



ADMINISTRATIVE DIRECTIVE

Title:	Pilot Program for Alternative Work Schedules and Scheduled Telework
Issuing Department:	Human Resources
Effective Date:	July 2, 2022
Approved:	Terry Rozema, Town Manager
Type of Action:	Original

1.0 PURPOSE

This Pilot Program for Alternative and Scheduled Telework is intended to enhance recruitment of employees to the Town of Marana and to retain existing employees by offering a work-life balance for employees to ensure the Town is competitive in the employment marketplace while still maintaining core business hours and enhanced levels of service for internal and external customers. This Pilot Program shall not interfere with normal operations of Town government.

2.0 DEPARTMENTS AFFECTED

This directive applies to all departments and employees at the Town of Marana.

3.0 REFERENCES

- 3.1 Administrative Directive: Driver Licenses and Vehicle Operation
- 3.2 Fair Labor Standards Act (FLSA)
- 3.3 Occupational Safety and Health Act of 1970
- 3.4 Town of Marana Personnel Policies and Procedures: Policy 3-6 Holiday Pay
- 3.5 Town of Marana Personnel Policies and Procedures: Section 5-1-1 Normal Work Week and Work Hours
- 3.6 Town of Marana Personnel Policies and Procedures: Section 5-1-2 Alternative or Flexible Work Schedules
- 3.7 Town of Marana Personnel Policies and Procedures: Section 5-1-4 Meal Breaks and Rest Breaks
- 3.8 Town of Marana Personnel Policies and Procedures: Policy 5-6 Formal Personnel Action Review Procedures of the Town of Marana Personnel Policies and Procedures.
- 3.9 Town of Marana Personnel Policies and Procedures: Policy 5-7 Informal Personnel Action Review Procedures.

3.10 Town of Marana Personnel Policies and Procedures: Section 7-1-4 Use of Town Equipment and Vehicles

4.0 DEFINITIONS

- 4.1 4/10 Alternative Work Schedule: an Alternative Work Schedule wherein the employee works four 10-hour shifts during the Work Week.
- 4.2 4/10 Work Schedule: a 4/10 schedule mandated due to operational needs of the Town.
- 4.3 9/80 Alternative Work Schedule: an Alternative Work Schedule with a two-week work schedule providing nine workdays and one day off during the two-week schedule. The two-week work schedule has one work week of four days of 9-hour shifts and one day of an 8-hour shift and another week of four days of 9-hour shifts and one day off. The day off must occur on the same day of the week as the 8-hour shift day from the other week.
- 4.4 Alternative Work Schedule: an optional schedule for a Town employee allowing for either a 9/80 schedule or 4/10 schedule, or another set schedule as approved by the Town Manager.
- 4.5 Core business hours: Monday through Friday, 8:00 a.m. to 5:00 p.m.
- 4.6 Regular Work Schedule: Five workdays scheduled during a Work Week totaling 40 hours worked with a minimum of a 30-minute unpaid meal break on each work day.
- 4.7 Scheduled Telework: a work arrangement in which an employee completes work at a site other than the employee's normal work location.
- 4.8 Work Week: seven consecutive days as defined in Section 3-5-1(B) or separately by formal agreement between employee and the Town.

5.0 POLICIES AND PROCEDURES

General. The Alternative Work Schedule and Scheduled Telework Program is intended to create more options for employees to enhance work/life balance while maintaining high internal and external service levels. The Alternative Work Schedule and Scheduled Telework is an option for eligible employees; it is not mandated by the Town and employees are not required to participate. Participating employees can opt out and return to a Regular Work Schedule at any time.

5.1.1 Alternative Work Schedule or Scheduled Telework Rules.

- 5.1.1.1 An Alternative Work Schedule or Scheduled Telework is not a right of employment, but may be an option for an employee based upon job duties of the position and employee performance.
- 5.1.1.2 An Alternative Work Schedule or Scheduled Telework is discretionary and can be revoked at any time due to department needs, employee performance, or the discretion of the employee's Supervisor, Department Head or Town Manager.
- 5.1.1.3 The decision to offer an employee the option of an Alternative Work Schedule or Scheduled Telework or the revocation of an Alternative Work Schedule or Scheduled Telework is not subject to either formal or informal appeal under the

personnel action review procedures as set forth in Chapter 5 of the Town of Marana Personnel Policies and Procedures.

