

County of Elgin

Section: **2**

Human Resources Policy Manual

Subject: **Hours of Work/Alternative Work Arrangement**

Code - **NU/FT**

Policy Number: **2.10**

Date Approved: **Feb. 13/01**

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Date Last Revision: **Dec. 15/05**

Purpose

In recognition of the growing need of many employees to balance work, family and personal responsibilities, the County of Elgin endorses and supports the concept of alternative work arrangements (AWA's). These flexible work options offer a variation on the traditional five-day week of seven hours per day. AWA's are based on voluntary employee participation.

The balance between employee needs and the needs of the organisation are often difficult. Maintaining service delivery standards and ensuring operational feasibility must always be considered and never compromised.

Application

This policy applies to all non-union employees for the County of Elgin. There are three plans outlined below, one for the Directors/CAO, one for the 2nd In-Commands, and one for the Regular Non-union group, which reflects the responsibility and expectations for these positions.

Benefits

The proper use of flexible hours should result in mutual benefits to the County, employees and clients. Success of the arrangement will be measured by the extent to which it results in better service to clients/members of the public, and a healthier work climate. Managers and employees should take this goal into consideration before entering into an AWA agreement.

The three plans are outlined below:

1. Directors/CAO: True Flex-time

- Determine their start and finish times.
- Additional time worked each day can be used to take one full day off per week, or part there of, as long as 70 hours are worked by the end of each pay-period.
- This plan is based on the honour system and the discretion of the Director/CAO to ensure the needs of the corporation are met.
- The Warden has the right to adjust the CAO's flex-time.
- The CAO has the right to alter the Director's flex-time.
- Electronic timesheets will be used & the Director of Human Resources or designate will have access to the same.

Overtime:

- Accumulated time off must be used in the current year that it was earned, with the exception of time earned in December, which can be utilised in January of the following year.
- Accumulated time off **will not** be paid out under any circumstances.

2. 2nd In-Commands and others as designated by the Director/CAO*:

True Flex with Core Hours

- Determine their start and finish times from the work schedule indicated in the policy.
- The core hours of 9:30 – 11:30 and 1:30 – 3:30 must be filled.
- Additional time worked each day can be used to take one full day off per pay-period, in consultation with their Director/CAO, as long as 70 hours are worked by the end of each pay-period.
- The Director/CAO has the right to change schedules, reduce the number of choices below, and reduce time-off to ensure the needs of the department and County are met.
- Electronic timesheets will be used & the Director of Human Resources or designate will have access to the same.

Overtime:

- Accumulated time off must be used in the current year that it was earned, with the exception of time earned in December, which can be utilised in January of the following year.
- Accumulated time off **will not** be paid out under any circumstances.

E M P L O Y E E C h o i c e	S t a g g e r e d W o r k H o u r s	T o t a l H o u r s P e r D a y
A	8 : 0 0 a m t o 4 : 0 0 p m	7
B	8 : 3 0 a m t o 4 : 3 0 p m	7
C	9 : 0 0 a m t o 5 : 0 0 p m	7

***NOTE:** At the discretion of the department head, employees may be permitted to utilise true flex with core hours, depending upon the requirements of the department and the needs of the corporation.

3. Regular Non-Union Employees: Staggered Work Hours

- Choose a work schedule from the list below.
- Additional time worked each day is accumulated to allow one day off every other pay-period. This time must be taken within the current two pay-period cycle.
- The Director/CAO has the right to change schedules, reduce the number of choices below, and reduce time-off to ensure the needs of the department and County are met.
- Electronic timesheets will be used & the Director of Human Resources or designate will have access to the same.
- Road employees will be exempt during the construction season, which will be clearly defined.

Overtime:

To qualify under this section, all overtime hours worked must be properly documented and authorized. Staff, other than those noted above, who normally work 35 hours per week will receive compensation for overtime hours worked as follows:

- Hours worked exceeding 35 hours per week, calculate at time for time

EMPLOYEE Choice	Staggered Work Hours	Total Hours Per Day
A	8:00 a m to 4:00 p m	7
B	8:30 a m to 4:30 p m	7
C	9:00 a m to 5:00 p m	7

Note: Employees have the option to work an additional (1) one hour each day, to a maximum of 7 hours accumulated during two pay-periods, to be eligible for one day off with pay.

