

## **LS&A Guidelines for Establishing Work Schedules for Non-Bargained for Staff:**

When handled appropriately, providing flexible schedules can improve customer service by either extending the length of business hours or by matching business hours to the needs of people served by the work done by staff. Providing the opportunity to have such flexibility can improve staff morale and provide an important non-monetary benefit to employees.

In addition to requests for starting and stopping times other than 8 to 5, flexible schedule accommodations might include compressed work weeks, reduced appointment fractions and seasonal leaves.

Managing flexible scheduling requires an understanding of federal law about overtime payment, a knowledge of UM classifications of positions into exempt and non-exempt classifications, compliance with UM policies about work schedules, and implementation of flexible scheduling in a way that is considered fair and equitable by staff. We hope that the following LS&A guidelines will help supervisors and employees determine how to accommodate flexible schedule requests in a consistent way across the College.

- I. **Setting Unit Business Hours:** The Chair/Director and Key Administrator should determine the business hours for each LS&A unit within the guidelines established by the University and the College.
  - A. The primary consideration in setting unit business hours should be meeting the needs of faculty, students, visitors and other staff served by the unit. (SPG 201.67)
  - B. During the Fall and Winter Terms, the normal hours for administrative and service offices in LS&A are from 8 a.m. to 5 p.m. We encourage units to stagger employee lunch hours and/or make use of temporary assistants to remain open over the 12 to 1 p.m. lunch hour. Public service areas such as the museums and the Botanical Gardens have special concerns in setting hours that may be different from other LS&A units.
  - C. From mid-May through mid-August, many academic units see a significant decrease in the number of faculty and students seeking assistance. If the needs of those seeking service from the unit can be met by a shortened or altered workday during those three months, LS&A units can choose a schedule with a closing time as early as 4 p.m.

## II. **Setting Individual Employee Schedules**

### Scheduling Issues:

- A. The primary consideration in determining work schedules for individual LS&A employees should be meeting the needs of faculty, students, staff and other people served by the work done by that staff position.

B. Members of a work team and the supervisor of that group typically work similar schedules.

C. The University specifically encourages supervisors to accommodate, whenever possible, requests for alternative work schedules for family care responsibilities. (SPG 201.67)

D. Employees may not use paid break time to arrive late, leave early, or as a substitute for the unpaid lunch break. (SPG 201.31, 201.52)

E. Flexible schedules are not unpredictable schedules. All employees need to establish starting and stopping times with approval from the supervisor and need to get approval for variations from those schedules. Failing to meet those standards can be a cause for disciplinary action.

F. When on-going alternative schedules are approved that result in a schedule greater than 8 hours per day for non-exempt staff (e.g., four 10-hour days), Payroll Office must be notified of that schedule change in writing and special attention must be paid to reporting holiday time. (SPG 201.38-0,1) Please see the attached sample notification form.

G. A non-exempt employee may occasionally request a non-recurring schedule change to allow time off on one day to be replaced by working longer on another day. Please remember that overtime payment is required if the hours exceed 40 in one week for non-exempt employees. The following examples should help explain how to provide such flexibility for non-exempt staff:

1. When such a request is approved for a non-exempt employee that results in a schedule greater than 8 hours per day within a 40-hour work, the following notation must be added to the timesheet above the signature line: **“At the employee’s request, a flexible schedule for the above week was approved and overtime payment is not required for the hours in excess of 8 per day.”** Example: M 8 hours; T 10 hours; W 8 hours; Th 10 hours; F 4 hours.

2. When such a request is approved for a non-exempt employee that results in more than 40 hours of work in one week and corresponding time off within the same timekeeping period, the change can be budget-neutral and paycheck neutral by allowing the employee to take an hour-and-a half off for each overtime hour worked. Example: Week one: 5 days at 9 hours each = 40 hours of straight time and 5 hours at time-and-a-half; Week two—three days at 8 hours each and one at 8.5 hours. [Please remember that while this schedule is budget neutral, it only requires 77.5 hours of work for 80 hours of pay and thus such schedules cannot be approved in LS&A on a recurring basis.]

3. When such a request is approved for a non-exempt employee that results in more than 40 hours of work in one week and corresponding

time off in a different timekeeping period, the change can be budget-neutral by following allowing an hour-and-a-half of time without pay for each hour of overtime worked. Such a change will not be paycheck neutral since the employee will receive overtime compensation in one paycheck and have time without pay deducted in another paycheck.

