

ALTERNATE WORK SCHEDULE & FLEX SCHEDULE DECISION MAKING **TOOLKIT**



INTRODUCTION

At Jefferson Lab we are passionate about our scientific research pursuits and the same enthusiasm extends to the people that make the lab such a great place to work. We recognize a balance between work and life commitments makes for better performing employees and ultimately enhances our ability to meet our mission.

As part of the Director's Lab Agenda, we are implementing Alternate Work/Flex Schedules and Total Time Reporting to continue positioning the lab as an employer of choice. There are many benefits to these new schedule offerings; however, navigating the transition from a static, traditional work environment to one with more flexibility may highlight organizational and management challenges such as:

- All schedules, including previously agreed upon informal arrangements, now must be formalized.
- Work schedules may no longer fully overlap. Leaders must manage communications to ensure individual and group success and this requires planning. Further, supervisors need to provide clear direction for quality work to be accomplished in absence of direct supervision.
- Maintaining a positive and engaged workforce, especially when not everyone may be approved for an Alternate Work/Flex Schedule.

The objective of this Toolkit is to provide employees and supervisors with a guide to facilitate making the best decision for all. The Toolkit is not a substitute for the Comprehensive Overview document which is a prerequisite to appreciate the philosophy, responsibilities and parameters of scheduling options. Ultimately, ownership of decisions and communications rest with management.



**REFER TO OVERVIEW DOCUMENT
FOR DETAILS AND FAQ**

EMPLOYEE BENEFITS

- Enhance ability to effectively function and perform at work
- Improve work-life balance
- Minimize potential for conflicts by having a more flexible schedule
- Better physical and mental well-being

JEFFERSON LAB BENEFITS

- Raise employee morale and performance
- Serves as an effective recruitment and retention tool
- Support work/life balance
- Boost productivity and engagement
- Potentially reduce tardiness and absenteeism
- Higher job satisfaction

OVERVIEW

JSA/JLab is now offering employees formal schedule options to assist with work/life balance.



ALTERNATE WORK SCHEDULE (AWS)

An approved, recurring, static work schedule other than 8 hours/day, 5 days/week



FLEX SCHEDULE

An approved, recurring, static schedule where start and end hours deviate from the standard work day schedule of 8 a.m. – 5 p.m.



FLEX TIME

An approved, ad hoc shifting of work day(s) and/or hour(s) within the measurement period

SCHEDULE OPTIONS

MONDAY - FRIDAY SCHEDULE

Exempt or Non-exempt Employees

Standard Daily
8 a.m. - 5 p.m.



FLEX SCHEDULE

Shifted daily hours
before/after 8 - 5

4 x 9 + 4
half day off
each week

8 x 9 + 8
full day off
every other week
(exempt only)

4 x 10
full day off
each week



ALTERNATE WORK SCHEDULE

Exempt or Non-exempt Employees



FLEX TIME

*(for any employee with
M-F schedule or AWS)*

EMPLOYEES

IS AN AWS OR FLEX SCHEDULE OPTION A GOOD FIT FOR YOU?

◆ Alternate Work Schedule

You are:

- Resourceful – able to work independently; take basic direction or concepts and run with them to see work task(s) through to completion; effectively troubleshoot and form solutions
- A proactive communicator
- Comfortable with self-imposed deadlines without being prompted
- Ok with reduced interaction with your supervisor
- Self-disciplined – not easily distracted; able to complete tasks on time without reduced productivity
- Good with time-management

◆ Flex Schedule

Type of work:

- Position provides for some degree of autonomy
- Customer support positions should explore options to ensure uninterrupted service when absent

Level of Communication:

- Proactive in keeping your supervisor and colleagues aware of progress, projects and other key points of interest
- Keep calendar updated to reflect work schedule so colleagues know when you are available

HOW TO REQUEST AN AWS OR FLEX SCHEDULE

- 1 Before formally requesting an AWS or Flex Schedule, you are encouraged to have a conversation with your supervisor to explore the feasibility of schedule options
- 2 To submit your request go to <https://www.jlab.org/aws>
- 3 Supervisor will follow up with employee on the Flex Schedule Request. Email notification sent to employee about AWS decision.

SUPERVISORS

The following information is NOT a substitute for the Comprehensive Overview document detailing information and FAQs. This section serves as a guide for supervisors in their decision making for AWS and Flex Schedule requests.