Procedure

1. **Application** - Employees must complete an AWA Participation Agreement form, Schedule "A" (attached), including a proposed bi-weekly schedule.
2. **Duration** - All AWA agreements are for a defined period of time, subject to renewal no later than December 31st of each year, after evaluation by the employee, Manager and Director/CAO.
3. **Scheduling** - To facilitate department scheduling and maintain full coverage, each employee's AWA schedule must be constant, including pre-determined scheduled days off. The size of the department, vacation time, and the employee's role within the department will be considered when creating the AWA schedule.

- 4. Approval Process** - Prior to approval, Managers must review proposals thoroughly, ensuring the efficiency of each work unit and considering operational and service requirements. Participation will be approved based on whether service requirements can be met, subject to modifications, where necessary.

When a scheduling conflict occurs, each department will be responsible for developing a schedule that ensures fairness to all those participating and meets operational requirements. Each AWA agreement must be modified to reflect these changes prior to approval.

Prior to implementation, the AWA Participation Agreement must be signed by the employee, Manager and Director/CAO and reviewed by Human Resources to ensure compliance with this policy.

- 5. Renewal of Existing AWA Agreements** - All existing AWA agreements in each work unit will terminate on December 31st of each year and will be reviewed collectively prior to renewal to ensure fairness for all those participating and to maintain full service.

Employees wishing to continue their existing AWA agreements on January 1st, must re-submit proposals no later than December 1st of each year.

- 6. AWA Changes** – Employees have the opportunity to submit two schedules per year that would change the hours worked on the:

1st day of summer

1st day of winter

- 7. Agreement Changes** - Employees reverting back to their regular schedule should give 60 days notice to their supervisor.

- 8. Monitoring** - Human Resources will be responsible for maintaining ongoing monitoring of the program, as well as providing general information and assistance to participating departments.

9. **Failure to Comply** - Failure to comply with specified conditions may result in suspension or discontinuance of the employee's AWA.
10. **Suspension of AWA** - Any and/or all AWA's may be discontinued, altered or temporarily suspended by management for the following reasons:
 - a) operational/productivity/performance concerns
 - b) vacation/statutory holiday periods
 - c) staff training/conferences
 - d) illnesses/bereavement leave or other absences
 - e) emergency circumstances
 - f) transfer/promotion to or from a new work unit/team

AWA Regulations

1. **Disclaimer** - The AWA Plan is a privilege for all non-union employees subject to management's discretion for the staffing needs of their department. While every effort will be taken to accommodate the AWA Policy for employees, the needs of the corporation must be met.
2. **Attendance Records** - Employees must complete the electronic timesheet daily, accurately and adhere to the established work schedule. The electronic timesheet should reflect actual hours worked and AWA time taken in accordance with the agreement.
3. **Breaks and Lunch Periods** - Breaks are a safety and service requirement. Participants shall not accumulate breaks towards hours worked. The lunch period shall not be reduced to less than thirty minutes.
4. **Personal Appointments** - These appointments should be scheduled for the employee's regular time off. On occasions where this is not possible appointments requiring less than ½ day, time can be made up throughout that pay-period. Where more than ½ day is required, this time must be used as a vacation day or a LOA day. Time for personal appointments are subject to department head/designate approval.

5. **Vacation** - Vacation accrual for employees participating in *staggered work hours* will be calculated based on the “normal” hours of 7 per day and 35 per week, in accordance with the applicable vacation schedule.
6. **Sick Leave** - Sick leave accrual for employees participating in *staggered work hours* will be calculated based on the “normal” hours of 7 per day and 35 per week.
7. **Statutory Holidays** - As statutory holidays are a non-earned credit, statutory holidays will be paid based on “normal” working hours of 7 per day.

For statutory holidays which fall on work days when an employee is scheduled to work more than 7 hours, the employee may adjust the remaining hours in the week or use accumulated vacation, overtime or floating holiday hours to make up the difference, subject to supervisory approval. If this is not possible, the employee may revert to his/her “regular” schedule for that cycle.

