



**Office of Human Resources
Standard Operating Procedure
HR SOP #301**

Subject: Alternative Work Schedules

Effective Date: August 16, 2018

Policy Statement:

The department is committed to helping employees address work/life balance by offering Alternative Work Schedules (ALTWS). Therefore, Division Directors may establish Alternative Work Schedules and work hours within their divisions for the benefit of the Department and its employees. DNR Division Directors must ensure that the mission of the Department is accomplished and have the authority to establish and modify work hours and work schedules as necessary, in accordance with this procedure. Employees may be required to change their schedules at any time by Department Management. Alternative work schedules may be used in conjunction with the Department's Telework Program.

Definitions:

Alternative Work Schedules: A 9-day, 80-hour work schedule. A 4, 10-hour day work schedule or an 8-hour day schedule with a flexible start and end time are the alternative schedules offered by DNR.

Compressed Workweek: Alternative work arrangements where a standard workweek is reduced to fewer than five days, and employees make up the full number of hours per week by working longer hours.

Flexible Work Schedule: An alternative to the traditional 9 to 5, 40-hour work week. It allows employees to vary their arrival and/or departure times.

Official Work Hours: The official core work hours of the Department are from 8:00 a.m. to 4:30 p.m., Monday through Friday (24-hour operations excluded).

Work Schedules: The normal or standard work period for non-law enforcement employees starts at 12:01 on Saturday, and ends at midnight the following Friday. Any variance from the standard work period requires written approval from the Human Resources Director, except for the ALTWS described in this procedure.

Procedure:

An *Alternative Work Schedule Agreement* (Attachment 1) must be completed, dated and signed by both the employee and the supervisor.

Participation in an ALTWS is a privilege, not a right, and may be changed if situations occur such as attendance problems, poor work performance, emergencies, etc. Decisions regarding work schedules (changes, discontinuation, etc.) to meet the needs of the Department shall not be subject to challenge.

Supervisor Responsibilities:

Alternative Work Schedules are a benefit granted to employees by supervisors; however, it is the supervisor's responsibility to ensure the following:

- Maintain all offices as open for business during official work hours, unless administratively and/or programmatically unfeasible. All offices are to be adequately staffed to transact business during these hours and to provide necessary and appropriate services.
- Approve schedules based on the needs of the office/unit. Supervisors may allow employees to work desired hours, provided that it is not detrimental to Departmental operations or to the workload of other employees.
- Identify jobs that are not suitable for ALTWS. For example, a Receptionist may be needed in the office every day during official work hours to answer phones and receive customers and therefore is not eligible for ALTWS.
- Leave is monitored closely considering that due to decreased staff on the alternating off days (Monday/Friday), planned and unplanned absences can adversely affect office activities.
- Provide a copy of the Alternative Work Schedule agreement to the employee. Retain a copy of the agreement in the employee's management file.
- Inform the employee that participation in an ALTWS is a privilege, not a right, and may be changed if situations occur such as attendance problems, poor work performance, emergencies, etc.
- Prior to changing work schedules, give employees advance notice when possible.
- Review the employee's alternative work schedule arrangements annually and ensure that the employee has a satisfactory attendance record, a sufficient performance rating, and consistently demonstrates the ability to complete tasks and assignments on a timely basis.

Employee Responsibilities:

Employees must:

- Schedule routine medical appointments or personal business appointments on the scheduled off day when possible.
- Take the appropriate amount of leave for absences based on scheduled work hours for the day requested, i.e., 8, 9, or 10 hours depending on the employee's schedule.
- Be aware that state holidays are eight (8) hours in length. Employees who work 9-hour day or 10-hour day schedules must request leave, compensatory time, leave without pay or work an adjusted schedule to make up the difference in time for the 8-hour holiday.

- Be aware that participation in an ALTWS is a privilege, not a right, and may be changed if situations occur such as attendance problems, poor work performance, emergencies, etc.
- Submit a written request and receive approval for the desired schedule by the supervisor prior to a change to an alternative work schedule becoming effective.

Authorized Alternative Work Schedules:

The Department offers flexible schedules as well as compressed work week schedules.

Flexible Schedules:

This schedule has a work starting and/or ending time which differs from the Department's core hours and must meet the following criteria:

- The official start time for an 8-hour day should not be earlier than 7:00 a.m. (ending at 3:30 p.m., with a 30-minute meal break) and not later than 9:00 a.m. (ending at 5:30 p.m., with a 30-minute meal break). The official start time for a 9-hour day should not be earlier than 6:00 a.m. (ending at 3:30 p.m., with a 30-minute meal break) and not later than 9:00 a.m. (ending at 6:30 p.m., with a 30-minute meal break).
- The official start time for a 10-hour day should not be earlier than 6:00 a.m. (ending at 4:30 p.m., with a 30-minute meal break) and not later than 9:00 a.m. (ending at 7:30 p.m., with a 30-minute meal break).

