



**DEPARTMENT OF HEALTH SERVICES  
HUMAN RESOURCES POLICY & PROCEDURE**

<b>TITLE: 407 – ALTERNATIVE WORK SCHEDULES</b>	
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**407.01 INTRODUCTION**

The Department of Health Services (DHS) Alternative Work Schedules policy applies to all non-shift permanent, project and probationary employees. It is intended to establish uniform procedures and standards for reviewing and approving alternative work schedules.

**407.02 DEFINITIONS**

**Deviated Work Week:** A schedule that enables employees to complete their work requirement in an approved time period other than the standard work week or biweekly pay period. Once a deviated work week schedule has been determined, it remains fixed, there is no daily flexibility.

For timekeeping purposes a full-time employee must account for eighty hours of work during a given biweekly pay period. The following shows examples of several possible deviated schedules.

Option 1					
	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	10 hours	10 hours	10 hours	10 hours	off
Week 2	off	10 hours	10 hours	10 hours	10 hours

Option 2					
	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	9 hours	9 hours	9 hours	9 hours	4 hours
Week 2	4 hours	9 hours	9 hours	9 hours	9 hours

Option 3 Available for <b>Exempt Employees ONLY</b>					
	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	9 hours	9 hours	9 hours	9 hours	8 hours
Week 2	9 hours	9 hours	9 hours	9 hours	0 hours

Option 4 (example of a mid-week break)					
	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	9 hours	9 hours	4 hours	9 hours	9 hours
Week 2	9 hours	9 hours	9 hours	9 hours	4 hours

**Flexitime:** A schedule that enables employees to vary their starting and ending time, within limits, while still working the required number of hours in a specified work week. Flexitime is also limited to daily starting and ending times between 7:00 A.M. and 6:00 P.M. Flexitime schedules are based on a predetermined work week schedule rather than the bi-weekly schedule available to those on a deviated plan. The standard hours for arrival, departure, and lunch break are replaced by a work day split into two main periods. The period during which employees must be at their jobs, except for meal period, is called "core hours". The other period is made up of flexible hours at the beginning and end of the day. Flexitime also includes core days on which employees using flexitime must schedule themselves for work. See diagram below for an example:

FLEXTIME	CORE HOURS	FLEXTIME
7:00 a.m.	9:00 a.m.-3:00 p.m.	6:00 p.m.

**Staggered Hours:** A schedule which enables employees to alter the standard work schedule (7:45 A.M. - 4:30 P.M.) and is generally limited to starting and ending times between 7:00 A.M. and 6:00 P.M. This type of a schedule differs from a flexitime schedule in that a staggered schedule has no daily flexibility. An example of a staggered schedule would be 7:15 A.M. - 4:00 P.M. or 8:00 A.M. - 4:45 P.M. every work day of the work week.

### 407.03 POLICY

Section 230.215 of the Wis. Stats. allows for the development and creation of alternative work schedules (i.e., staggered hours, flexitime, deviated work weeks) provided they meet the needs of state service.

Supervisors should be aware that alternative work schedules may not always be feasible as they may not meet the operational needs of certain work units. For example, work units requiring 24 hour 7 day/week coverage rely on shift work, which is not compatible with alternative work scheduling. As another example, under the [Fair Labor Standards Act \(FLSA\)](#) certain deviated work week schedules for non-exempt employees could result in a person working more than 40 hours in a work week and the generation of unnecessary overtime.

In considering the use of alternative work schedules, each work unit must analyze its own programmatic needs and requirements before their development and approval. Supervisors must ensure that the desired level of performance of employees and the work unit is maintained when implementing alternative work schedules.

Alternative work schedules are not typically extended to employees in executive, management or supervisory positions. Any exceptions require approval from the Secretary's Office.

Employees with managerial or supervisory oversight should periodically vary their schedules to monitor staff working outside normal business hours. Supervisors should also be aware that they have the ability to temporarily change work schedules to meet operational needs.

**Note:**

- **“Work at home” is not considered an alternative work schedule. The policy and procedures for assigning employees to alternative worksites are covered under [DHS Administrative Directive 80.0, Alternative Worksite Arrangements](#).**
- **“Job Share” arrangements are covered under DHS Policy 403 – Hours of Work.**

## **407.04 ROLES AND RESPONSIBILITIES**

### (1) Department Secretary

- (a) Administer alternative work schedule provisions in accordance with the appropriate state and federal statutes, rules and policy.
- (b) Approve alternative work schedules for executive, managerial or supervisory positions in the department.

