

MANAGEMENT DIRECTIVE

Commonwealth of Pennsylvania Governor's Office

Subject:

Alternate Work Schedules

Number:

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Date:

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By Direction of:


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Contact Agency:

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1. **PURPOSE.** To establish policy, responsibilities and procedures for the approval and use of alternate work schedules.
2. **SCOPE.** Applies to all departments, offices, boards, commissions, and councils under the Governor's jurisdiction (hereinafter referred to as "agencies").
3. **OBJECTIVE.** To define and establish standards for the development, implementation and evaluation of alternative work schedules and to provide standardized language to ensure consistency in those schedules submitted to the Office of Administration (OA) for review and approval.
4. **DEFINITIONS.**
 - a. **Alternate Work Schedule (AWS).** An agency and OA approved work schedule that permits employees to work pre-established additional hours (beyond the regular 7.5 or 8.0 hours per day) on certain work days within a pre-established time period (e.g., week, pay period, month) in order to accumulate and receive an equivalent number of additional hours off on a pre-established day (or days) during that time period.
 - b. **Flex-Time.** An agency and OA-approved work schedule wherein employees work five days per week, 7.5 or 8.0 hours per day, but may vary their beginning and ending work times on a daily basis around pre-established core hours.
 - c. **Staggered Work Hours.** A work schedule consisting of multiple five-days per week, 7.5 or 8.0 hours per day work shifts (five out of seven day schedule), with various specified beginning work times and corresponding ending work times from which employees may be assigned or may request. Although different starting/ending times are available, the employee's starting/ending times do not vary from day to day.
 - d. **Standard Work Schedule.** A work schedule generally consisting of a single five-days per week, 7.5 or 8.0 hours per day work shifts (five out of seven day schedule), which conforms to the standard operating hours of the agency as approved by the Executive

Board. However, as permitted by applicable collective bargaining agreements/memoranda of understanding and/or side letters, a standard work schedule also may consist of any ten days in a pre-established fourteen-day schedule.

5. POLICY.

- a. Pursuant to *The Administrative Code of 1929*, the Executive Board established a Schedule of Office Hours for the central administrative offices of executive agencies that is to be followed by agencies. Agencies are authorized to assign employees to work hours outside the Schedule of Office Hours in order to meet program or operational needs. This authorization does not extend to the establishment of AWS or flex-time arrangements without OA approval as per Chapter 8 of *Management Directive 505.7, Personnel Rules*.
- b. In accordance with applicable collective bargaining agreements, memoranda of understanding, side letters and commonwealth policy, agencies may establish AWS or flex-time arrangements, pursuant to the purpose and objective of this policy. AWS and/or flex-time arrangements shall not be established with unions where there are no provisions for such arrangements established by either collective bargaining agreement, memorandum of understanding or side letter.
- c. Staggered work hours, which are not considered AWS or flex time arrangements, may be approved at the agency level. Agencies are authorized to approve employee requests for staggered work hours to accommodate transportation, family care, or education needs, or for other compelling reasons, provided such requests do not impair operational efficiency or customer/client service. Any consideration by an agency of a request for staggered work hours must account for the need to continue operations during the standard operating hours of the agency.
- d. While offering AWS is intended to improve the quality of work life for employees, agencies must certify, with a reasonable degree of certainty, that each AWS will result in an improvement in operational efficiency and/or service to its customers and clients. This certification shall be provided in the transmittal memorandum to the OA and include an explanation of the improvements that will be realized in operational efficiency and/or service to its customers and clients, and the criteria that will be used to measure such improvements. It is recognized that what constitutes improved operational efficiency and/or service to customers and clients will vary across work sites and operations and must be assessed on a case-by-case basis. Such improvements may include but are not limited to: operational cost-savings, increased revenues, greater access to/expanded service for customers and clients, improved resident care outcomes, or increased access to/distribution of work tools/resources to staff in a manner that enhances productivity. Examples of measurement criteria that may be appropriate include: paid and unpaid sick leave utilization, overtime utilization, and work output (e.g., the number of cases/projects successfully completed, the number of customers and clients served, etc.). The only exception to this improvement requirement is when the AWS is required for an individual as a reasonable accommodation pursuant to the *Americans with Disabilities Act of 1990, 42 U.S.C. §§ 12101 et seq.*, or when the AWS is approved for other limited term reasons.
- e. Under no circumstance should an AWS:
 - (1) increase operational costs;
 - (2) increase current complement;
 - (3) affect the commonwealth's ability to meet accreditation and certification criteria;

- (4) adversely impact the efficiency of affected operations or standards of service; or
 - (5) contain an unreasonable number of work schedules.
- f. As noted above, an AWS may not contain an unreasonable number of work schedules. In evaluating whether the number of schedules is unreasonable, agencies should assess whether the efficiency of operations is adversely impacted or the ability to administer and manage the schedules and effectively monitor participating employees is unmanageable. Agencies should be sensitive to public perceptions and potential criticism that an AWS may produce.
 - g. All AWS proposals must have prior approval from the agency and the OA before being implemented. For AWS arrangements that involve employees covered by a collective bargaining agreement or memoranda of understanding, no final agreement can be reached with the union or any commitments can be made to the affected employees prior to the approval from both the agency and the OA.
 - h. Agencies are to use the standardized language in Appendix A when developing an AWS for union-represented employees, and Attachment B when developing an AWS for management/non-represented employees. When other than the standardized language is utilized, the transmittal memorandum to the OA must identify where in the proposed AWS the non-standardized language appears and why the non-standardized language is appropriate.
 - i. Each AWS must be continuously monitored by local management. A written evaluation, in accordance with pre-established criteria, must be prepared after the initial pilot period for newly implemented AWS arrangements and approved by the agency and the OA to continue the schedule. Such evaluations must be completed and submitted in the manner described above on an annual basis thereafter. The written, annual evaluation should be retained by the agency, as the OA will conduct periodic post-audits of such evaluations.
 - j. Agencies may cancel an AWS when the goals or conditions of the AWS are not being met or when the criteria used to initiate the AWS have materially changed. Some collective bargaining agreements/memoranda of understanding and/or side letters contain additional criteria that must be met to cancel an AWS, as well as processes by which the union may appeal the termination of an AWS.

