I. POLICY STATEMENT

Howard University ("University") supports alternative work arrangements as viable options for full-time non-union, non-faculty and non-student employees in some situations, taking into account the requirements of the job, work group or organization.

Any full-time non-union, non-faculty and non-student staff member may request consideration for an alternative work arrangement (AWS). These work arrangements include a flexible work schedule or a compressed work schedule.

Division and office directors are responsible for operating alternative work schedules within the context of these guidelines and are responsible for establishing controls to ensure staff accountability for hours worked and for assuring adequate staff and supervisory/managerial coverage to provide essential services during designated customer service hours. Division and office directors may re-delegate this authority to subordinate supervisors and managers as they deem appropriate. There is no guaranteed employee right to a flexible or compressed work schedule. It is strictly dependent upon the operational needs of the organization as determined by the authorized manager.

Employee selection shall be based on specific, written, work-related criteria established by management and with reasonable accommodation for employees who are permanently or temporarily disabled.

This policy establishes guidelines for such alternative work arrangements and supersedes any other written policy on areas contained herein.

II. RATIONALE

Work arrangements define when, where, and how work gets done. Job flexibility is a critical resource for maintaining job satisfaction and quality of life among University employees. Flexibility enables individuals to make adjustments to changing circumstances and can assist employees in balancing work, personal commitments and retirement planning, while meeting their work obligations.
Additionally, supervisors and managers can use flexible schedules as tools to promote productivity, enhance job satisfaction, and develop management and leadership skills. These same alternatives can enhance recruitment and retention of valuable employees.

Because of the many benefits to the University community, the University supports flexible work arrangements when they meet the mutual needs of both the University and the individual.

This policy is designed to assist the University community in maximizing the benefits while reducing the risks associated with job flexibility.

III. ENTITIES AFFECTED BY THIS POLICY

Any full-time non-union, non-faculty and non-student staff member may request consideration for an alternative work arrangement.

IV. DEFINITIONS

A. Alternative Work Schedule – An arranged tour of duty that varies from the standard work schedule. Alternative work schedules include flexible work schedules and compressed work schedules:

1. Flexible Work Schedule – A scheduled tour of duty which includes designated hours and days during which an employee on such a schedule must be present for work (customer service hours), and designated hours during which an employee on such a schedule may elect the time of arrival and departure from work (flexible hours). Schools, colleges, departments and work units need to determine the flexible hour bands based on the needs of the organization for staff coverage during certain hours. Employees may be scheduled to work no later than 6:00 p.m.

2. Compressed Work Schedule – A scheduled tour of duty in which an eighty (80) hour bi-weekly basic work requirement is satisfied in less than ten (10) workdays.

B. Basic Work Requirement – The number of hours (except overtime hours) an employee is required to work or account for by approved leave is forty (40) hours in a standard workweek or eighty (80) hours in a bi-weekly period.

C. Core Hours – The six (6) hour period in each workday as determined by management where employees must be at work. For the purposes of this Policy, core hours are 9:00am – 3:00pm.

D. Exempt Employees – Those employees paid on an annual basis who are not subject to overtime rules under the Fair Labor Standards Act (FLSA) of 1938.

E. Non-Exempt Employees – Those employees who are paid hourly and are subject to overtime rules under the FLSA. These employees must be paid overtime (time-and-a-half) for any hours over forty (40) hours in a week.
F. **Standard Workweek** – The standard workweek is five (5) consecutive days of work between 12:00 a.m. Sunday to 11:59 p.m. the following Saturday. When circumstances require such action, the Chief Human Resources Officer may approve alternate workweeks of any other seven (7) consecutive twenty-four (24) hour periods. For example, a workweek from Tuesday through the following Monday could be used where weekend activity is consistently required.

G. **Standard Work Schedule** – The standard work schedule for full-time employees shall be eight (8) hours per day on five (5) consecutive days, from 8:30 a.m. to 5:00 p.m., inclusive of an unpaid one half (½) hour for a meal period. Additional time taken for a meal period will be added to the standard daily work schedule.

V. **POLICY PROCEDURES**

**IMPLEMENTING GUIDELINES**

A. **FLEXIBLE WORK SCHEDULE**

1. The University’s flexible work schedule allows an employee to pre-select a starting time within a flexible hour band. Once selected, this becomes the employee’s expected starting time until the next selection period.

2. The flexible hours band extends from 6:00 a.m. to 9:30 a.m., with the opportunity to schedule arrival time every fifteen (15) minutes within the flexible hours band. Colleges, schools, departments, and work units that permit flexible work schedules need to determine the flexible hours band based on the needs of the organization for staff coverage during certain hours. Employees may be scheduled to work no later than 6:00 p.m.

3. Divisions and offices may delegate the authority for determining the frequency of the selection period for changing the starting time within the flexible hours band (e.g., every pay period, monthly, semiannually or as dictated by the personal circumstances and needs of the employee) to the lowest level practicable for the operational needs of the organization.