- 5.1.1.4 An employee shall not combine an Alternative Work Schedule and Scheduled Telework.
- 5.1.1.5 If a non-exempt employee is on an Alternative Work Schedule or Scheduled Telework, the employee must maintain scheduled work hours and cannot flex hours within the Work Week.
- 5.1.1.6 All employees opting for an Alternative Work Schedule or Scheduled Telework shall be subject to temporary recall at any time from Alternative Work Schedule or Scheduled Telework to accommodate mandatory meetings, unplanned absences by Department employees, or service needs of the Department or the Town.
- 5.1.2 Eligibility for Alternative Work Schedule or Scheduled Telework. The Department Head shall evaluate both the job position and the employee to determine whether or not the job position and the employee are eligible for an Alternative Work Schedule or Scheduled Telework.
 - 5.1.2.1 The Department Head shall evaluate job positions and service needs of the job position, the Department, and the Town to determine whether a job position is eligible for an Alternative Work Schedule or Scheduled Telework.
 - 5.1.2.1.1 Department Heads and Deputy Department Heads are not eligible for a 4/10 Alternative Work Schedule or Scheduled Telework.
 - 5.1.2.2 The Department Head may consider the following in determining whether an employee is eligible for an Alternative Work Schedule or Scheduled Telework:
 - 5.1.2.2.1 If the employee is serving in an initial evaluation period; or
 - 5.1.2.2.2 If the employee has been placed on a work improvement plan or had disciplinary action; or
 - 5.1.2.2.3 The organizational needs of the Department or the Town; or
 - 5.1.2.2.4 The work performance of an employee.
- 5.1.3 Implementation of an Alternative Work Schedule or Scheduled Telework. Implementation of an Alternative Work Schedule or Scheduled Telework is decentralized requiring the Department Head to ensure that the schedules do not interfere with either internal or external customer service and that the schedules do not interfere with core business hours or normal operations of Town government. The Department Head must ensure that service is maintained during core business hours for the Town by staggering shifts, designating back up positions, and cross training employees. The Department Head shall submit department schedules of Alternative Work Schedules or Scheduled Telework for approval by the Town Manager.
- 5.1.4 Meal Breaks. An employee opting for an Alternative Work Schedule or Scheduled Telework will normally receive a minimum of a 30-minute unpaid meal break during the work day. However, due to operational needs the Department Head may require

an employee to engage in work during employee's meal break. If an employee is on a 9/80 Alternative Work Schedule, changes to the meal break on the employee's 8-hour split day shall not cause the employee to work more than 40 hours in the work week.

5.1.5 Holidays. An employee opting for an Alternative Work Schedule or Scheduled Telework shall receive 8 hours Holiday Pay for Town Council-approved holidays.

5.1.5.1 If the Town Council-approved holiday falls on a day when the non-exempt employee is scheduled to work 9 or 10 hours, then the non-exempt employee will receive 8 hours Holiday Pay and can supplement with MTO or Vacation hours to reach 40 hours in the Work Week. A non-exempt employee cannot flex time during the week to make up the 40 hours.

5.1.5.2 If the Town-Council approved holiday falls on the non-exempt employee's regularly scheduled day-off, the non-exempt employee should coordinate with the supervisor to determine when to take an alternate day off during the same work week as the holiday.

5.1.5.3 An employee working a 4/10 schedule due to operational needs of the Town will receive 10 hours of Holiday Pay.

5.1.6 Accountability.

5.1.6.1 Following approval of an employee and job position for an Alternative Work Schedule or Scheduled Telework and approval of Department schedule by the Town Manager, the employee and supervisor shall enter into a formal agreement documenting work conditions and expectations that is subject to review every three months.

5.1.6.1.1 The formal agreement for a 9/80 or a 4/10 Alternative Work Schedule shall be documented in the Alternative Work Schedule Agreement 9/80 or 4/10 (Attachment A).

5.1.6.1.2 The formal agreement for Scheduled Telework shall be documented in the Scheduled Telework Agreement (Attachment B).