ADVANTAGES TO SUPPORTING ALTERNATE OR FLEX SCHEDULES

- Allows for more coverage of the department to meet additional operational/mission needs due to the extended hours of staff on site
- May boost your team's productivity
- Raise employee morale by giving them opportunity to better manage personal needs
- Serves as an effective recruitment and retention tool
- Potentially reduces tardiness and absenteeism
- Improves employee engagement and commitment

AREAS FOR AWARENESS

- Schedule flexibility has to be balanced against reliable and consistent staff coverage to meet customer and operational needs
- Coverage at the beginning and end of shifts has to be carefully managed so as to minimize impact
- Monitoring progress and real-time engagement with staff may be more complex due to varying schedules
- Approval for some employees but not others due to business needs may lead to a perception of favoritism; be consistent and communicate openly with all employees

LINK ALTERNATE WORK/FLEX SCHEDULES TO JSA/JLAB'S MISSION AND OBJECTIVES

The first priority when assessing an employee's request is to consider the impact to department or divisional needs. We recognize our employees and their wellness are crucial to achieving the Lab's mission and goals. To that end we promote work/life balance while also supporting the Lab's mission. Conversations between employees and supervisors are a good starting point to determine what is feasible and how this supports the individual and department/division needs.

KEEP LINES OF COMMUNICATION OPEN AND ASSESS YOUR MANAGEMENT STYLE

The introduction of an Alternate Work Schedule and Total Time Reporting approach is a cultural shift which may initially be challenging to navigate. Change can be hard. With new scheduling options, employee and supervisor schedules may not overlap. This requires trust and accountability from all parties. Supervisors may need to re-evaluate their management and communication style. Expectations need to be clearly communicated to position employees and the Lab for success.

ENSURE FAIRNESS IN THE USE OF ALTERNATE WORK/FLEX SCHEDULES

Supervisors are encouraged to seriously consider the employee's schedule request and talk to them about it before rendering a decision. All employees should be given fair and reasonable consideration of their schedule requests.

Scheduling options should be used to motivate staff and increase productivity. However, in the event a request cannot be supported, the supervisor needs to clearly convey to the employee the reason(s) why and discuss other possible options (if feasible).

SUPERVISORS

IS THIS A GOOD FIT FOR YOUR EMPLOYEE AND/OR TEAM?

AWS/Flex Schedule Evaluation

FACTORS TO CONSIDER:

- Assess how the requested schedule affects the rest of the group and work flow activities (pros and cons)
- Determine alternate employee POC when AWS/Flex Schedule employee is out
- Identify any potential issues and ways they can be addressed
- Recognize this may require new ways to manage your team
- Ensure calendars are kept current to reflect employee work schedules
- Plan ahead: as the supervisor it may require more organization of work activities by you
- Make communication a top priority since some employees will have different schedules
- Schedule meetings, when feasible, during core hours to maximize attendance (10 a.m. to 3 p.m.)

EVALUATING EMPLOYEE READINESS

- Current productivity and performance
- Good communication skills
- Proactively gives updates or keeps others informed of work activities that impact co-workers
- Dependability – meets deadlines, follows through on assignments
- Self-directed learner/worker: does not require a lot of supervision to complete work assignments
- Type of work employee performs

IMPLEMENTATION TIPS

- Review expectations to ensure clarity of performance objectives
- You are evaluating employees on accomplishing assignments and producing quality products: If there is a concern, it's important to address it early and not let it fester
- Consider how to stagger schedules to meet lab & employee needs (if feasible)
- Be candid about department constraints if several people are requesting an AWS
- Be consistent in your decisions and document reason(s) for approval AND denial
- Review supervisor notification protocol if employee will be absent
- Evaluate progress with your employee, maintain ongoing communication, and adjust as needed

RESPONSIBILITIES

EVERYONE PLAYS A PART IN SUCCESS

With the introduction of AWS/Flex Schedules and Total Time Reporting to the workforce, there are many opportunities for success as well as challenges. It is important to recognize each of us play a key role in ensuring success. General responsibilities are outlined below.

◆ EMPLOYEE:

- Familiarize yourself with the **Overview** so you are making an informed decision
- Discuss the feasibility of working an AWS/Flex Schedule with your supervisor
- Be engaged: support your supervisor and co-workers to meet the Lab's mission when working an AWS/Flex Schedule
- Proactively communicate to supervisor when a conflict occurs or may occur
- Provide feedback on ways to improve the AWS/Flex Schedule Program

◆ SUPERVISOR:

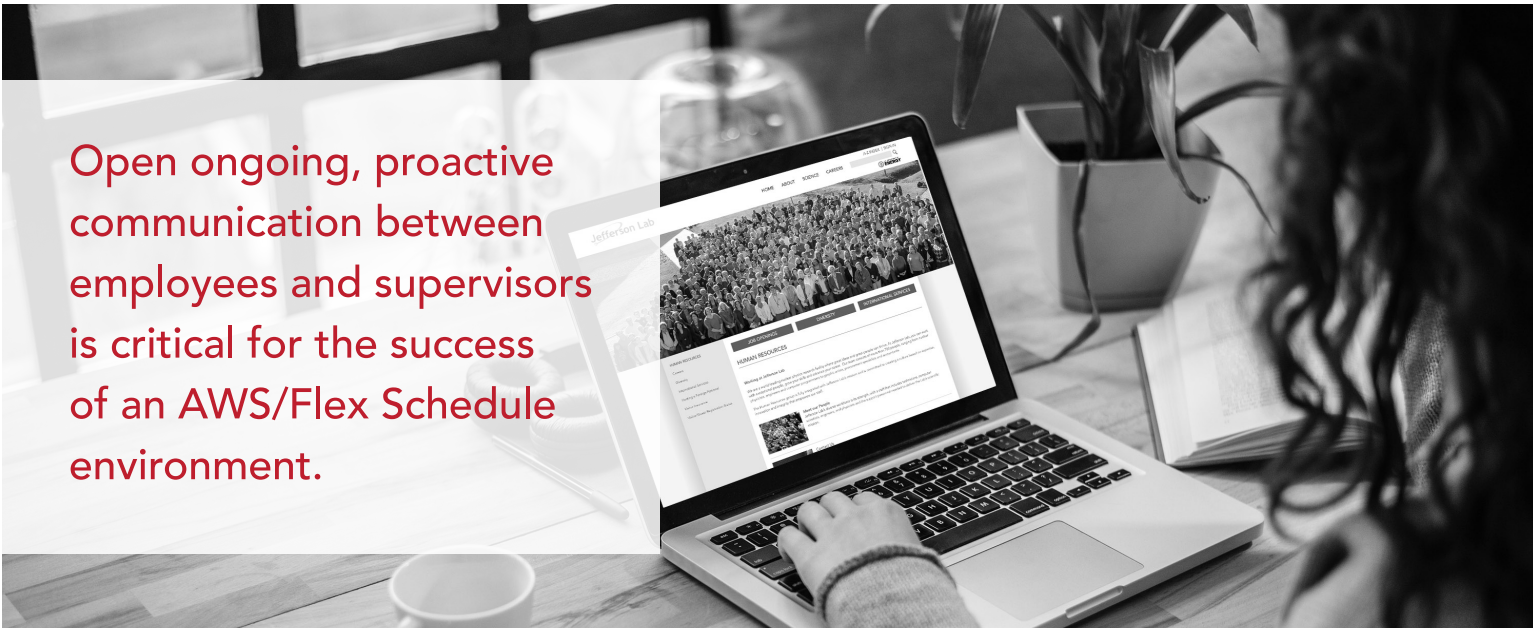
- Familiarize yourself with the **Overview** document so you are informed and a knowledgeable resource for your team
- Ensure equity and consistency in the decision making of AWS/Flex Schedule requests
- Be transparent; communicate information and decisions to staff about AWS/Flex Schedule options
- Promote use of AWS/Flex Schedule options when feasible
- Provide feedback on ways to improve the AWS/Flex Schedule Program

◆ BUSINESS/FINANCE:

- Provide timekeeping guidance , training and policy development to employees and line management
- Develop and maintain timekeeping system that supports AWS/Flex Schedules
- Serve as a resource regarding timekeeping and Total Time Reporting

◆ HUMAN RESOURCES:

- Provide information for supervisors, managers and employees
- Develop policy to aid employees and management in decision making for AWS/Flex Schedules
- Ensure equity and consistency in the use of AWS/Flex Schedules
- Serve as resource if questions or issues arise; employees are encouraged to appeal to line management levels first
- Evaluate effectiveness of AWS/Flex Schedules



Open ongoing, proactive communication between employees and supervisors is critical for the success of an AWS/Flex Schedule environment.