6. RESPONSIBILITIES.

a. Agency Heads shall:

- (1) Ensure that newly developed AWS arrangements comply with this policy and with terms and conditions of applicable collective bargaining agreements/memoranda of understanding and/or side letters, as appropriate.
- (2) Submit requests for desired AWS arrangements that meet required criteria to the Secretary of Administration for approval prior to implementation.
- (3) Implement and evaluate approved AWS arrangements in a manner consistent with this policy and the terms of the AWS to ensure that the goals and conditions of the AWS are being met.

b. Office of Administration, Office for Human Resources and Management (OA/HRM), Bureau of Employee Relations (BER) shall:

- (1)** Establish specific commonwealth-wide AWS policies and procedures.
- (2)** Review and approve AWS arrangements submitted by agencies for approval based on criteria in this directive as well as applicable collective bargaining agreements/memoranda of understanding and/or side letters, as appropriate. Review the initial evaluation of the AWS and approve the continuation of those that have met with pre-established criteria.
- (3)** Conduct periodic post-audits of annual evaluations of AWS arrangements as conducted by the agency.
- (4)** Assist agencies in modifying or canceling AWS arrangements when appropriate, in accordance with this directive, the terms of the AWS and applicable collective bargaining agreements/memoranda of understanding and/or side letters.

7. PROCEDURES.

- a.** The Agency Program Office shall review the proposed AWS to ensure that the proposed schedule meets the goal of improving operational efficiency and/or service to its customers and clients and improve the quality of work life of employees. Further, the Agency Program Office shall ensure that the proposed AWS does not increase costs of the operation; increase current complement; affect the Program Office's ability to meet criteria for accreditation and/or certification; adversely impact the efficiency of affected operations, not standards of service; or contain an unreasonable number of schedules.
- b.** The Agency Head shall review proposed AWS submitted by the Agency Program Office to ensure that the proposed AWS meets the goals of this policy. If the proposed AWS meets the goals of this policy, the Agency Head shall submit the proposed AWS to the OA, Bureau of Employee Relations for review, along with certification that the proposed AWS will result in an improvement in operational efficiency and/or service to its customers and clients, an explanation of the improvements that will be realized in operational efficiency and/or service to its customers and clients, and the criteria that will be used to measure such improvements. In the event the AWS is approved and implemented, Agency Head submits initial and follow-up evaluations to the OA, Bureau of Employee Relations.
- c.** OA, Bureau of Employee Relations shall review each proposed AWS submitted by the Agency Head, along with the certification and the measurement criteria, to ensure that the proposed AWS meets the purpose and objective of this policy.

Enclosure 1 – Appendix A – AWS Template for Union Represented Employees

Enclosure 2 – Appendix B - AWS Template for Management/Non-Union Represented Employees

**APPENDIX A
AWS TEMPLATE – UNION REPRESENTED EMPLOYEES**

INSTRUCTIONS FOR USE

This template is based on a standard schedule consisting of a 37.5-hour Monday through Friday work week, and delineates a 9 out of 10 day AWS. With appropriate modification, it can be applied to an AWS in operations with other standard schedules (e.g., a 40-hour work week), and other AWS configurations (e.g., schedules providing for every other weekend off, 4-day work weeks, 10 consecutive work days, weekend and evening work, and the use of seniority for bidding on work days and hours).

UNDERSTANDING BETWEEN

ORGANIZATIONAL ENTITY—OFFICE, FACILITY, ETC.

AND

UNION

FOR ALTERNATE WORK SCHEDULE: 9 OUT OF 10 DAYS¹

INTRODUCTION

This understanding is entered into between (*organizational entity—e.g., office, facility, etc.*), of the (*agency name*) and Union, for the exclusive purpose of applying the provisions of *Cite Hours Of Work Article/Recommendation and Section from applicable labor agreement that provides for the establishment of alternate work schedules of the Cite applicable Agreement/Memorandum* between the Commonwealth and the Union in establishing an alternate work schedule (AWS).

The goals of this understanding are to improve the quality of work life of employees and improve the Employer's operational efficiency and/or delivery of service. The parties believe that the Union has demonstrated a reasonable expectation that this AWS will accomplish these goals, as described in the appendix to this understanding titled "Justification." It is agreed and understood that the AWS will not cause or require the Commonwealth to expend additional funds, add additional staff or budget for additional costs in order to comply with the conditions of this understanding. Further, there shall be no impairment of operational efficiency, jeopardizing of accreditation, or deleterious impact on standards of service (provision of care, etc.) posed by implementation of this understanding, nor shall this understanding provide for an unreasonable number of schedules. No additional benefits are to accrue to employees as a result of this alternate work schedule.

It is recognized that this understanding arises within the context of "meet and discuss," and all discussions conducted shall be in accordance with the meet and discuss provisions of the Agreement.

In accordance with *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for the establishment of alternate work schedules of the Agreement/Memoranda*, aspects of this understanding may be at variance with specific provisions of the *Agreement/Memoranda*. It is understood that *Cite Hours of Work Article/Recommendation and Sections from applicable labor agreement that define work week, work shift, and that requires a minimum number of shifts off in the event of a change in schedule of the Agreement/Memoranda* are waived in order to establish this alternate work schedule. In addition, the parties recognize that all relevant contract language may not have been specifically waived in this understanding and agree

that such provisions are waived to the extent that they conflict with the intent of the alternate work schedule.

This understanding is established without prejudice to the contractual rights of either party and shall set no precedent for any future action. The Agreement between the Commonwealth and Union remains in force and effect except as modified by this AWS understanding.

TRIAL PERIOD AND EVALUATION

The schedule will be implemented on a six-monthⁱⁱ trial basis from _____ to _____. The parties recognize that an evaluation will be conducted by management at the conclusion of the trial period to ascertain the impact on cost, complement, efficiency, service to clients, and other appropriate program criteria, and to ensure that the goals stated in the Introduction and Justification Appendix have been met. Such evaluation will be submitted for review by the agency and Office of Administration before continuation of the AWS beyond the trial period can be authorized. Such continuation must be approved in writing and the terms of continuation will be appended to this understanding and will supersede this "Trial Period and Evaluation" section.ⁱⁱⁱ

If the AWS is continued beyond the trial period, management will thereafter conduct a review at the conclusion of each 12-month period to ensure that the goals stated in the Introduction and Justification Appendix continue to be met. However, the requirement for such annual review does not preclude management's performance of additional reviews at any other point. The results of any and all reviews shall be reported to the agency and the Office of Administration.

ELIGIBILITY

Employees eligible for participation in the alternate work schedule are ____.^{iv} Employees may not participate in alternate scheduling during their contractual initial hire and promotional probationary periods with the Commonwealth. Management may authorize exceptions to this requirement for valid reasons.