Employees within an organizational unit may be scheduled to report for work at different specified and staggered times, e.g., 7:30 a.m., 8:15 a.m., etc.

EXAMPLE: Employee A reports at 7:30 a.m., observes a 30-minute unpaid meal period, leaves at 4:00 p.m. - 8 hours worked. Employee B reports at 8:15 a.m., observes a 30-minute unpaid meal period, leaves at 4:45 p.m. - 8 hours worked.

Although starting and ending times are flexible (as stated above) around core hours, each employee must designate and regularly adhere to specified and approved starting and ending times.

NOTE: 30-minute meal breaks are listed above as examples only. Unpaid meal breaks may be more than 30 minutes but must be a minimum of 30 minutes.

Compressed Work Week:

The Department offers two types of compressed work week schedules, a 9-day, 80-hour schedule and a 10-hour day, 4-day work week schedule.

The 9-day, 80-hour schedule with alternating days off covers a two-week period and permits employees to take alternate Fridays or Mondays off by changing the workweek for that employee from the Department standard. Note that this schedule consists of eight 9-hour days and one 8-hour day. In this method, the employee's official workweek begins or ends at midday of the Friday or Monday worked. See the following examples.

Alternate Fridays Off (30 Minute Lunch)			Alternate Mondays Off (30 Minute Lunch)		
			Monday (Off)	12:00-4:00	0 hrs
Saturday		Off	Tuesday	7:30-5:00	9 hrs
Sunday		Off	Wednesday	7:30-5:00	9 hrs
Monday	7:30-5:00	9 hrs	Thursday	7:30-5:00	9 hrs
Tuesday	7:30-5:00	9 hrs	Friday	7:30-5:00	9 hrs
Wednesday	7:30-5:00	9 hrs	Saturday		Off
Thursday	7:30-5:00	9 hrs	Sunday		Off
Friday (On)	7:30-11:30	4 hrs	Monday (On)	7:30-11:30	4 hrs
TOTAL		40	TOTAL		40
Friday (On)	12:00-4:00	4 hrs	Monday (On)	12:00-4:00	4 hrs
Saturday		Off	Tuesday	7:30-5:00	9 hrs
Sunday		Off	Wednesday	7:30-5:00	9 hrs
Monday	7:30-5:00	9 hrs	Thursday	7:30-5:00	9 hrs
Tuesday	7:30-5:00	9 hrs	Friday	7:30-5:00	9 hrs
Wednesday	7:30-5:00	9 hrs	Saturday		Off
Thursday	7:30-5:00	9 hrs	Sunday		Off
Friday (Off)	7:30-11:30	0 hrs			
TOTAL		40	TOTAL		40

Continue repeating cycle.

Alternate Fridays Off Timesheet (Attachment 2) and *Alternate Mondays Off Timesheet (Attachment 3)* are timesheets to be used by employees who are scheduled to be off work on alternating Fridays or Mondays.

NOTE: Employees, who move from a regular schedule to a schedule of alternate Fridays off, will take their off day on the Friday of the second week of the new alternative schedule. Employees, who move from a regular schedule to a schedule of alternate Mondays off, will take their off day on the Monday of the first week of the new alternative schedule.

Employees may be permitted to work four 10-hour days each workweek. Using this ALTWS, the official workweek is Saturday, 12:01 a.m. through Friday, midnight.

Georgia Commute Options:

DNR complies with the Governor’s Executive Order by using Georgia Commute Options flextime programs to enhance the productivity and efficiency of DNR employees while improving road conditions and the flow of workers and goods for the private sector. For more information on Georgia Commute Options, go to <http://dnrintranet.org/hr/commute-smart>.

Georgia Commute Options promotes teleworking, *alternative work schedules*, and alternatives to driving alone and offers incentives to Metro Atlanta commuters to reduce traffic and improve air quality. To be eligible for incentives, commuters must live or work in the following counties: Barrow, Bartow, Carroll, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry, Newton, Paulding, Rockdale, Spalding, and Walton. More information

on these incentives is available at: <http://gacommuteoptions.com/Save-Your-Commute/Earn-Cash.-Win-Prizes>.

Telework:

The Department offers telework. For more information on teleworking, see HR Standard Operating Procedure #302, *Telework*.

Attachments:

Attachment 1 – *Alternative Work Schedule Agreement*

Attachment 2 – *Alternate Fridays Off Timesheet*

Attachment 3 – *Alternate Mondays Off Timesheet*