

Compressed Work Schedule Procedure

Introduction

The Compressed Work Schedule (CWS) is authorized by Section 4.15 of the Greensboro Housing Authority's (GHA's) Personnel Policy states the following:

“The Compressed Work Schedule (CWS) is an optional work schedule available to eligible GHA employees. Under the CWS, an employee completes their two-week work schedule in nine workdays rather than ten workdays. This is accomplished by working eight nine-hour days and one eight-hour day. At the completion of the two-week work period, there is then one day during that period when the employee does not report to work. Eligible employees include all regular, full time non-probationary employees unless the Executive Director clearly determines that CWS is not feasible for the work performed in that division.”

The following are the procedures that govern the CWS option.

Definition

Regular full-time employees are those working 80 hours in a two-week pay period.

Under CWS an employee completes his or her bi-weekly work requirement (80 hours) in nine workdays rather than ten workdays. This is accomplished by working eight nine-hour days and one eight-hour day. There is then one day during the pay period when the employee does not report to work.

Guidelines/Administration

General

- To be eligible to participate in the CWS, the employee's performance must be “meets expectations” or higher.
- A CWS may be approved on a seasonal basis of not less than three (3) months.
- If you participate in the CWS, you will be charged one hour annual leave when the holiday falls on a nine-hour workday.
- Participation in a CWS precludes participation in a Flexible Work Schedule (Section 4.12 of GHA's Personnel Policy)
- An employee on a CWS may not start their workday later than 8:30 a.m. nor end their workday before 5:00 p.m.

- The overriding premise is that the department works as a team to accommodate the varying schedules requested by staff while maintaining or improving the level of service to our customers.
- Sick and Annual Leave taken during a CWS must be taken at the same rate as the work schedule (i.e., nine hours of leave on a day the employee was scheduled to work nine hours).
- Holiday and Personal Leave days are paid at the rate of eight hours and the remaining one hour shall be taken as Annual Leave when the holiday falls on a nine-hour workday. Employees on CWS who work on a holiday will be paid in accordance with GHA's established overtime and holiday policies.

When a holiday falls on an employee's designated day off, the employee will be granted the following regular scheduled workday off. Therefore, if the day off is Monday and it is a holiday, Tuesday will be the day off for that pay period.

If the holiday is on Friday of the first week of the pay period, the day off will be the following Monday. However, if the holiday is on Friday of the second week of the pay period, the day off will be on the Thursday preceding the holiday. The reason for this is that the employee cannot carry time forward from pay period to pay period.

Note: Supervisors have the discretion to allow the employee to take another day off during the workweek other than as described above. Supervisors should make this determination at least one pay period prior to the affected holiday, if possible.

- Enrollment (or discontinuance) in the CWS will start (or end) at the beginning of a pay period.

Supervisor Responsibilities:

- The supervisor is responsible for approving/denying requests for a CWS. In considering such requests, the supervisor must be able to manage workload requirements and provide for sufficient office coverage during GHA business hours before granting a CWS request.
- The supervisor's approval or denial of a requested work schedule must be in writing and signed by the employee, the supervisor and the Department Director, Deputy Executive Director, and the Executive Director on the CWS Agreement. The original copy of that Agreement form will be maintained in the employee's personnel file; however, a copy will be routed to the Finance Department and Human Resources Manager before a work schedule change is authorized for payroll. If the request is denied, the denial must include the reasons supporting the decision.
- The supervisor may discontinue an employee's Compressed Work Schedule if the employee abuses the privilege by not adhering to the agreed upon work schedule or for GHA workload requirements or office coverage. The original copy of the

Discontinuation Form will be maintained in the employee's personnel file; however a copy will be routed to the Finance Department and Human Resources Manager before a work schedule change is authorized for payroll.

- The Executive Director shall approve whether or not a particular department, work unit or employee is able to participate in the CWS. This decision will be final and will be forwarded to the Human Resources Manager for appropriate documentation, and coordination with the Finance Department and payroll.
- Supervisors are responsible for ensuring that their department is adequately staffed during GHA business hours with due regard for client/customer needs. Clients will be seen during the extended hours of operation.

Employee Responsibilities

- The employee must sign a CWS Agreement specifying the two-week work schedule chosen indicating the Monday or Friday that is their designated day off. If the request is denied, the denial must include the reasons supporting the decision.
- The employee may discontinue the work schedule once it is implemented should his or her personal situation change. The employee must sign the Discontinuation Form and contact GHA's Human Resources Manager for guidance on making the appropriate transition for the CWS.
- The employee must adhere to his or her Compressed Work Schedule, except when prior approval has been granted for a schedule change. Leave taken during an employee's basic work schedule must be charged to the appropriate leave category at the rate of time the employee is scheduled to work that day (i.e., eight (8) hours on a day the employee is scheduled to work eight (8) hours; nine (9) hours on a day the employee is schedule to work nine (9) hours).