It is understood that the AWS is not a substitute for adherence to time and attendance policies. Participation is dependent on maintaining positive leave balances. Management shall have the right to disqualify an employee from initial or continued participation in any alternate work schedule when documented abuse (defined as imposition of discipline and/or leave restriction) of time and attendance policy has occurred or the employee's productivity has deteriorated because of having to work extended work hours/days on a continuing basis. Disqualification is not considered discipline and the provisions of *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides advance notice of schedule change* and *Cite Discipline Article/Section from applicable Agreement/Memorandum that requires just cause for discipline* shall not apply when the employee reverts to the standard schedule. Meet and discuss shall be the appropriate forum for resolution of disputes arising from such disqualifications; however, the grievance procedure will remain available for appeals of any attendant disciplinary action.

SCHEDULES^v

The "standard" schedule will continue to be ____.^{vi} Employees who do not participate in an alternate work schedule will continue with the standard schedule or their current staggered version of the standard schedule,^{vii} subject to the provisions of *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change*.

Staggered Work Hours Schedules^{viii}

It is understood that a staggered work hours schedule is not an alternate work schedule and that the decision to establish/continue a staggered work hours schedule is exclusively management's and not subject to the terms of *Cite Hours Of Work Article/Recommendation and Section from applicable*

labor agreement that provides for the establishment of alternate work schedules or this understanding. A "staggered work hours schedule" for the purpose of this understanding is a schedule in which employees work 7.5 consecutive hours per day (exclusive of a meal period) for five (5) consecutive days in a work week, and that has differing start and/or end times for these 7.5-hour shifts.

Employees may be assigned to or select from the following schedules that consist of 7.5 work hours each day (37.5 hours per week) with an unpaid meal period as indicated.^{ix} Assignment to shifts will be made by seniority in accordance with *Cite Seniority Article/Recommendation and Section from applicable labor agreement that provides for seniority preference for assignment to shift openings*. Management will determine the number of employees that can be accommodated on each shift and may adjust shifts in accordance with the provisions of *Cite Hours Of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change*.

**One-Half Hour Meal Period
Monday through Friday**

- 7:30 a.m. to 3:30 p.m.
- 8:00 a.m. to 4:00 p.m.
- 8:30 a.m. to 4:30 p.m.
- 9:00 a.m. to 5:00 p.m.

**One Hour Meal Period
Monday through Friday**

- 7:30 a.m. to 4:00 p.m.
- 8:00 a.m. to 4:30 p.m.
- 8:30 a.m. to 5:00 p.m.
- 9:00 a.m. to 5:30 p.m.

Alternate Work Schedules^x

Eligible employees may select a schedule that allows them to work nine out of ten workdays in a two week (14 day) pay period. This will consist of one 40-hour work week (five days of eight hours each, exclusive of a half hour meal period) and one 35-hour work week (four days of eight hours and forty-five minutes each, exclusive of a half hour meal period). Options are as follow:

	Week 1	Week 2
Option	Five Day Week (8 hours)	Four Day Week (8 hours 45 min.)
1)	7:15 a.m. to 3:45 p.m.	7:15 a.m. to 4:30 p.m.
2)	7:30 a.m. to 4:00 p.m.	7:30 a.m. to 4:45 p.m.
3)	7:45 a.m. to 4:15 p.m.	7:45 a.m. to 5:00 p.m.
	Four Day Week (8 hours 45 min.)	Five Day Week (8 hours)
4)	7:15 a.m. to 4:30 p.m.	7:15 a.m. to 3:45 p.m.
5)	7:30 a.m. to 4:45 p.m.	7:30 a.m. to 4:00 p.m.
6)	7:45 a.m. to 5:00 p.m.	7:45 a.m. to 4:15 p.m.

The non-scheduled work day during the four-day week may be any day of the week. Management will determine the number of employees scheduled to work each day, and the number of employees off on a given non-scheduled workday is subject to management's approval.

SCHEDULE SELECTION

Schedules will be developed and selected no later than 30 days prior to the beginning of each AWS scheduling period; such scheduling periods shall be ____^{xi} months in length.

At^{xii} the same time as employees select their AWS shift, they shall also request approval for a reversion schedule from among those schedules listed in the above provisions regarding staggered work hour schedules. Selection preference will be governed per the parameters described in those provisions. The reversion schedule is the schedule which shall be in effect for the employee for any period during which the AWS is not in effect.

Employees will be given their preference of AWS shift and non-scheduled workday in order of bargaining unit seniority within the *applicable work unit as defined by local parties*. In the event of a tie, order of choice will be determined by lot. The schedule selected will remain fixed for the ____ month AWS scheduling period except that an employee may, with supervisory approval, revert to his/her pre-selected standard schedule. The provisions of *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change, Hours of Work Article/Recommendation and Sections from applicable labor agreement that requires a minimum number of shifts off in the event of a change in schedule and Cite Overtime Article/Recommendation and Section from applicable labor agreement that provides for one-and-a-half of an employee's regular rate of pay to be paid under certain conditions* are waived in cases of reversion. After such reversion, re-entry into the AWS during the remainder of the scheduling period cannot be guaranteed and is subject to management's discretion.

Employees entering the work unit after the selection has occurred, if they meet the eligibility requirements and choose to work an alternate work schedule, will be afforded such a schedule subject to management's determination of an ability to place them on one, and if so, subject to management's determination of where the need exists. If such entry into a work unit is due to the involuntary transfer of an employee who was an AWS participant in his prior work unit, and his AWS schedule cannot be continued in the new unit, management and the local union will meet and discuss to explore alternatives. *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change and Cite Overtime Article/Recommendation and Section from applicable labor agreement that provides for one-and-a-half of an employee's regular rate of pay to be paid under certain conditions* are waived in effecting such placement for these employees.

After^{xiii} the initial scheduling period, for which schedules will be selected by seniority as noted above, the choice of schedule shall be rotated for each successive six-month scheduling period. That is, in the second six-month scheduling period, the most senior employee shall choose last and the second most senior employee shall choose first, and so on. In the third scheduling period, the second most senior employee shall choose last, the third most senior shall choose first, and so on. *Cite Seniority Article/Recommendation and Section from applicable labor agreement that provides for seniority preference for assignment to shift openings*.

