* For joint review by employee and supervisor prior to completion of Alternative Work Schedule Plan. *

**Alternative Work Schedules** are defined as those that differ from the standard Monday through Friday, 8 a.m. to 5 p.m., workweek. Options include, but are not limited to:

- Individual start and end times that remain constant each work day
- Individualized start and end times that vary daily, however, the same number of hours are worked every day
- Adjusted meal break balanced by increased/decreased hours at the beginning/end of the day
- Compressed work week (a full work week is condensed into fewer than five days)

AWSs are always determined on a case by case basis; final decisions rest with the supervisor and department head and can be rescinded by supervisor or employee at any time.

All such arrangements are voluntary on the part of the employee (unless written into the position description) and require supervisor approval.

Any AWS should support or enhance office or department mission. Office functionality and customer service must not be compromised.

University Human Resources recommends a trial period for any AWS. Following that period, the supervisor and employee should review the plan and make updates as necessary. If the alternative work schedule is not meeting needs of the department or employee, the plan should be terminated.

**A. Determining Eligibility for an Alternative Work Schedule**

**Business Reasons for Supporting an AWS** – The AWS should result in, but is not limited to: increased productivity, decreased distraction, improved customer service, expanded hours, enhanced employee morale, more efficient use of space or equipment, improved work-life balance, and/or lower operating costs.

**Managerial Oversight** – Supervisors sometimes believe they have to be available whenever staff are at work. Alternative schedules call for a focus on results and productivity rather than face time, and require trust and effective communication between supervisor and employee. If it is essential that employees be supervised at all times, managerial responsibilities can be delegated to someone who can be present when the supervisor cannot.

**Position** – The manager and employee should thoroughly analyze position descriptions, responsibilities, and how the work is performed. Appropriate positions may be those that:

- Can be accomplished by more than one employee
- Require limited customer or co-worker interaction
- Do not include supervision of others
- Do not require access to equipment or files unavailable during non-business hours
- Can be accomplished through independent work
- Can be evaluated by specific measurable outputs
Employee – The manager and employee should also consider employee work style. Employee characteristics indicative of success often include:

- The ability to work productively on one’s own
- Thorough knowledge of position responsibilities
- Above average performance record
- Good organizational and time management skills
- Effective communication skills
- Honesty and dependability
- Self motivation and flexibility

B. Conditions of Employment

- The Alternative Work Schedule Plan will be retained in the department files. The supervisor and department head are responsible for ensuring that the Human Resource Management System (HRMS) is appropriately updated to reflect the approved AWS.
- Performance expectations and evaluations will not change as a result of AWS. Conditions of employment will remain the same, and expectations should be clear and measurable. Supervisor will evaluate employee’s job performance in accordance with applicable performance planning and evaluation, and probationary policies.
- Salary and benefits will not be affected by AWS.
- An Alternative Work Schedule does not automatically go with an employee who moves to a new position, or apply when a position previously done via AWS is assumed by a new employee.

C. Hours of Work

- The required number of work hours will not change, and employees are responsible for reporting time worked, leave used, and for adhering to university and state attendance policies.
- Overtime Worked: Alternative work schedules will be treated no differently than regular work hours. Any overtime must be approved by supervisor. Failure to do so may result in termination of the flexible work arrangement and/or disciplinary action.
- Sick/annual leave is recorded based on alternative work schedule (e.g. If the employee is scheduled to work a 10-hour day and calls in sick, s/he must record 10 hours of sick leave). The employee must obtain supervisory approval in accordance with established procedures for requesting and obtaining leave.
- Employees receive 8 hours of pay on paid holidays. An employee whose usual work day is longer than 8 hours must either use leave to cover the additional hours or work another two hours during the remainder of the work week to make up the time. (e.g. If an employee usually works four 10-hour days and Monday is a holiday, s/he receives 8 hours of holiday leave for Monday. S/he may use 2 hours of annual, compensatory or overtime leave to cover the additional two hours or s/he may work an extra ½ hour each of the remaining 4 days of the week to make up the two hours.)
- In the case of an authorized closing, such as for inclement weather, the employee will receive authorized closing hours equal to the number scheduled. (e.g. If the employee is scheduled to work 7 a.m. to 6 p.m. and the university closes at 1 p.m., s/he receives 5 hours.)
- A meal break of at least 30 minutes must be provided to employees working more than 6 consecutive hours. It is NOT included in hours worked. The supervisor may require employee to take up a meal break of up to 60 minutes.
- Days out of the office must be approved by supervisor, and must allow for necessary office coverage (i.e. not exclusively Mondays and Fridays).
- For non-exempt employees, alternative hours worked must be recorded in the same way as standard work hours.
D. Security

For employees working alone and/or during non-standard hours, security is essential. Always keep doors locked and contact the Police Department with any concerns or to be escorted to your vehicle – contact information http://www.virginia.edu/uvapolice/contact.html and saferide http://www.virginia.edu/uvapolice/saferide.html.

E. Step-by-Step Checklists (for employees and managers interested in AWS)

Employee Checklist

<table>
<thead>
<tr>
<th>Read the alternative work scheduling policy and procedures. Consider whether AWS will allow you to meet your performance goals, and the mission of the department and university.</th>
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<tbody>
<tr>
<td>Think through the details of completing your work, interacting with colleagues and customers, and maintaining high quality service when not in the office during core work hours.</td>
</tr>
<tr>
<td>Consider your personal work style, and how that may influence your success working an extended day and/or when few others are in the office.</td>
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<tr>
<td>Initiate a conversation with your supervisor regarding AWS, including a joint review of this document.</td>
</tr>
<tr>
<td>If you both agree to a plan, complete the Alternative Work Schedule Plan and review with your supervisor for approval and signature.</td>
</tr>
<tr>
<td>Human Resources recommends a trial period (e.g. one semester or three months) for a new alternative work schedule. Upon completion of trial period, sit down with your supervisor and discuss the success of the plan from each of your perspectives.</td>
</tr>
<tr>
<td>Revisit the plan at least annually. If the plan is working effectively, work together to renew it.</td>
</tr>
</tbody>
</table>

Supervisor Checklist

<table>
<thead>
<tr>
<th>Be familiar with the Alternative Work Schedule policy, procedures, and forms.</th>
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<tr>
<td>Be open to any conversation from a member of your staff regarding an AWS. If approached, help her/him think through implications to determine if this option might be suitable for the department, as well as the employee.</td>
</tr>
<tr>
<td>Be proactive in considering whether an AWS position might help your department better achieve its goals, and/or improve the employee’s productivity, work/life balance, or financial situation.</td>
</tr>
<tr>
<td>Provide a business rationale for the final decision (to approve OR deny a request).</td>
</tr>
<tr>
<td>If a plan is reached, have the employee complete the AWS Plan. Review the completed document with the employee and sign.</td>
</tr>
<tr>
<td>Maintain original, signed plan in department file and provide signed copies to employee.</td>
</tr>
<tr>
<td>Human Resources recommends a trial period (e.g. three months or one semester) for a new alternative work schedule. Upon completion of trial period, sit down with your supervisor and discuss the success of the plan from each of your perspectives.</td>
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