4. Please remember that timesheets must accurately reflect time worked on an hourly basis for non-exempt employees and supervisors should not set up informal tracking systems that are different than the time reported on the timesheets.

H. Full-time exempt employees report time absences in half-day increments and therefore do not have the same obligation to report all variations in schedule on their timesheets. They still have the obligation to work the schedule assigned by their supervisor and to request approval in advance for absences. Exempt employees can negotiate flexible schedules within the monthly reporting period with their supervisors. The designation of exempt employee status means that the university is exempt from the obligation to provide overtime payment and/or an equal amount of time off for time worked in excess of the assigned schedule.

I. Because of personal safety concerns, supervisors should carefully consider, and try to avoid, alternative work schedules that will result in employees working in public areas at times that no other employees are working in nearby areas.

J. Alternative schedules that would result in a loss of supervisory oversight should not be granted to any employee where there are performance and/or attendance concerns. The quality of the work must stay the same or increase during a period of flexible schedules. Concerns about the quality or quantity of work can be cause for withdrawing flexible schedule approval.

K. Collective bargaining agreements for union staff stipulate some constraints in setting up and/or changing work schedules.

L. Non-exempt staff working on the Great Lakes research vessels can be given compensatory time off instead of overtime pay. (SPG 201.38-1, section II-M)

M. Exempt staff assigned to seasonal operations such as camps can be provided with compensatory time off rather than pay for overtime. (SPG 201.38-1, section II-M) Such arrangements must be documented.

#### Implementation Issues:

A. Before flexible schedules are authorized for an individual, the supervisor should check with co-workers and other recipients of that person's work to make certain that the proposed schedule change will not create insurmountable workflow complications.

- B. Before changed schedules are implemented, advance notice should be provided to people served by the work done by that staff member.
- C. After flexible schedules are initiated in a unit, the unit administrator should periodically check with co-workers and with the people served by the work of the office to make certain that the alternate schedules are not causing a decrease in the service level.
- D. The supervisor can revoke alternative work schedules if the needs of the unit change or if performance concerns develop. No assignment of an alternative work schedule should be considered a permanent entitlement by the employee or supervisor.
- E. When there are more requests for flexible schedules than can be accommodated, supervisors can rotate the availability of those schedules among staff requesting this consideration.

### **III. Work at Home**

LS&A does not, at this point in time, support telecommuting work assignments. On a case-by-case and occasional basis, supervisors may allow employees to do some of their work at home, but regular work schedules are expected to be on site.

- A. Decisions to allow occasional work at home need to be based on the decision whether the work can be done as effectively off-site as on-site.
- B. Employees need to assure the supervisor that the time set aside for work at home is free from other demands.
- C. Such an arrangement requires a higher level of accountability for work productivity and measurable outcomes.
- D. Care should be taken that such work assignments do not require taking confidential or other irreplaceable documents to an off-site location.
- E. Work-at-home assignments that would result in a loss of supervisory oversight should not be granted to any employee where there are performance and/or attendance concerns.
- F. The College is unable to provide second computers for such work-at-home projects; if units have laptop computers available for off-site use, standard sign-out procedures should be used.

SAMPLE MEMO FOR A RECURRING FLEXIBLE SCHEDULE RESULTING IN MORE  
THAN 8 HOURS PER DAY

Memo to: Payroll Office  
FROM:  
DATE:  
RE: Overtime Waiver for Alternative Schedule

We have approved the alternative work schedule described below. The non-exempt employee is waiving overtime payment for time worked in excess of 8 hours per day; overtime payment will still be provided for time in excess of 40 hours per week.

(Please print or type)

Name: \_\_\_\_\_  
Soc. Sec. No.: \_\_\_\_\_  
Acct. No.: \_\_\_\_\_

Employment Status: [ ] Non-exempt biweekly [ ] Non-exempt monthly

The alternate schedule will begin on: \_\_\_\_\_ and end on: \_\_\_\_\_.

Please indicate the number of scheduled hours to be worked each day:

Sun: \_\_\_\_\_  
Mon: \_\_\_\_\_  
Tues: \_\_\_\_\_  
Wed: \_\_\_\_\_  
Thur: \_\_\_\_\_  
Fri: \_\_\_\_\_  
Sat: \_\_\_\_\_

Employee signature: \_\_\_\_\_  
Date: \_\_\_\_\_

Supervisor: \_\_\_\_\_  
Date: \_\_\_\_\_