4. At the request of the employee and at least one (1) day in advance, a supervisor may approve an adjusted arrival time for a workday or workdays, in accordance with the limitations specified above in Item 2.

B. **COMPRESSED WORK SCHEDULE**

1. With supervisory approval, employees may elect to work under a compressed work schedule. There are two (2) plans under the compressed work schedule: (1) 5/4-9 and (2) 4-day workweek.

   a. The **5/4-9 Compressed Work Schedule** *(Applicable to Exempt Employees only)*: Employees are scheduled to work nine (9) hours per
day for eight (8) days and eight (8) hours for one (1) day (excluding the lunch period), with one (1) day off every bi-weekly pay period. Any leave requested/approved will be in the amount of hours of work to be performed on that particular day. (For example, if an employee works from 8:00am – 5:00pm (nine (9) hour day) on a day that they are scheduled for leave, the time off would reflect nine (9) hours off.)

b. The 4-Day Work Week: Employees are scheduled to work ten (10) hours a day for four (4) days a week with one (1) day off per week which results in two (2) days off per bi-weekly pay period.

2. No more than twenty-five percent (25%) of the employees in an organizational unit may have the same scheduled off-day at any given time, except where there are fewer than ten (10) employees. In this case, no more than one employee can be scheduled to be off on a given day. The responsible management official may make exceptions to this rule providing that the efficiency of operations is not adversely affected.

3. Supervisors may elect to have the same fixed arrival and departure time for all employees or may establish a flexible hour band in which employees may pre-select their arrival and departure time consistent with Item 2 above. In either case, hours of work must be scheduled to occur between 7:00 a.m. and 6:00 p.m., except where shift work is involved.

4. The responsible manager will determine the days off that will be available in each work unit, and the number of positions, by grade level, that will be assigned within the limitations of Item B.2.

5. Assignments to days off should be done on a voluntary basis, to the extent possible. When this is not possible, the responsible manager may resolve conflicts by taking into consideration, for example, grade level, seniority in grade, performance level of the employee, and the need for a particular employee and/or skill. In some areas, it may be more practical to have everyone take the same day off (e.g., employees working as a team where everyone must have access to each other to complete his/her assignment).

6. The responsible manager may unilaterally reschedule an off-day if an employee’s personal emergency, request, or if unanticipated workload demands require the employee’s presence at work on his/her scheduled off-day.

7. If a full-time employee on a compressed work schedule is relieved or prevented from working on a holiday, the employee is entitled to basic pay for the number of hours of the compressed schedule on that day.
8. When a holiday falls on a scheduled off-day, a full-time employee is entitled to be off the day before the holiday, unless that day is a non-workday, in which case the employee is entitled to be off the day after the holiday. This is referred to as an “in lieu of” holiday. When an employee has three (3) consecutive non-workdays off and a holiday occurs on one of these days, the following rules shall apply in designating a workday as an “in lieu of” holiday: When the holiday falls on the employee’s first or second non-workday, the preceding workday shall be designated as the “in lieu of” holiday.

9. For non-exempt full-time employees working a four (4) day workweek, overtime and compensatory time in lieu of overtime can only be earned or worked in excess of those hours which constitute the basic work requirement of the compressed work schedule or for working on a scheduled day-off. All overtime and compensatory time must be approved in advance and in writing by the Division/Department/Office Director or designee.

10. A change in scheduled hours of work must be requested and approved two weeks in advance, in writing, with notification of such change on the employee’s timesheet. Division/Department/Office Directors or their designees may limit the frequency of changes in hours scheduled to work.

11. Before the employee begins a compressed work schedule, the Office of Human Resources, Department of Employee Relations must be notified two (2) weeks in advance to ensure that the approved compressed work schedule is reflected on the employee’s timesheet in PeopleSoft. An employee cannot begin a compressed schedule until email or other written notification is received from the Office of Human Resources, Department of Employee Relations that the approved compressed work schedule is reflected on the employee’s timesheet in PeopleSoft.

12. When an employee is at training, on extended travel, or jury duty, the employee may be removed from the compressed work schedule and placed on a regular work schedule through the end of the pay period encompassing the event. The temporary change in the work schedule is to be recorded on the biweekly timesheet.

RESPONSIBILITIES

A. Supervisors are responsible for:

1. Ensuring that their employees are informed about the alternative work schedules and that schedules of participating employees are monitored, i.e. verifying arrival and departure times.
2. Designating any position(s) excluded from participating due to specific job-related requirements.

3. Ensuring that the office maintains adequate coverage during official business hours.

4. Periodically evaluating the impact of the use of alternative work schedules to ensure that the operation is functioning with the same efficiency as if employees were on a standard forty (40) hour workweek schedule.