Supervisor's Guide

General

Administering a CWS requires careful and advance planning and good supervisor/employee communications.

If an employee in your department wishes to participate, you as a supervisor should do an analysis of the work requirements of the required work and the potential impact of a CWS on the functions of the department. The evaluation and analysis should include special attention to the areas listed below:

Workload Characteristics

- Tasks that must be performed within a specific time period or according to a predetermined schedule.

Example – Month end closing dates, issuance of Landlord checks, scheduled set-out dates for lease enforcement violations, scheduled reporting dates and work order close outs, among others.

- To what degree workflow can be adjusted to accommodate a system of CWS.

Example – Staff meeting normally held on Monday – Can they be held on Tuesday and still achieve the same results.

- The interdependency between work units or functions requiring coordination, as well as employee scheduling.

Example – Housing Assistant Payments (HAP) checks are to be cut on Friday. Assisted Housing and Finance Departments have to assist in the process. Those who assist in the process have to be available. Therefore, the employee may be required to select Monday as the regular off day vs. Friday in order that the checks can be cut.

- The period of daily or weekly peak workloads when all or most of the employees in the work unit must be present.
- The employee coverage required during regular business hours (8:30 a.m. to 5:00 p.m., Monday through Friday).
- The general effect of such a schedule on efficiency and productivity.
- All lunch periods must be monitored and the appropriate time recorded.

Other Considerations

- Work unit cost

Example – Will the CWS require a need for additional staff, temporary services, or will you need additional office space and equipment?

- How will it affect recruitment and retention of existing staff:
- Potential adverse impact on morale of employees who, for operational reasons, may not be able to participate in a CWS. How will it impact the non-participating employees?

Advantages and Potential Obstacles

- Advantages
 - Increased productivity
 - Increase in service hours
 - Opportunity for a better balanced life
 - Less use of leave
 - Increased employee morale
- Potential Obstacles
 - Fatigue by employees not accustomed to working long days
 - Scheduling of meetings requiring greater coordination
 - Coverage may be difficult
 - Increased service hours may create a security issue

Implementation Guide

General

An employee shifting from a Regular Work Schedule to a CWS must use a transitional work schedule for one pay period. This schedule may vary depending on which CWS the employee has been approved to use. This section is intended to explain the process and provide detail concerning the transition from a Regular Work Schedule to a CWS.

Employees seeking to change from a CWS to a Regular Work Schedule or from one CWS to another must receive approval to do this from their supervisor, Department Director, Deputy Executive Director and Executive.

Workweek/Work Schedules

A workweek is any repeating seven-day (168-hour) work schedule. The normal workweek for GHA employees begins at 12:00 a.m. Monday and ends at 11:59 p.m. Sunday. For GHA to maintain compliance with the Fair Labor Standards Act (FLSA), the workweek must be changed to accommodate employees utilizing a CWS. **See the Compressed Work Schedule Transition Periods & Workweek Schedule chart for a full description.**

An employee electing to work a CWS may select (subject to supervisory approval) one of the following:

Schedule A – 12:00 p.m. (noon) Monday through 11:59 a.m. the following Monday, with the first Monday off during the two-week pay period.

Schedule B – 12 p.m. (noon) Monday through 11:59 p.m. the following Monday, with the second Monday off during the two-week pay period.

Schedule C – 12:00 p.m. (noon) Friday through 11:59 a.m. the following Friday, with the first Friday off during the two-week pay period.

Schedule D – 12:00 p.m. (noon) Friday through 11:59 a.m. the following Friday, with the second Friday off during the two-week pay period.

Transition Pay Period

A CWS can only begin at the start of a pay period.

To avoid overtime payments resulting from the overlap of the old and new work schedules during the first pay period of a CWS, special transitional work schedules have been established. These initial two-week transitional work schedules vary and are determined by the work schedule (A-D) selected by the employee. The work schedule (when starting a CWS) must be followed as outlined in these instructions. **Deviations are not permitted.**

After the first two weeks, all work schedules will stabilize themselves and repeat every two weeks.