### (2) Appointing Authorities

- (a) Establish and approve alternative work schedules and administer them in accordance with this policy.

### (3) Managers/Supervisors

- (a) Determine staffing and work load requirements including the minimum number of employees needed during regular office hours or during any other time when business may be conducted.
- (b) Develop alternative work schedules, assign and schedule employees appropriately so that overtime is not generated.

**Note: Employees may not self -schedule their work hours outside the parameters of the alternative work schedule, particularly if it results in overtime. Any hours worked beyond the scheduled 40 per week must be approved before being worked.**

- (c) Implement alternative work schedules that must include the following:
  - 1. The maximum number of hours an employee should be scheduled to work in a day should be limited to ten (10).
  - 2. Rest periods, a 15 minute break each half shift, are considered a normal part of the work schedule and cannot be accumulated or otherwise included in the determination of meal periods or starting and ending times.
- (d) Ensure that workload requirements are being met and employees are available for scheduled conferences, meetings and training sessions.

- (e) Monitor and approve hours worked and timekeeping records for accuracy. See DHS Policy 405 on Time Reporting.
- (f) Review and approve employee requests consistent with this policy.
- (g) Consult with the AA/CRC Officer if the employee requests a schedule change based on a disability.

## **407.05 PROCEDURES**

### **(1) Determine Feasibility/Implement Plans**

- (a) Analyze how and if an alternative work schedule would fit the employing unit.
- (b) Define the objectives. Consideration should be given to the various alternatives to determine which approach helps the organization accomplish its work. Consider the uniqueness of the employing unit to determine what can be expected from the schedule change.
- (c) Define and describe your workforce. Ensure that implementation of an alternative work schedule will not require additional staff, productivity and output will not be less than when using a regular schedule and that there will be no adverse affect on service to the public or the client/resident groups.
- (d) Identify the positions which are not favorable to alternative work plans. The nature of some jobs and the need to provide adequate job coverage may prohibit certain employee groups from participating in alternative work schedules, but no job should be disqualified before examining all options.
- (e) Examine the unit's workload and how the unit works with other employing units and the public. Staffing coverage must be available for the statutorily required hours of 7:45 A.M. - 4:30 P.M. The work of other employing units and departments can not be adversely affected. Adequate supervision must be maintained and deadlines must be met.

### **(2) Evaluate Alternative Work Schedules**

The Division should periodically review alternative work schedules to determine their effectiveness and whether they should be continued. Supervisors should consider the following elements when evaluating them:

- level of service to the public
- effect on work productivity
- impact on the morale and job satisfaction of the employees in the work unit including supervisory and management personnel
- effect on maintaining acceptable levels of employee performance
- impact on program effectiveness
- effectiveness of supervision in terms of work availability, assignment and coverage
- effect on employee problems, conflicts and/or grievances
- effect on employee attendance or absenteeism
- cost effectiveness

- impact upon energy conservation efforts
- (3) Continuance of flextime/deviated work weeks should be based on management's assessment that unit productivity, public accessibility and program effectiveness are being maintained at an acceptable level. Supervisors must ensure that employees are maintaining acceptable levels of performance. Supervisors should consult with the Bureau of Human Resources when establishing alternative work schedules to ensure compliance with this policy.

ALTERNATIVE WORK SCHEDULES MAY BE ENDED BY THE EMPLOYER BASED ON OPERATIONAL NEEDS OR PERFORMANCE ISSUES. WHENEVER PRACTICABLE, A MINIMUM OF FIVE (5) CALENDAR DAYS NOTICE WILL BE PROVIDED TO THE EMPLOYEE.

#### **407.06 REFERENCES**

[Chapter 230, Wis. Stats.](#)  
[Federal Fair Labor Standards Act](#)  
[Chapter ER 42, Wis. Adm. Code](#)

#### **407.07 ADMINISTRATIVE INFORMATION**

This policy was created on December 2, 2012 to establish a consistent and uniform Alternative Work Schedules policy across DHS. This policy supersedes all previous DHS Alternative Work Schedules policies. Where it is in conflict with other departmental policies or procedures, this policy shall govern.