5.1.6.2 Supervisors and Department Heads are responsible for ensuring that an exempt employee approved for an Alternative Work Schedule or Scheduled Telework is working the hours necessary to satisfactorily perform their job. Failure of an exempt employee to work the hours necessary to satisfactorily perform their job will result in revocation of the Alternative Work Schedule or Scheduled Telework.

5.1.6.3 Supervisors and Department Heads are responsible for ensuring that a non-exempt employee approved for an Alternative Work Schedule or Scheduled Telework is working no more than 40 hours in a work week, unless overtime has been approved by a supervisor in advance.

5.1.6.4 The Town may also implement tools such as collaboration software or task management software suitable to working conditions.

5.2 Alternative Work Schedules

- 5.2.1 Alternative Work Schedules include 9/80 schedules and 4/10 schedules.
- 5.2.2 For a 9/80 Alternative Work Schedule, the employee and the Town must agree that for purpose of designating the seven consecutive day work period for the calculation of overtime, one work period shall commence at the midpoint of the employee's shift of the 8-hour day and end at the midpoint on the day off; the following seven consecutive day work period shall commence at midpoint of the day off and end at the midpoint of the 8-hour day. An employee participating in a 9/80 work schedule shall sign the Alternative Work Schedule Agreement 9/80 (Attachment A) to contractually document the employee's "Normal Work Week" differs from Section 5-1-1 of the Town of Marana Personnel Policies and Procedures.
- 5.2.2.1 A non-exempt employee must work only the hours listed in the Alternative Work Schedule Agreement 9/80. Any change in schedule requires the use of MTO or Vacation Leave.
- 5.2.2.2 Implementation of the 9/80 schedule may require that an employee either use four hours of MTO at the midpoint so that the employee does not work more than 40 hours in the seven consecutive day period at the initiation of the 9/80 schedule. Alternatively, the supervisor may approve overtime due to operational needs.
- 5.2.2.3 An employee shall document in the employee's Town Outlook calendar the dates and times the employee is out of the office due to 9/80 schedule to be shown as "Out of Office."
- 5.2.3 For a 4/10 Alternative Work Schedule, the employee is expected to work four 10-hour shifts during the Town work week beginning every Saturday at 12:01 a.m. and ending the following Friday at 12:00 midnight.

5.3 Scheduled Telework

- 5.3.1 An employee approved for Scheduled Telework and the supervisor approving Scheduled Telework shall document the telework arrangement in the Telework Plan and Agreement Form (Attachment B) to ensure that both the supervisor and employee have a clear, shared understanding of the employee's telework arrangement.
- 5.3.2 An employee approved for Scheduled Telework is required to return to the worksite when directed by their Department Head or supervisor, on a temporary, intermittent, or permanent basis, as directed.
- 5.3.2.1 If an employee on Scheduled Telework is advised after the start of the work day that the employee must come to the worksite, the time spent driving from home to the worksite is compensable time.
- 5.3.2.2 Since Scheduled Telework may require an employee to drive to the worksite, the employee must be an Authorized Driver as set forth in the Administrative Directive: Driver Licenses and Vehicle Operation.
- 5.3.3 An exempt employee approved for Scheduled Telework is expected to work the hours necessary to satisfactorily perform their job and will be required to work a specified schedule set by the employee's supervisor. A non-exempt employee approved for Scheduled Telework shall work no more than 40 hours in a work week, unless overtime has been approved by a supervisor in advance.