The following instructions will describe the transition to each of the new schedules and give examples of the schedules for the first two pay periods (four weeks) for each of the schedules A-D. **See the Compressed Work Schedule Transition Periods & Workweek Schedule chart for a full description.**

Schedule A – The employee will change to a Monday-Monday work schedule at the beginning of the pay period. The final week of pay under the Regular Work Schedule is extended from 11:59 a. m. Sunday to noon the next day (Monday). The CWS “A” begins at noon on Monday.

- Transition – First Week: The employee is scheduled off on Monday and scheduled to work nine (9) hours on Tuesday through Friday.
- Transition – Second Week: On Monday, the employee will be scheduled to work eight (8) hours, four (4) hours being recorded in the current workweek and four (4) hours recorded in the next workweek. The employee will be scheduled to work nine (9) hours Tuesday through Friday.

Schedule B – The employee will change to a Monday-Monday work schedule at the beginning of the pay period. The final week of pay under the Regular Work Schedule is extended from 11:59 a.m. Sunday to noon the next day (Monday). The CWS “B” begins at noon on Monday.

- Transition – First Week: Although Schedule B normally provides for the second Monday off during the pay period rather than the first, during the transition period the employee must be scheduled off the first and second Mondays during the transitional work schedule. During the first week, the employee is scheduled off on Monday and scheduled to work ten hours Tuesday through Friday. As an alternative to working ten hours per

day (Tuesday-Friday) during the first week, an employee (with supervisory approval) may request to work eight (8), or nine (9) hours and take two (2), or one (1) hours of Annual or Compensatory Time Leave each day to reach the scheduled total of ten (10) hours per day.

- Transition – Second Week: The employee is off on the second Monday of the pay period. The employee is scheduled to work nine (9) hours each day Tuesday through Friday. The following Monday, the employee will be scheduled to work eight (8) hours, four (4) hours being recorded in the current pay period and four (4) hours being recorded in the next pay period.

Schedule C – The employee will change to a Friday-Friday schedule effective the first Friday of their Transitional Work Schedule. The employee's previous workweek ended at 11:59 a.m. Sunday. 12:00 a.m. midnight Sunday to noon on the first Friday represents the first week. The second workweek begins at noon on the first Friday and ends at 11:59 a.m. on the following Friday.

- Transition – First Week: The employee is scheduled to work ten hours Monday through Thursday and is scheduled off Friday.
- Transition – Second Week: Monday through Thursday of the second week, the employee is scheduled to work nine (9) hours per day. On Friday, the employee will be scheduled to work eight (8) hours, four (4) being recorded in the current pay period and four (4) hours being recorded in the next pay period.

Schedule D – The employee will change to a Friday-Friday schedule effective the first Friday of the Transitional Work Schedule. The employee's previous workweek ended at 11:59 p.m. Sunday. 12:00 a.m. midnight Sunday to noon on the first Friday represents the first week. The second workweek begins at noon on the first Friday and ends at 11:59 a.m. on the following Friday.

- Transition – First Week: An employee will be scheduled to work nine (9) hours per day, Monday through Thursday of the first week. On Friday, the employee will be scheduled to work eight (8) hours, four (4) hours being recorded in the current workweek and four (4) hours being recorded in the next workweek.
- Transition – Second Week: The employee will be scheduled to work nine (9) hours Monday through Thursday and will be scheduled off Friday.

Compressed Work Schedule
Transition Periods & Workweek Schedules

		Monday	Tuesday	Wednesday	Thursday	Friday	Total hours worked
Schedule A - 1st Monday off:							
Work week: Noon Monday to Noon Monday	week one transition	off	9	9	9	9	40
	week two transition	4 & 4	9	9	9	9	40
	CWS week one	off	9	9	9	9	40
	CWS week two	4 & 4	9	9	9	9	40
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Schedule B - 2nd Monday off:							
Work Week: Noon Monday to Noon Monday	week one transition	off	10	10	10	10	40
	week two transition	off	9	9	9	9	40
	CWS week one	4 & 4	9	9	9	9	40
	CWS week two	off	9	9	9	9	40
		4					
							160

Schedule C - 1st Friday off:							
Work week: Noon Friday to Noon Friday	week one transition	10	10	10	10	off	40
	week two transition	9	9	9	9	4 & 4	40
	CWS week one	9	9	9	9	off	40
	CWS week two	9	9	9	9	4 & 4	40
							160

Schedule D - 2nd Friday off:							
Work Week: Noon Friday to Noon Friday	week one transition	9	9	9	9	4 & 4	40
	week two transition	9	9	9	9	off	40
	CWS week one	9	9	9	9	4 & 4	40
	CWS week two	9	9	9	9	off	40
							160

