

**ARIZONA DEPARTMENT OF ADMINISTRATION**

**POLICIES AND PROCEDURES**

<b>Policy Number:</b> ADOA/HRD PA5.03	<b>Issued:</b> July 1, 2019
<b>Subject:</b> Alternate Work Options Policy	<b>Effective:</b> July 1, 2019
<b>Policy Section:</b> Human Resources	<b>Revised:</b> N/A
<b>Policy Owner:</b> Director's Office	<b>Next Review Date:</b> July 1, 2020

This policy does not create a contract for employment between any employee and the Department. Nothing in this policy changes the fact that all uncovered employees of the Department are at-will employees and serve at the pleasure of the Director.

The Department may modify, alter, revoke, suspend, terminate or change any of the provisions of this program, in whole or in part, and may do so at any time.

**Scope:**

This policy applies to all employees of the Arizona Department of Administration.

**Authority:**

- A.R.S. § 49-588
- Executive Order 2003-11
- Arizona State Personnel Rule R2-5A-502(C)

**Definitions:**

“Compressed Work Schedule (CWS)” means a schedule that allows an employee to work a traditional 40 hour work week in less than five work days; the most common example is four 10-hour days instead of five 8-hour days.

“Flexible Work Schedule (FWS)” means a change of traditional 8:00 a.m. to 5:00 p.m. work hours.

“Telework” means an alternate work arrangement for selected employees to work at home or a state office location closer to home.

**Policy:**

This policy outlines the Arizona Department of Administration’s (the “Department”) policy concerning Alternate Work Options and the authorization process for Alternate Work Options schedules. The policy provides information and instructions on how an eligible Department

## **ADOA Human Resources Policies and Procedures**

### **Subject: Alternate Work Options Program**

---

employee may request approval to work an alternate schedule. Participation in the Alternate Work Options Program is a privilege and not a right of employment.

Alternate work options utilized within a team are at the discretion of the team's supervisor. Each work unit must ensure it maintains coverage during standard business hours (8:00 a.m. to 5:00 p.m. Monday through Friday excluding holidays), especially if multiple employees are utilizing alternative work options. A division, section or unit may elect stricter requirements than dictated by this policy.

This Alternate Work Options program does not supersede and is subject to:

- The federal Fair Labor Standards Act (FLSA)
- A.R.S. § 38-401, Office hours for state offices
- State Personnel System Rules
- The Statewide Telework Program Policy
- ADOA and SPS Policies and Procedures

All schedules shall be based on the State work week, not the two-week pay period. The State work week begins at midnight on Saturday and ends at 11:59 p.m. the following Friday. Due to the timing of the State work week, a "9/80" work schedule is not an option for the Alternate Work Options Program (i.e., working five 9-hour days in week one and three 9-hour days with one 8-hour day in week two of a pay period).

Anyone experiencing issues with an employee on an alternate work options schedule should report the concerns to the employee's supervisor.

### **Employee Eligibility**

As determined by the supervisor, an alternate work options schedule is available to employees with an appropriate job function.

Newly hired employees are not eligible for alternate work options during the first ninety days of their employment.

An employee is not eligible to participate in the Alternate Work Options Program if the employee is on a Performance Improvement Plan (PIP) or his/her most recent performance appraisal score is less than "meets expectations" in either results or behavior.

An Alternate Work Options Program schedule is a privilege and can be utilized as business needs dictate. For example, if an employee wants to work from 7:00 a.m. to 4:00 p.m., but there is no business need or reason to start work that early, then the supervisor will determine if the schedule will be approved. It is also voluntary - an employee is not required to participate in the Alternate Work Options Program.

The privilege of alternate work options may be withdrawn at any time due to results or behavior issues or changes in the employee's work assignment which are not appropriate for alternate work options.

## **ADOA Human Resources Policies and Procedures**

### **Subject: Alternate Work Options Program**

---

#### **Agreement and Scheduling**

Except for the Flexible Work Schedule option, an “Alternate Work Options Agreement” must be in place prior to commencing an Alternate Work Option, and as applicable, renewed on a quarterly basis.

Alternate Work Options are scheduled to coincide with ADOA employee’s quarterly goals. All Alternate Work Options are to be reviewed quarterly by the supervisor to determine continued eligibility.

The eligible employee must continue to meet all expectations of his or her job and must follow all Department policies and procedures. Any adjustments to the eligible employee’s work schedule during participation in the program must be approved by the supervisor.

#### **Limitations**

Alternate Work Options are a privilege and there is no guarantee that an employee will be able to utilize an Alternate Work Option on any particular day or during any particular week.

There must be sufficient “in the office” coverage for each team during all regular business hours. If members of the team are out of the office on an employee’s regularly scheduled telework day, or an employee’s regular day off due to a compressed work week, the employee may be required to work in the office or be required to report to work during the work day (based on supervisor discretion). For example, if three members of a small team are scheduled to be at a conference on the same day as another team member’s regularly scheduled telework day or regular day off due to a compressed work schedule, the employee on the alternate work option may be required to report to the office on that day.

There are meetings that are considered “mandatory” and in person attendance is expected, unless the employee is on pre-approved leave or in the case of an emergency. For example, all Human Resources Division staff are expected to attend monthly Human Resources Division All Hands meetings. If an All Hands meeting is on the same day as an employee’s regularly scheduled telework day or regular day off due to a compressed work schedule, the employee on the alternate work option is expected to report to the office that day.