SCHEDULE ADJUSTMENTS

In furtherance of the goals of this AWS, management has the option to adjust hours/schedules for individual/groups of employees when necessary for training, operational needs, and/or emergency purposes. Such adjustment may include reversion to the standard or a staggered^{xiv} work schedule if maintaining the AWS is not feasible. When possible, management will inform employees of such schedule change at least 2 weeks in advance. *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change, cite Hours of Work Article/Recommendation and Section from applicable labor agreement that requires a minimum number of shifts off in the event of a change in schedule, and Cite Overtime Article/Recommendation and Section from applicable labor agreement that provides for one-and-a-*

half of an employee's regular rate of pay to be paid under certain conditions are waived in the event of a schedule change made pursuant to this paragraph.

Employees scheduled for disciplinary suspension; for attendance at meetings, hearings, and training sessions; or for other special circumstances that cannot be accommodated within the AWS; or who are on approved paid leave or leave without pay that cannot be accommodated within the AWS or is disruptive to operations shall revert to the standard or their pre-selected staggered shift schedule during the pay periods the suspension, special assignment or circumstance, or leave is in effect. When reversion occurs, employees shall charge annual, personal, or compensatory leave for any difference between the number of hours required to be worked under their AWS and the number of hours actually worked on their standard schedule. The provisions of *Cite Personal Leave Article/Recommendation and Section from applicable labor agreement that provides for scheduling of personal leave* and *Cite Annual Leave Article/Recommendation and Section from applicable labor agreement that provides for scheduling of annual leave* shall not be applicable to leave used for this purpose. In effecting such reversion, there shall be no requirement to apply the provisions of *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change*, *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that requires a minimum number of shifts off in the event of a change in schedule*, and *Cite Overtime Article/Recommendation and Section from applicable labor agreement that provides for one-and-a-half of an employee's regular rate of pay to be paid under certain conditions* ^{xv}

STAFFING

Management shall determine the number of employees who can be accommodated into the AWS program during any scheduling period. It is understood that staffing is a management function and that the work unit must be adequately staffed on a regular basis. Adequate managerial and supervisory oversight as determined by management must be maintained. Neither managerial nor supervisory staff shall be mandated to select an AWS or required to work in a lower classification or any other unit in order that an AWS selection can be accommodated. *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change*, *Cite Hours of Work Articles/Recommendations and Sections from applicable labor agreement that requires a minimum number of shifts off in the event of a change in schedule*, and *Cite Overtime Article/Recommendation and Section from applicable labor agreement that provides for one-and-a-half of an employee's regular rate of pay to be paid under certain conditions* are waived in the event termination of the AWS is required due to the lack of adequate managerial/supervisory oversight. Disputes arising from the application of this paragraph shall be handled through the meet and discuss process and not the grievance procedure.

Employees who choose to participate in the AWS program acknowledge that their work assignments may be varied to accommodate the change in hours of work. Management, however, shall not be obligated to change work assignments or location in order to accommodate employee requests for, or changes to, this AWS.

COMPENSATION AND OVERTIME

Employees selecting an alternate work schedule shall continue to receive a paycheck for 75 regular hours in each biweekly pay period, even though employees will work both more and fewer than 37.5 regular hours in each week of a pay period. An employee not in compensable status for 75 hours in a pay period shall be entitled to compensation only for the hours in compensable status.

Time and one-half will be paid for work in excess of one-half hour beyond the scheduled work shift or in excess of 40 hours in a work week. Work performed on the non-scheduled workday will not be considered as work performed on a scheduled day off for purposes of determining entitlement to double time.

For equalization purposes, overtime will be considered as work in excess of the scheduled work shift. Any obstacle to management's ability to equalize that is the result of the alternate work schedule is not grievable but will be resolved through meet and discuss.

Conflicting provisions of *Cite Overtime Article/Recommendation and Sections from applicable labor agreement that provides for one-and-a-half of an employee's regular rate of pay to be paid under certain conditions, double an employee's regular rate of pay under certain conditions, and that provide for the equalization of overtime assignments* are waived.

REST PERIODS

Employees shall be permitted an uninterrupted 15-minute paid rest period during each 1/2 work shift, provided a minimum of three (3) hours is worked in that one-half shift. Scheduling of rest periods will be in accordance with *Cite Rest Period Article/Recommendation*. Any conflicting provisions of *Cite Rest Period Article/Recommendation* are modified as above or waived as appropriate.

MEAL PERIODS

All employees shall be granted an unpaid meal period as set forth in the particular AWS work schedules they are on, which shall fall within the third and sixth hours, inclusive, of the workday unless otherwise approved by the employer or unless emergencies or operational need requires a variance. The meal periods will begin at a time established by management. All requests to modify the time of a meal period require management approval. Conflicting provisions of *Cite Meal Period Article/Recommendation* are modified as above or waived as appropriate.

HOLIDAYS^{xvi}

OPTION 1

Payment^{xvii} for an un-worked holiday shall consist of 7.5 hours at the straight time rate. When a holiday occurs during the pay period in which a holiday falls, employees shall revert to their pre-selected standard schedule for their entire pay period. The provisions of *Cite Hours Of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change, cite Hours of Work Articles/Recommendations and Sections from applicable labor agreement that requires a minimum number of shifts off in the event of a change in schedule, and Cite Overtime Article/Recommendation and Section from applicable labor agreement that provides for one-and-a-half of an employee's regular rate of pay to be paid under certain conditions* are waived in the event of reversion.

OPTION 2

Compensation^{xviii} for a Holiday Falling on a Scheduled Work Day that is Not Worked:

A holiday falling on a scheduled work day, but on which the employee does not work, will be compensated at the straight time rate of pay in an amount equal to the number of hours in a shift on the employee's standard schedule.

Compensation for a Holiday Falling on a Regular Day Off (including a Non-Scheduled Work Day) that is Not Worked:

Paid time off up to the number of hours in the employee's standard shift, at the straight time rate, will be awarded for a holiday other than a special holiday falling on a regular day off, and will be scheduled by management if the employee's request cannot be granted. *Cite Hours of Work Article/Recommendation and Section from applicable labor agreement that provides for advance notice of schedule change* shall not apply.

Compensation for Work on a Holiday:

Employees who work an AWS shift on a holiday other than the day after Thanksgiving or a special holiday will be compensated for the number of hours worked equal to the number of hours in the employee's standard work shift at one and one-half times the employee's regular hourly rate of pay, with the remaining time worked up to one-half hour beyond the number of hours in their AWS shift paid at the straight time rate. Hours worked in excess of one-half hour beyond the number of hours in the AWS shift shall be paid at the rate of one and one-half times the employee's regular hourly rate of pay. The employee will receive paid time off for all hours worked on the holiday up to the number of hours in the employee's standard work shift.

