



## Alternate Work Schedule Guidelines

### INTRODUCTION

With changing demographics of the workforce, the university recognizes the importance of finding alternative ways to compete in today's labor market. Alternate schedules can be a cost-effective way to enhance the existing salary and benefits package, meet business needs, assist with recruitment and retention, and offer employees assistance for productive living and working.

Alternate schedules are a way of redesigning or restructuring work schedules so that the employee works daily hours different from regular office hours, or works a full schedule in fewer days. Full-time employees are required to work a minimum of 40 hours per workweek.

Alternate schedules are not an employee entitlement and may be discontinued or altered by the appointing authority for any reason at any time. Employees may be permitted to work alternate schedules at the discretion of the appointing authority.

### TYPES OF ALTERNATE WORK SCHEDULES

- An employee works the same set hours each day, but his/her schedule varies from standard office hours. For example, an employee works 7:30 a.m. - 4:30 p.m. in an office that is usually open from 8 a.m. - 5 p.m.
- An employee works different hours each day but must work during core business hours established by the supervisor. For example, where core business hours are from 9 a.m. - 4 p.m., an employee's approved work schedule may be 8:30 a.m. - 5:30 p.m. on one day and 9 a.m. - 6 p.m. on another day.
- An employee works longer days in lieu of the typical eight hours per day in order to work fewer total days. Three examples of a compressed workweek are:
  - **4/10 schedule:** A full-time employee works 10 hours per day for four days, which results in completion of the 40-hour workweek.
  - **4½-day schedule:** A full-time employee works four, nine-hour days and one, four-hour day within the standard workweek.
  - **9/80 schedule:** A full-time employee works four, nine-hour days and one, eight-hour day in one week, and during the following week, works four, nine-hour days with one day off. For Fair Labor Standards Act (FLSA) purposes, the 9/80 schedule requires documentation of an adjustment of the defined workweek that must be approved by the HR director.
- An employee works from home or another approved location. (See [Work-at-Home Procedures.](#))



### **ADVANTAGES OF ALTERNATE WORK SCHEDULES**

Some benefits of an alternate work schedule may include:

- enhanced recruitment and retention.
- improved morale, commitment and job satisfaction.
- reduced stress through the ability to better balance work and personal responsibilities.
- reduced absences and tardiness.
- improved customer access to services through extended departmental work hours.
- improved ability to schedule coverage for peak workloads.
- increased cross training due to some shared job duties and coverage adjustments.
- additional office space options.
- reduced congestion in traffic and parking lots.
- potential for reduced environmental impact.
- reduced transportation time and cost.
- potential for uninterrupted work time.

### **CONSIDERATIONS FOR SUPERVISORS AND APPOINTING AUTHORITIES**

It is the responsibility of the supervisor and appointing authority to determine the suitability and type of alternate schedule. In reviewing the appropriateness of alternate schedules, supervisors and appointing authorities should consider the following:

- nature of work performed by the employee
- size of the work unit
- ability to assure coverage for functions typically handled by the employee without placing undue burden on other employees in the unit
- ability to establish schedules based on customer service needs and peak workloads
- attendance at mandatory departmental and unit meetings
- consistency (to the extent possible) in determining which staff can participate in alternate schedules
- impact on employees whose positions are not appropriate for alternate work schedules
- employee's overall performance (as demonstrated in the annual performance evaluation) supervisor/appointing authority's ability to evaluate performance based upon results or outcomes (where possible)
- impact of FLSA overtime requirements on the employee's alternate schedule
- whether the employee is a supervisor or in a management position, in which case s/he may need to be available to his/her staff during core business hours

### **ALTERNATE WORK ARRANGEMENT DOCUMENTATION**

The employee must enter the alternate work arrangement, which has been approved by the supervisor, in to My Leave, and the supervisor will be automatically notified via email of the schedule change.

The Office of Human Resources will extract this information from My Leave, and an annual report will be delivered to the president and the executive team detailing how many employees are utilizing alternate work arrangements.

### **SUMMARY**

Alternate schedules provide opportunities to fulfill operational needs while allowing for some flexibility in work schedules to help employees balance work, family life and other personal needs. The unique needs of each operating unit will dictate the suitability and type of alternate schedule that can be implemented.



## RESOURCES

The State of Colorado Department of Personnel & Administration has issued a [Technical Guide on Flextime for classified staff employees](#). This guide provides advantages and drawbacks for using alternate work schedule arrangements.

A document is also available to assist in handling [frequently asked questions](#) regarding leave requests, administrative leave (including inclement weather), and meeting requests.

Please contact Lisa Landis, chief human resources officer and associate vice president of CU's Employee Services at [lisa.landis@cu.edu](mailto:lisa.landis@cu.edu) for additional information and assistance.