#### **Alternate Work Options Available**

##### **1) Telework (TWS)**

- a) Definition: An alternate work arrangement for selected employees to work at home or a designated state office location closer to home. *SPS Statewide Policies and Procedures ASPS/HRD-PA5.01, Telework Program.*
- b) Telework cannot be combined with a compressed work schedule.
- c) Telework is not intended and should not be used for child or elder care.

## **ADOA Human Resources Policies and Procedures**

### **Subject: Alternate Work Options Program**

---

- d) A scheduled telework day may be a maximum of one full day per week (not two half days or more than one day per week). Missed telework days are not tracked or banked in any way and cannot roll over from week to week.
- e) The telework day should be on a consistently scheduled day; for instance, every Wednesday, except when a holiday or work need arises.
- f) If there is a work conflict (e.g., holiday or mandatory in person meeting), substitution of the scheduled telework day during that same week is at the supervisor's discretion based on coverage, availability, etc.
- g) There is no guarantee that an employee will be able to telework any particular week or on any particular day.
- h) At their supervisor's discretion, employees may be required to change their telework days.
- i) Supervisors should work with employees to establish special parameters, such as unavailable days for specified periods.
- j) Telework days should be entered as time code 110 on timecards.
- k) Employee must:
  - i) Forward work phone to home or cell phone or check voicemail and return calls at least twice daily.
  - ii) Review and respond to emails at the same speed as when in the office.
  - iii) Participate in meetings via conference call, Hangouts, Webex, etc.
- j) In addition to the Alternate Work Options Agreement, the employee must complete training requirements and create a Telework Agreement.

#### **2) Flexible Work Schedule (FWS)**

- a) Definition: Change of traditional 8:00 a.m. to 5:00 p.m. work hours.
- b) A Flexible Work Schedule can be combined with Telework.
- c) Available for work eight hours per day within the parameters of start time - no earlier than 7:00 a.m. and end time no later than 6:00 p.m.
  - i) Example - Work hours of 7:00 a.m. to 4:00 p.m. or 9:00 a.m. to 6:00 p.m.; this includes an hour for lunch. Hours can be adjusted for a half-hour lunch (e.g., 7:30 a.m. to 4:00 p.m.).
  - ii) Flexible Work Schedules that regularly exclude a lunch period are prohibited (e.g. working 8:00 a.m. to 4:00 p.m. with no lunch period).
- d) The work schedule should be consistent, except when a need arises, such as an occasional mandatory meeting outside of the employee's flexible work schedule hours.
- e) Each work unit needs to ensure it maintains coverage during standard business hours (8:00 a.m. to 5:00 p.m.), especially if multiple employees are on flexible work schedules. (Entire work units cannot work 7:00 a.m. - 4:00 p.m. and have no coverage from 4:00 p.m. - 5:00 p.m.)
- f) Employee's online calendar should show appropriate work hours.
- g) An employee on only a Flexible Work Schedule Option is not required to complete an "Alternate Work Options Agreement".

## **ADOA Human Resources Policies and Procedures**

**Subject:** Alternate Work Options Program

---

### **3) Compressed Work Schedule (CWS)**

- a) Definition: A schedule that allows an employee to work a traditional 40 hour workweek in less than five work days; the most common example is four 10-hour days instead of five 8-hour days.
- b) A Compressed Work Schedule cannot be combined with Telework.
- c) On holiday weeks, anyone working a compressed work schedule shall return to working five 8-hour days during the holiday week to ensure they receive the paid holiday benefit.
- d) Leave taken must correspond with an individual's scheduled hours. For example, if the day was scheduled for 10 hours and leave is taken, then 10 hours of leave is shown on the timecard. Subject to supervisor discretion, an employee may request and be approved to flex their work schedule for the work week in which leave is taken.

#### **Procedure:**

The following procedure must be followed:

1. Supervisors meet with their team to discuss the Alternate Work Options Program and discuss whether and how the team will or will not be participating.
2. If the team will be participating, the supervisor will meet with each employee individually to discuss alternate work options for that employee. Supervisor will determine each employee's eligibility and inform the employee. If the employee is ineligible, the supervisor must explain to the employee the reason they are ineligible and any steps that may be available to become eligible or reinstate eligibility, if appropriate.
3. For Telework or Compressed Work Schedule options, the eligible employee completes the "Alternate Work Options Agreement" and the employee and supervisor each sign and date the Agreement.
4. Once the supervisor has signed the Agreement, the employee's alternate work option schedule can commence.
5. The supervisor creates a Team Calendar/Matrix showing each team member's work schedule and posts it to the team Huddle Board, ensuring it is updated as changes occur.
6. Each eligible employee must check the Team Calendar/Matrix daily before any alternate work option is utilized. [Note: If others members of the team are out on an employee's scheduled alternate work day, the employee may be called in to the office (based on supervisor discretion).]

#### **Related Forms:**

- ADOA Alternate Work Options Agreement
- Telework Agreement

#### **Corresponding Policies:**

- ASPS/HRD PA-5.01 Telework Program

**ADOA Human Resources Policies and Procedures**

**Subject:** Alternate Work Options Program

---

**Contact:**

For questions related to this policy, please contact ADOA Human Resources at (602) 542-5482.