will be accomplished in a manner so as to have the least possible adverse impact on incumbent employees.

1/ When a portion of a job shared position becomes vacant and the remaining incumbent(s) wish to continue the job shared arrangement, agencies are encouraged to recruit candidates from within the department/agency. If there are no interested employees within the department, the agency should contact the Department of Personnel to determine if there are interested candidates among statewide and open competitive applicants.