Employees who work an AWS shift on the day after Thanksgiving or a special holiday will be compensated at their straight time rate for all hours worked up to one-half hour beyond the number of hours in their AWS shift. Hours worked in excess of one-half hour beyond the number of hours in their AWS shift shall be paid at the rate of one and one-half the employee's regular hourly rate of pay. The employee will receive paid time off for all hours worked on the holiday up to the number of hours in the employee's standard work shift.

General:

The difference in the work hours between the standard shift and the AWS shift must be reconciled by the application of annual, personal, or compensatory leave. The use of annual, personal, or compensatory leave in this fashion shall not be subject to selection by seniority, nor shall such hours be regarded as hours worked for the purpose of computing overtime. Conflicting provisions of *Cite Holiday Article/Recommendation and Section that addresses a holiday that falls when an employee is on paid leave, Personal Leave Article/Recommendation, Annual Leave Article/Recommendation, and Overtime Article/Recommendation and Section that lists items regarded as hour worked for purposes of overtime* are waived.

Leave without pay shall not be granted in lieu of using annual, personal, or compensatory leave. If annual, personal, or compensatory leave is exhausted, leave without pay under *Cite Leaves of Absence Without Pay Article/Recommendation and Section which provides for leaves without pay to be granted at the sole discretion of management* will be charged and the employee may be returned at management's discretion to the standard schedule for the remainder of the scheduling period without the requirements of meet and discuss and two-week notice and without liability. Such reversion will occur with the start of the next pay period. Reversion shall not be considered discipline. Repeated instances of exhaustion of paid leave and resultant use of *Cite Leaves of Absence Without Pay Article/Recommendation and Section which provides for leaves without pay to be granted at the sole discretion of management* leave without pay will be grounds to bar participation in the AWS in future scheduling periods.

The parties agree to attempt to equalize holiday assignments but recognize that this AWS may preclude the strict application of *Cite Holidays Article/Recommendation and Section that provides for scheduling of employees to work on a holiday*. Meet and discuss, in lieu of the grievance procedure, will be the appropriate means of resolving disputes related to holiday equalization.

Conflicting provisions of *Cite Holiday Article/Recommendation and Sections that address a holiday that falls when an employee is on paid leave, which provides for scheduling of employees to work on a holiday* are waived.

LEAVE ADMINISTRATION

Sick, annual and personal leave will be earned in accordance with the schedule outlined in the Agreement. All time that an employee is absent from work will be charged appropriately on an hour-for-hour basis.

Five (5) days of sick family time, as defined in the Agreement/Memorandum, shall consist of 37.5 hours. Three (3) and/or five (5) days of sick bereavement leave, as defined in the Agreement/Memorandum, shall consist of 22.5 hours and 37.5 hours respectively. Fifteen (15) days of military leave, as defined in the Agreement/Memorandum, shall consist of 112.50 hours. A personal leave, civil leave, and administrative leave day shall consist of a maximum of 7.5 hours. Due consideration will be given to each employee's request for annual or personal time to allow 3 and/or 5 full days of sick bereavement. It is understood that when annual or personal leave is used to supplement sick bereavement or sick family leave, conflicting provisions of *Cite Personal Leave Article/Recommendation and Sections that address the scheduling of personal leave, and which address situations when an employee on personal leave becomes ill* and *cite Annual Leave Article/Recommendation and Sections that address the scheduling of annual leave, and which address situations when an employee on annual leave becomes ill* are waived.

Civil or administrative leave granted on an AWS shift that exceeds 7.5 hours must be supplemented by annual, personal or compensatory leave to cover the remainder of the shift.

Employees requesting any type of leave shall be required to note in the "remarks" section of the leave request their starting and quitting times for the day(s) requested off.

Management may deny requests for or cancel approved leave in order to ensure coverage under this AWS.

CLASSIFICATION

Employees shall be eligible for higher classification pay provided they have worked a minimum of 7.5 hours per work day in the higher classification and have worked this minimum for at least five full work days (7.5 hours per workday) during a calendar quarter. Conflicting provisions of *Cite Classification Article/Recommendation* are waived.

DISPUTE RESOLUTION

Disputes regarding the application, meaning, or interpretation of this understanding will be resolved exclusively through the meet and discuss process at the local level. Grievance appeal rights under the Agreement between the Commonwealth and Union are not otherwise waived or modified.

For purposes of determining time frames for processing grievances, employees will be considered to be Monday through Friday employees.

TERMINATION

Management may cancel the AWS with a minimum of 15-day notice to the Union if it is reasonably determined that the AWS is not meeting the goals described in the Introduction and/or the Justification Appendix, or if the criteria used to initiate the AWS have materially changed. The parties shall meet and discuss upon request regarding the reason(s) for terminating the alternate work schedule.

In the event, however, that increased costs or increased staffing needs result; operational efficiency, accreditation, certification or standards of service are adversely affected; or emergency situations arise, management reserves the right to immediately void the AWS understanding and revert to the standard schedule. Such reversion will be free of financial or other liability and will occur without

triggering relevant requirements of *Cite Hours of Work and Overtime Articles/Recommendations*. Whenever possible, management shall meet and discuss with the union to discuss the necessity of taking such action prior to terminating the alternate work schedule. If this is not possible, management shall meet and discuss with the union as soon as possible thereafter.

Termination of this AWS is not grievable, but the Union may appeal a termination through the resolution process set forth in *Cite Hours of Work Article/Recommendation which provides for appeal process for cancelled AWS arrangements*.

SIGNATURES

Union Steward **Date**

Local Management **Date**

Union Business Agent **Date**

Agency Representative **Date**

Office of Administration **Date**

APPENDIX TO AWS—JUSTIFICATION FOR ALTERNATE WORK SCHEDULE^{xi}

Summary description of operation and services provided^{xx}:

Operational and/or service delivery improvement to be obtained from AWS^{xxi}:

Measurement methodology^{xxii}:

Targets/goals^{xxiii}:

UNDERSTANDING BETWEEN
ORGANIZATIONAL ENTITY—OFFICE, FACILITY, ETC.