8. **Bereavement Leave** - As bereavement leave is a non-earned credit, all full-time employees will be entitled to bereavement leave provisions, as per the applicable policy, based on “normal” working hours of 7 per day.

When bereavement leave is taken on a work day for which an employee is scheduled to work more than 7 hours, the employee may adjust the remaining hours in the week or use accumulated vacation, overtime or floating holiday hours to make up the difference, subject to supervisory approval. If this is not possible, the employee may revert to their “regular” schedule for that cycle.

9. **Jury Duty/Court Attendance** – Days off for Jury Duty will be based on “normal” working hours of 7 per day.

When Jury Duty/Court Attendance is taken on a work day for which an employee is scheduled to work more than 7 hours, the employee may adjust the remaining hours in the week or use accumulated vacation, overtime or floating holiday hours to make up the difference, subject to supervisory approval. If this is not possible, the employee may revert to their “regular” schedule for that cycle.

10. **Overtime** – If an employee is required to work the AWA scheduled day off, due to unforeseen circumstances, additional time off will be credited to the next pay-period.

11. **Training/Conferences** - Employees attending outside training courses and conferences will be paid based on the “normal” work hours of 7 per day.

For outside training/conferences, which fall on a workday for which an employee is scheduled to work more than 7 hours, the employee may adjust the remaining hours in the week or use accumulated vacation, overtime or floating holiday hours to make up the difference, subject to supervisory approval. If this is not possible, the employee may revert to their “regular” schedule for that cycle.

If the outside training/conference falls on a scheduled day off, the employee may take another day off in lieu within the same pay period, which is mutually convenient to the employee and immediate supervisor.

When travel time to and from training and conferences is outside the regular work day and the distance is greater than fifty (50) kilometers an employee may accumulate one (1) hour for each one hundred (100) kilometers traveled in accordance with the convention mileage in Policy 10.60.

Schedule "A"
County of Elgin
Hours of Work/Alternative Work Arrangement
Participation Agreement

Department: _____

Manager Name: _____

Employee: _____

Employee Number: _____

Position: _____

Plan: 1. Directors/CAO ρ
 2. 2nd In-Command ρ
 3. Regular Employee ρ

Submission date: ___/___/___
 (DD MM YY)

In accordance with the AWA Policy, I am submitting the following proposal for review and approval.

The AWA arrangement will commence on ___/___/___ and will continue until ___/___/___.
 (DD MM YY) (DD MM YY)

NOTE: All AWA Participation Agreements must terminate on or before December 31st of each year.

Note: Each employee can only choose 1 plan, either PLAN A, B, or C.

The following is my proposed plan:

	PLAN	Start Day	Finish Day	Total Hours Worked
ρ	PLAN A	8:00	4:00	7.0
ρ	PLAN B	8:30	4:30	7.0
ρ	PLAN C	9:00	5:00	7.0

Day Off "Happy Friday" Plan:

The table below is for employees in Plan 2 & 3 of the policy that want to work additional time on certain days to accumulate 7 hours in the pay period cycle indicated in their Plan. Please fill out below the days you would like to work additional time on a regularly scheduled basis.

Actual Schedule:

	Monday	Tuesday	Wednesday	Thursday	Friday	Total Hours Worked Per Week total
Week 1	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	
Week 2	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	
Week 3	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	
Week 4	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	ρ ρ ½ hour 1 hour	/ 140

NOTE: Employees in Plan 2 are only to complete Week 1 and 2
 Employees in Plan 3 are to complete Week 1, 2, 3, & 4

APPROVAL PROCESS

I fully understand and agree to the terms and conditions of this agreement, and understand that my Manager and/or Director/CAO has the authority to deny, modify, continue, discontinue or temporarily suspend this AWA Participation Agreement at any time.

Employee's Signature: _____

Date: ____/____/____
(DD MM YY)

MANAGER:

Approved

Denied

Manager's Signature: _____

Date: ____/____/____
(DD MM YY)

DIRECTOR/CAO:

Approved

Denied

Director/CAO's Signature: _____

Date: ____/____/____
(DD MM YY)