- 5.3.3.1 Telework is no less work than if it was performed at a Town worksite. A non-exempt employee must record, and be compensated for, all hours actually worked both at the worksite and teleworking.
- 5.3.4 The supervisor shall establish work assignments and expected productivity for an employee when authorizing telework and it shall be documented in the Telework Plan and Agreement Form.
 - 5.3.4.1 An employee must be available by phone, for scheduled virtual or other meetings, and other outlined responsibilities during the hours set forth in the employee's established work schedule.
 - 5.3.4.2 An employee is expected to accomplish regular job duties regardless of work location. If the employee has telework-specific job duties and/or expectations, this shall be documented in the Telework Plan and Agreement Form section entitled "Job Duties".
 - 5.3.4.3 An employee is expected to demonstrate telework productivity by use of the Telework Activity Report (Attachment C), the Telework Project Report (Attachment D), or other method established by their supervisor.
- 5.3.5 Scheduled Telework Rules
 - 5.3.5.1 An approved employee can work a maximum of two 8-hour telework shifts during a standard seven-day work week.
 - 5.3.5.2 If an employee scheduled for telework is unable to work or would be unavailable for phone calls, virtual meetings or other outlined responsibilities during Scheduled Telework due to household responsibilities or other appointments, then the employee is expected to use leave balances during those times. Scheduled Telework is not a right of employment and should only be approved if an employee can complete job responsibilities from home while ensuring that service expectations are met.
 - 5.3.5.3 An employee may not engage in secondary employment or activities other than Town assignments during the established work schedule.
 - 5.3.5.4 An employee should designate a work space that is maintained in a safe condition, free from hazards, and in a space conducive to the work being performed. An employee should also ensure that equipment used is safe and ergonomically sound. However, the Town will not inspect home work sites and home work sites are not subject to OSHA standards. The employee is responsible for providing, at the employee's discretion, a computer monitor, scanner/printer, desk and chair.
 - 5.3.5.4.1 An employee scheduled for a virtual meeting while on Scheduled Telework is expected to follow the acceptable attire standards set forth in the Town of Marana Personnel Policies.
 - 5.3.5.5 A Department-issued laptop may be provided by the Department if available. Town equipment may only be used by a Town employee for Town purposes only. If Town equipment is not functioning, the employee is responsible for bringing equipment in for repair. If no other equipment is available, the employee is expected to work onsite until equipment is repaired or replaced. An employee

shall take reasonable steps to protect Town equipment from damage or theft as required by “Use of Town Equipment and Vehicles” in Section 7-1-4 of the Town’s Personnel Policies and Procedures. Damage, loss, or theft of Town equipment must immediately be reported to Supervisor.

- 5.3.5.6 If an employee is using a personal computer for Scheduled Telework, the computer must conform to the specifications required by Technology Services.
- 5.3.5.7 An employee on Scheduled Telework shall have phone and internet service at the employee’s own expense and maintain the required equipment in good working order while teleworking. Should any connectivity issues arise at an employee’s teleworking address, a supervisor may require an employee to return to worksite until such issues are fixed.
- 5.3.5.8 An employee on Scheduled Telework shall use technology recommended by Technology Services to route phone calls to an employee’s work phone number to employee while teleworking.
- 5.3.5.9 An employee shall document in the employee’s Town Outlook calendar the dates and times the employee is teleworking to be shown as “Working Elsewhere.”
- 5.3.5.10 An employee who is teleworking is obligated to comply with all Town of Marana Personnel Policies and Procedures and Administrative Directives.

6.0 RESPONSIBILITIES

- 6.1 It is the responsibility of every department and employee to ensure an Alternative Work Schedule and Scheduled Telework shall not impact Town operations during core business hours.
- 6.2 It is the responsibility of every department and employee to ensure that productive work is performed while on Scheduled Telework that supports essential Town functions.
- 6.3 The Town Manager approves plans for Alternative Work Schedules or Scheduled Telework submitted by the Department Head.
- 6.4 Department Heads shall ensure that an approved Alternative Work Schedule or Scheduled Telework does not interfere with the Town’s core business hours or normal operations and that both internal and external service levels are maintained. Department Heads shall maintain schedules and documentation of Alternative Work Schedules or Scheduled Telework for employees in the Department.
- 6.5 Technology Services shall be responsible for providing appropriate technology and services to support employees on Scheduled Telework.

7.0 ATTACHMENTS

- 7.1 Attachment A - Alternative Work Schedule Agreement 9/80 or 4/10
- 7.2 Attachment B - Telework Plan and Agreement Form
- 7.3 Attachment C - Telework Activity Report
- 7.4 Attachment D - Telework Project Report

REVISION HISTORY

	<i>DESCRIPTION OF CHANGE</i>	<i>DATE</i>
OR	Original Release	7/2/22

Caution: A copy of this Administrative Directive is an uncontrolled document. It is your responsibility to ensure you are using the current version. The electronic version is the only acceptable and controlled Administrative Directive.