AND
UNION

FOR ALTERNATE WORK SCHEDULE: 9 OUT OF 10 DAYS

CONTINUATION OF AWS BEYOND TRIAL PERIOD

With the approval of the continuation of this AWS beyond the trial period, the parties' signatures below affirm that this document will amend the original understanding by replacing its "Trial Period and Evaluation" section. It will be appended to the original understanding, all other terms of which shall remain in effect.

The continuation is effective on date. It is recognized that management will conduct a review and evaluation at the conclusion of each 12-month period to ascertain the impact on cost, complement, efficiency, service to clients, and other appropriate program criteria, and to ensure that the goals stated in the Introduction and Justification Appendix have been met. The results of such reviews/evaluations will be submitted to the agency and Office of Administration. However, the requirement for such annual review/evaluation does not preclude management's performance of additional reviews at any other point. The results of any and all reviews/evaluations shall be reported to the agency and the Office of Administration.

SIGNATURES

Union Steward Date

Local Management Date

Union Business Agent Date

Agency Representative Date

Office of Administration Date

ⁱ A 9 out of 10 schedule can be used only for employees whose standard work schedule is 37.5 hours per week. Another configuration would be required for an AWS involving employees whose standard schedule is 40 hours per week, with appropriate adjustments made throughout this format.

ⁱⁱ The trial period should be a minimum of six months in length, but a longer one may be established.

ⁱⁱⁱ See attachment to this template entitled "Continuation Beyond Trial Period." Upon written approval of continuation, this must be completed and appended to the AWS understanding.

^{iv} Identify by bargaining or supervisory unit (insert alpha/numeric code) status, class, work location. E.g., "...within the F4 bargaining unit, all permanent, full-time Income Maintenance Caseworkers in the _____ County Assistance Office."

^v When developing the AWS, management and the union must set forth the shift schedule options that will be available. Examples of scheduling descriptions are contained below. The examples apply to employees whose standard schedule is Monday through Friday, 37.5 hours per week. Keep in mind that these schedules are only examples and the parties must establish the AWS schedules that will be available to employees and that satisfy the goals of the AWS, and that reflect the parameters of the standard schedule and the AWS being developed (e.g., 4-day work week for a 40-hour operation, etc.).

If a staggered work hours schedule is available, it must be clarified that it is not part of the alternate work schedule. In a staggered work hours schedule, shift starting/ending times are varied so that, for example, some employees may be scheduled to work 7:30 a.m.-3:30 p.m., others 8:00 a.m.-4:00 p.m., others 8:30 a.m.-4:30 p.m., etc. A staggered work hours schedule, when established, is governed by the provisions of Article 6, Hours of Work, exclusive of Section 8. If the staggered schedule involves waivers of shift preference (e.g., to accommodate rotation/periodic re-selection), it should be established via a separate local agreement; otherwise, shift assignment is made per Article 29, Section 13.

^{vi} Describe the standard schedule, e.g., Monday through Friday, 8:30 a.m. to 5:00 p.m. with one hour unpaid lunch; or, 12:00 p.m. to 8:30 p.m. with half hour unpaid lunch.

^{vii} Include reference to staggered if appropriate.

^{viii} Include/delete staggered hours language as appropriate.

^{ix} These are examples.

^x These are examples of a 9 out of 10 day schedule. Other AWS configurations would entail differently constructed ones. Schedules that are currently configured in SAP should be used when possible.

^{xi} Scheduling periods are to be determined by the parties, but should be of sufficient length to avoid operational disruption and excessive administrative effort.

^{xii} Include/delete this paragraph addressing staggered shifts as appropriate.

^{xiii} ROTATION OPTION – This paragraph can be added to the language above to allow less senior participants to have an opportunity for preferred schedules.

^{xiv} Include/delete reference to staggered shifts as appropriate.

^{xv} Include/delete reference to staggered shifts in this paragraph as appropriate.

^{xvi} When developing this the AWS, the parties must select either OPTION 1 or OPTION 2. Whichever option is selected must apply to all employees who work an alternate schedule under the understanding.

^{xvii} OPTION 1 – This paragraph is used for reversion to the pre-selected standard schedule.

^{xviii} OPTION 2 – This paragraph and all following text under “Holidays” are used to continue the alternate work schedule when holidays occur.

^{xix} This is to contain information about the basic business functions of the operation and how they will be positively affected by the AWS. It must describe the tangible, measurable outcomes that are expected to be achieved. These will vary across operations, but might include such things as operational cost-savings, increased revenues, greater access/expanded service for customers, improved resident care outcomes, better access to/distribution of work tools/resources to staff that enhances productivity. Details and cost analysis are needed.

^{xx} Provide enough detail about aspects of operations/service affected by AWS to ensure reviewers' understanding.

^{xxi} Describe specific, measurable, improved outcomes that will result from the AWS and why they cannot be achieved without the AWS.

^{xxii} Explain the production/outcome variables to be examined, how they will be captured and measured, and periods of time within which this will occur.

^{xxiii} List quantified outcomes expected to be realized as a result of the AWS, contrasting these outcomes with those that would result without the AWS.

^{xxiv} Upon written approval of continuation, this must be signed and appended to the AWS understanding. It then becomes part of the understanding.

APPENDIX B
AWS TEMPLATE – MANAGEMENT/NON-REPRESENTED EMPLOYEES

INSTRUCTIONS FOR USE

This template is based on a standard schedule consisting of a 37.5 hour Monday through Friday work week, and delineates a 9 out of 10 day AWS. With appropriate modification, it can be applied to AWSs in operations with other standard schedules (e.g., a 40 hour work week), and other AWS configurations (e.g., schedules providing for every other weekend off, 4 day work weeks, 10 consecutive work days, weekend and evening work).

ALTERNATE WORK SCHEDULE: 9 OUT OF 10 DAYSⁱ

ORGANIZATIONAL ENTITY—OFFICE, FACILITY, ETC.

INTRODUCTION

Organizational Entity – Office, Facility, etc. (“Employer”) is establishing this alternate work schedule (“AWS”) to improve the quality of work life of employees and improve the Employer's operational efficiency and/or delivery of service. It is understood that this AWS arrangement will not cause or require the Commonwealth to expend additional funds, add additional staff or budget for additional costs in order to comply with the conditions of this AWS arrangement. Further, there shall be no impairment of operational efficiency, jeopardizing of accreditation, or deleterious impact on standards of service (provision of care, etc.) posed by implementation of this AWS arrangement, nor shall this AWS arrangement provide for an unreasonable number of schedules. No additional benefits are to accrue to employees as a result of this AWS arrangement.