5. Ensuring that adequate notice is given to participating employees of work schedule changes.

6. Ensuring that notification from the Office of Human Resources, Department of Employee Relations has been received advising that the approved compressed work schedule is reflected on the employee’s timesheet in PeopleSoft before the employee begins the new schedule.

7. Ensuring that time-off is recorded and approved on timesheets in PeopleSoft in applicable time increments.

8. Ensuring that participating employees are following the terms of this policy.

B. Employees are responsible for:

1. Working with management to ensure that their tour of duty does not interfere with the continuing responsibility to carry out assigned duties on schedule.

2. Working with management to ensure satisfactory office coverage on days off.

3. Learning other staff duties when needed to ensure prompt service to clients, customers, and management.

4. Submitting schedule changes to supervisors in a timely manner.

5. Entering time off on timesheets in PeopleSoft in applicable time increments.

6. Ensuring that notification has been received from the Office of Human Resources, Department of Employee Relations that their approved compressed work schedule is reflected on their timesheet in PeopleSoft before beginning the compressed schedule.

7. Complying with the terms of this policy.

VI. INTERIM POLICIES

This policy supersedes any other written policy on areas contained herein.
VII. SANCTIONS
Abuses of this policy may result in an employee forfeiting the opportunity to participate in the Alternative Work Schedule Program.

VIII. WEBSITE ADDRESS
www.howard.edu/policy
www.hr.howard.edu
HOWARD UNIVERSITY
ALTERNATIVE WORK SCHEDULE REQUEST

Name:_____________________________________ Date:________________________

Title:______________________________________ Employee ID #:_______________

Department:________________________Location:______________________________

Phone Number:_____________________ Manager/Supervisor:_____________________

Please check one:   _____   New Schedule        ____  Revised Schedule

I am requesting that I be permitted to participate in the Alternative Work Schedule Program. My signature on this request form certifies that I have read and understand the guidelines governing the program as detailed in the policy.

Further, I agree that:

1. The operational needs of my work unit will take priority over my request to be placed on an alternative work schedule.

2. Should my supervisor feel that my performance, productivity, or attendance has diminished or disciplinary problems have occurred while I am on an alternative work schedule, I will be returned to a standard tour of duty, and I agree to comply.

3. My removal from an alternative work schedule for performance, productivity, attendance or other disciplinary problems will be determined by my supervisor. My supervisor will give me as much advance notification as possible before removing me from the alternative work schedule.

4. During pay periods when I am assigned to special “team projects,” extended travel, training, or military leave, I may be required to work a different tour of duty, or revert to an 8-hour day, and I agree to comply.

5. I understand that alternative work schedules can only be initiated or changed, with appropriate approval, at the beginning of a pay period. Two weeks advance notification is required.

6. I understand that if I elect a compressed schedule, a signed copy of this form must be sent to the Office of Human Resources, Department of Employee Relations, two weeks in advance, to ensure that the compressed work schedule is reflected on my timesheet in PeopleSoft before I can begin working that schedule. The Office of Human Resources, Department of Employee Relations will notify me via email of when I can begin the new schedule.
I request that my work schedule be changed to reflect the following: (please check one only)

☐ FLEXIBLE WORK SCHEDULE:
Flexible work schedule start date: _________________________
Daily: Starting time: _____ a.m. Ending time: _____ p.m.

☐ COMPRESSED WORK SCHEDULE:
5/4-9 Schedule (Exempt Employees Only): 1 day off bi-weekly
5/4-9 schedule start date: _____________________________
Day off requested: (biweekly by pay periods)
Week 1 ___________________________ or Week 2 ___________________________
Hours: 8 days - 9 hours _____ a.m. to _____ p.m.
1 day - 8 hours _____ a.m. to _____ p.m.

4 Day Work Week: (1 day off each week/2 days off bi-weekly)
4 day work week start date: _____________________________
Day off requested:
Week 1 _______________________________ and Week 2 _______________________________
Hours: 8 days-10 hours _____ a.m. to _____ p.m.

I understand that once this schedule is approved and is reflected on my timesheet in PeopleSoft, it will remain in effect, barring a change cited in number 1 or any occurrences cited in numbers 2 and 4 of this Agreement, until I submit a revised work schedule election form, and it is approved by my department manager/supervisor.

Two weeks advance notification is required.

Signed: ___________________________ Date: ___________________________
Employee

Approved: ___________________________ Date: ___________________________
Manager/Supervisor

cc: Office of Human Resources, Department of Employee Relations

A signed copy of this request must be submitted to the Office of Human Resources, Department of Employee Relations, C.B. Powell Building, 525 Bryant Street, N.W., Room C108, Washington, D.C. (202-806-5396) to ensure that the appropriate compressed work schedule is reflected on the employee’s timesheet. Two weeks advance notification is required. Email notification of the schedule change in PeopleSoft will be provided to the manager and the employee.