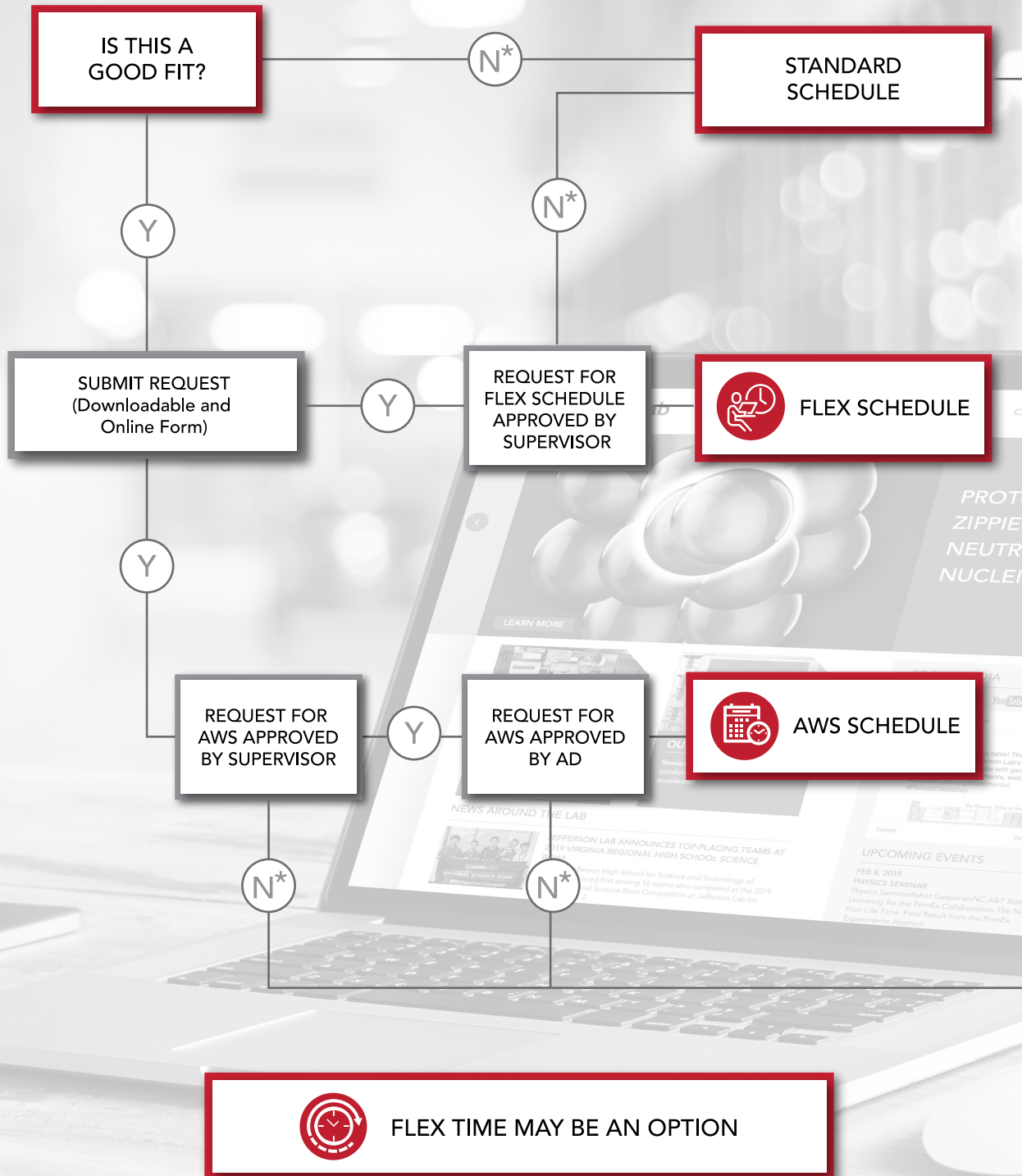
SCHEDULE OPTIONS SUMMARY

Regardless of work schedule, all time worked must be recorded as Total Time in the new Timekeeping System.

	SCHEDULES ARE SET			TIME IS FLEXED
	STANDARD	FLEX SCHEDULE	AWS	FLEX TIME
	Typically, Monday - Friday 8 a.m. - 5 p.m.	An approved, recurring, static schedule where start and end hours deviate from the standard work day schedule of 8 a.m. – 5 p.m.	An approved, recurring, static work schedule other than 8 hours/day, 5 days/week	An approved, ad hoc shifting of work day(s) and/or hour(s) within the measurement period
ELIGIBILITY	Exempt Non-Exempt Part-Time Student & Casual	Exempt Non-Exempt Part-Time Student & Casual	Exempt Non-Exempt	Exempt Non-Exempt Part-Time Student & Casual
APPROVAL	Default	Supervisor	Supervisor Division Head/AD	Supervisor
REQUEST	Default	Flex Schedule Form (Downloadable)	Alternate Work Schedule Form (Online)	Informal
APPROVAL TRACKING METHOD	N/A	Forms Maintained By Manager	Total Time Reporting System	Email, text in person, etc.

PROCESS FLOWCHART

AWS OR FLEX – IS THIS RIGHT FOR YOU?



* Supervisor provides notification