TRIAL PERIOD AND EVALUATION

The schedule will be implemented on a six-monthⁱⁱ trial basis from _____ to _____. An evaluation will be conducted by management at the conclusion of the trial period to ascertain the impact on cost, complement, efficiency, service to clients, and other appropriate program criteria, and to ensure that the goals stated in the Introduction and Justification Appendix have been met. Such evaluation will be submitted for review by the agency and Office of Administration before continuation of the AWS arrangement beyond the trial period can be authorized. Such continuation must be approved in writing and the terms of continuation will be appended to this understanding and will supersede this “Trial Period and Evaluation” section.ⁱⁱⁱ

If the AWS arrangement is continued beyond the trial period, management will thereafter conduct a review at the conclusion of each 12 month period to ensure that the goals stated in the Introduction and Justification Appendix continue to be met. However, the requirement for such annual review does not preclude management's performance of additional reviews at any other point. The results of any and all reviews shall be reported to the agency and the Office of Administration.

ELIGIBILITY

Employees eligible for participation in the AWS arrangement are _____.^{iv} Employees may not participate in alternate scheduling during their initial six months of employment and promotional probationary periods with the Commonwealth. Management may authorize exceptions to this requirement for valid reasons.

It is understood that the AWS arrangement is not a substitute for adherence to time and attendance policies. Participation is dependent on maintaining positive leave balances. Management shall have the right to disqualify an employee from initial or continued participation in any AWS arrangement when documented abuse (defined as imposition of discipline and/or leave restriction) of time and attendance policy has occurred or the employee's productivity has deteriorated because of having to work extended work hours/days on a continuing basis.

SCHEDULES^v

The "standard" schedule will continue to be _____.^{vi} Employees who do not participate in an AWS arrangement will continue with the standard schedule or their current staggered version of the standard schedule.^{vii}

Staggered Work Hours Schedules^{viii}

It is understood that a staggered work hours schedule is not an alternate work schedule and that the decision to establish/continue a staggered work hours schedule is exclusively reserved to management. A "staggered work hours schedule" for the purpose of this understanding is a schedule in which employees work 7.5 consecutive hours per day (exclusive of a meal period) for five (5) consecutive days in a work week, and that has differing start and/or end times for these 7.5 hour shifts.

Employees may be assigned to or select from the following schedules that consist of 7.5 work hours each day (37.5 hours per week) with an unpaid meal period as indicated.^{ix}

One-Half Hour Meal Period Monday through Friday

- 7:30 a.m. to 3:30 p.m.
- 8:00 a.m. to 4:00 p.m.
- 8:30 a.m. to 4:30 p.m.
- 9:00 a.m. to 5:00 p.m.

One Hour Meal Period Monday through Friday

- 7:30 a.m. to 4:00 p.m.
- 8:00 a.m. to 4:30 p.m.
- 8:30 a.m. to 5:00 p.m.
- 9:00 a.m. to 5:30 p.m.

Alternate Work Schedules^x

Eligible employees may select a schedule that allows them to work nine out of ten workdays in a two week (14 day) pay period. This will consist of one 40 hour work week (five days of eight hours each, exclusive of a half hour meal period) and one 35 hour work week (four days of eight hours and forty-five minutes each, exclusive of a half hour meal period). Options are as follow:

	Week 1	Week 2
Option	Five Day Week (8 hours)	Four Day Week (8 hours 45 min.)
1)	7:15 a.m. to 3:45 p.m.	7:15 a.m. to 4:30 p.m.
2)	7:30 a.m. to 4:00 p.m.	7:30 a.m. to 4:45 p.m.
3)	7:45 a.m. to 4:15 p.m.	7:45 a.m. to 5:00 p.m.
	Four Day Week (8 hours 45 min.)	Five Day Week (8 hours)
4)	7:15 a.m. to 4:30 p.m.	7:15 a.m. to 3:45 p.m.
5)	7:30 a.m. to 4:45 p.m.	7:30 a.m. to 4:00 p.m.
6)	7:45 a.m. to 5:00 p.m.	7:45 a.m. to 4:15 p.m.

The non-scheduled work day during the four day week may be any day of the week. Management will determine the number of employees scheduled to work each day, and the number of employees off on a given non-scheduled workday is subject to management's approval.

SCHEDULE SELECTION

Schedules will be developed and selected no later than 30 days prior to the beginning of each AWS scheduling period, which shall be ___^{xi} months in length.

At^{xii} the same time as employees select their AWS shift, they shall also request approval for a reversion schedule from among those schedules listed in the above provisions regarding staggered work hour schedules. Selection preference will be governed per the parameters described in those provisions. The reversion schedule is the schedule which shall be in effect for the employee for any period during which the AWS arrangement is not in effect.

If possible, employees will be given their preference of AWS shift and non-scheduled workday. The schedule selected will remain fixed for the ___ month AWS scheduling period except that an employee may, with supervisory approval, revert to his/her pre-selected standard schedule. After such reversion, re-entry into the AWS during the remainder of the scheduling period cannot be guaranteed and is subject to management's discretion.

Employees entering the work unit after the selection has occurred, if they meet the eligibility requirements and choose to work an alternate work schedule, will be afforded such a schedule subject to management's determination of an ability to place them on one, and if so, subject to management's determination of where the need exists.

SCHEDULE ADJUSTMENTS

In furtherance of the goals of this AWS arrangement, management has the option to adjust hours/schedules for individual/groups of employees when necessary for training, operational needs, and/or emergency purposes. Such adjustment may include reversion to the standard or a staggered^{xiii} work schedule if maintaining the AWS is not feasible. When possible, management will inform employees of such schedule change at least 2 weeks in advance.

Employees scheduled for disciplinary suspension; for attendance at meetings, hearings, and training sessions; or for other special circumstances that cannot be accommodated within the AWS; or who are on approved paid leave or leave without pay that cannot be accommodated within the AWS or is disruptive to operations shall revert to the standard or their pre-selected staggered shift schedule during the pay periods the suspension, special assignment or circumstance, or leave is in effect. When reversion occurs, employees shall charge annual or compensatory leave for any difference between the number of hours required to be worked under their AWS and the number of hours actually worked on their standard schedule.

STAFFING

Management shall determine the number of employees who can be accommodated into the AWS arrangement during any scheduling period. It is understood that staffing is a management function and that the work unit must be adequately staffed on a regular basis. Adequate managerial and supervisory oversight as determined by management must be maintained. Neither managerial nor supervisory staff shall be mandated to select an AWS or required to work in a lower classification or any other unit in order that an AWS selection can be accommodated.

Employees who choose to participate in the AWS program acknowledge that their work assignments may be varied to accommodate the change in hours of work. Management, however, shall not be obligated to change work assignments or location in order to accommodate employee requests for or changes to this AWS.

COMPENSATION AND OVERTIME

Employees selecting an alternate work schedule shall continue to receive a paycheck for 75 regular hours in each biweekly pay period, even though employees will work both more and fewer than 37.5 regular hours in each week of a pay period. An employee not in compensable status for 75 hours in a pay period shall be entitled to compensation only for the hours in compensable status.

Overtime work shall be paid in accordance with Sections 5.71 through 5.76 of *Management Directive 505.7, Personnel Rules*.

MEAL PERIODS AND REST PERIODS

Employees shall be granted an meal periods and rest periods in accordance with Section 8.5 of *Management Directive 505.7, Personnel Rules*.

HOLIDAYS^{xiv}

OPTION 1

Payment^{xv} for an un-worked holiday shall consist of 7.5 hours at the straight time rate. When a holiday occurs during the pay period in which a holiday falls, employees shall revert to their pre-selected standard schedule for their entire pay period.

OPTION 2

Compensation^{xvi} for a Holiday Falling on a Scheduled Work Day that is Not Worked:

A holiday falling on a scheduled work day, but on which the employee does not work, will be compensated at the straight time rate of pay in an amount equal to the number of hours in a shift on the employee's standard schedule.

Compensation for a Holiday Falling on a Regular Day Off (including a Non-Scheduled Work Day) that is Not Worked:

Paid time off up to the number of hours in the employee's standard shift, at the straight time rate, will be awarded for a holiday other than a special holiday falling on a regular day off, and will be scheduled by management if the employee's request cannot be granted.

General:

The difference in the work hours between the standard shift and the AWS shift must be reconciled by the application of annual or compensatory leave. The use of annual or compensatory leave in this fashion shall not be regarded as hours worked for the purpose of computing overtime.

LEAVE ADMINISTRATION

Sick and annual leave will be earned in accordance with the schedules outlined in the applicable sections of *Management Directive 505.7, Personnel Rules*. All time that an employee is absent from work will be charged appropriately on an hour-for-hour basis.

Five (5) days of sick family time, as defined in Section 8.23 of *Management Directive 505.7, Personnel Rules*, shall consist of 37.5 hours. Three (3) and/or five (5) days of sick bereavement leave, as defined in the *Management Directive 505.7, Personnel Rules*, shall consist of 22.5 hours and 37.5 hours respectively. Fifteen (15) days of military leave, as defined in Sections 8.71 through 8.73 of *Management Directive 505.7, Personnel Rules*, shall consist of 112.50 hours. A civil leave or

administrative leave day shall consist of a maximum of 7.5 hours. Due consideration will be given to each employee's request for annual time to allow 3 and/or 5 full days of sick bereavement.

Civil or administrative leave granted on an AWS shift that exceeds 7.5 hours must be supplemented by annual or compensatory leave to cover the remainder of the shift.

Employees requesting any type of leave shall be required to note in the "remarks" section of the leave request their starting and quitting times for the day(s) requested off.

Management may deny requests for or cancel approved leave in order to ensure coverage under this AWS.

CLASSIFICATION

Employees shall be eligible for higher classification pay in accordance with *Management Directive 525.4, Temporary Assignment in Higher Classification*.

TERMINATION

Management may cancel the AWS if it is reasonably determined that the AWS is not meeting the goals described in the Introduction and/or the Justification Appendix, or if the criteria used to initiate the AWS arrangement have materially changed. In addition, management reserves the right to immediately void the AWS arrangement and revert to the standard schedule. Such reversion will be free of financial or other liability.

APPENDIX TO AWS—JUSTIFICATION FOR ALTERNATE WORK SCHEDULE^{xvii}

Summary description of operation and services provided^{xviii}:

Operational and/or service delivery improvement to be obtained from AWS^{xix}:

Measurement methodology^{xx}:

Targets/goals^{xxi}:

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ⁱⁱⁱ See attachment to this template entitled "Continuation Beyond Trial Period." Upon written approval of continuation, this must be completed and appended to the AWS understanding.

^{iv} Identify by bargaining or supervisory unit (insert alpha/numeric code) status, class, work location. E.g., "...within the A3 bargaining unit, all permanent, full-time Administrative Officers in the *Office*."

^v When developing the AWS, management must set forth the shift schedule options that will be available. Examples of scheduling descriptions are contained below. The examples apply to employees whose standard schedule is Monday through Friday, 37.5 hours per week. Keep in mind that these schedules are only examples and that management must establish the AWS schedules that will be available to employees and that satisfy the goals of the AWS, and that reflect the parameters of the standard schedule and the AWS being developed (e.g., 4 day work week for a 40 hour operation, etc.).

If a staggered work hours schedule is available, it must be clarified that it is not part of the alternate work schedule. In a staggered work hours schedule, shift starting/ending times are varied so that, for example, some employees may be scheduled to work 7:30 a.m.-3:30 p.m., others 8:00 a.m.-4:00 p.m., others 8:30 a.m.-4:30 p.m., etc.

^{vi} Describe the standard schedule, e.g., Monday through Friday, 8:30 a.m. to 5:00 p.m. with one hour unpaid lunch; or, 12:00 p.m. to 8:30 p.m. with half hour unpaid lunch.

^{vii} Include reference to staggered if appropriate.

^{viii} Include/delete staggered hours language as appropriate.

^{ix} These are examples.

^x These are examples of a 9 out of 10 day schedule. Other AWS configurations would entail differently constructed ones. Schedules that are currently configured in SAP should be used when possible.

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to be achieved. These will vary across operations, but might include such things as operational cost-savings, increased revenues, greater access/expanded service for customers, improved resident care outcomes, better access to/distribution of work tools/resources to staff that enhances productivity. Details and cost analysis are needed.

^{xviii} Provide enough detail about aspects of operations/service affected by AWS to ensure reviewers' understanding.

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^{xx} Explain the production/outcome variables to be examined, how they will be captured and measured, and periods of time within which this will occur.

^{xxi} List quantified outcomes expected to be realized as a result of the AWS, contrasting these outcomes with those that would result without the AWS.