**Memorandum**

**To:** Patrick Elliott, Director

**From:** Keona Folston, Transcript processor

**Date:** February 11, 2016

**Subject:** Alternate Work Schedule

Alternate Work Schedules also known as Flexible Work Schedules are becoming more popular in businesses to accommodate employees while meeting business goals. Here at University of Maryland University College, Alternate Work Schedules are offered to some employees in some departments but not all. Accommodating employees with Alternate Work Schedules should be extended to more employees.

There are a few types of Alternate Work Schedules that could work for the department. The Alternate Work Schedules include:

* Flextime- employee have the option to decide the start and end time of the work day.
* Compressed work schedule- employee work longer days to have an extra day off.
* Telework- employee work from home on a particular day or every day.

I do realize that the work schedules will need to be reviewed on an individual basis but the work schedule adjustments could benefit everyone within the university. This change will be a good change for the department. The Alternate Work Schedule could help boost morale in the department. The change could also help the department meet more goals.

I hope that you will consider the Alternate Work Schedules for our department. This change in work schedules seems to be working for other businesses and with careful planning it could work for the University. If you would like to meet with me, I can be reached at keonafolston@gmail.com.

Proposal for Alternate Work Schedules

Keona Folston

February 11, 2016

University of Maryland University College

Professor Catherine Flynn

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Abstract

The purpose of this proposal is to persuade management to offer Alternate Work Schedules to more employees in other departments. The implementation of Alternate Work Schedules to other departments can benefit employees and the company. According to Behson (2014), Alternate Work Schedules could increase morale, motivation, and the ability to attract and retain good quality employees. There are different types of work schedules to accommodate both employee and business needs. The work schedules consist of Flextime, Compressed Work Schedules and Teleworking. In order for Alternate Work Schedules to benefit the needs of the business, planning from management team and employees must take place. The plan will ensure shifts are covered, accountability from employees and task are being completed in a timely manner.

**INTRODUCTION**

Alternate Work Schedules are flexible schedules that some companies use instead of the normal Monday-Friday, 9-5 work schedule. The flexible schedules are beneficial to employees and can also benefit the employer. The Alternate Work Schedules consist of teleworking/working from home, flexible work shifts and compressed work schedules (Alternate Work Schedule, 2016). The AWS is a flexible way to accommodate employees as well as meet the business needs of the company. Allowing employees to work alternate work schedules can also save employees on travel expenses if employees work from home or work a compressed schedule (MTA Maryland, n.d.). Each work schedule is comprised of different shifts and days during core hours. Core hours are the hours that the business need employees to cover shifts to fulfil any work related duties.

For example, core hours are 7am-7pm and the following Alternate Work Schedules would adjust according to the following:

* Teleworking (working from home)- An employee who telework from home 100% of the time does not report to the office. An employee would also have the option to work from home on some days and report to the office on alternate days.
* Flextime (flexible work shifts)- An employee who works 40 hours a week will have the option of coming to work between the hours of 7am-7pm, Monday-Friday. This type of schedule will allow employees to work an 8-hour shift, 5 days a week but the choose the start and end time.
* Compressed work schedule- An employee who works 40 hours per week will have the option to work fewer days during the week as long as the 40 hours are met during the core business hours.

The work schedule provides many benefits to employees by making more time to take care of personal and family needs. The stress of not being able to take care of family and personal needs could affect a person’s ability to perform well in the workplace. Sometimes employers need to make changes in order to keep a business afloat.

**ALTERNATE WORK SCHEDULE ADVANTAGES**

Some businesses offer employees the flexibility to change work schedules in order to accommodate employee’s personal lives and meet business goals. According to Commuter Choice Maryland (2016), Alternate Work Schedules has advantages for employers, employees and the community. Some of the advantages are listed below: (Alternate Work Schedule, 2016).

**Employer advantages**

Reduces parking lot and entrance/exit congestion

Less employee stress/better productivity

Better employee morale/retention

Reduces tardiness

Economical to provide

Can offer flexibility needed for other Commute Solutions

Staggered hours allow for more coverage because of extended workday

**Employee advantages**

More flexibility for personal and work time

Can offer flexibility needed for other Commute Solutions

Often reduces commute time by avoiding rush hour traffic

**Community advantages**

Less traffic congestion during peak hours

Better air quality from reduced congestion

There are many beneficial advantages to working Alternate Work Schedules. “A whopping 60% of employees feel they don’t have enough time for themselves,” according to Families and Work Institute research (Lewis, 2011). The flexibility of schedules will allow more time for themselves and more flexibility to take care of family needs. Employers allowing employees to choose a work schedule that works out for them and their families will also result in happier employees, less tardiness, less call outs and decreased turnover rates.

**ALTERNATE WORK SCHEDULES DISADVANTAGES**

Sometimes with change comes challenges. The disadvantages of Alternate Work Schedules may not be too challenging but it may require minor adjustments within the department. According to Acute Commute, some disadvantages that the department may face are (Alternate Work Schedule, 2016):

* Developing policies and procedures
* Making sure work duties are “covered” when needed
* Monitoring employees who participate

Currently there are policies and procedures for employees who work Alternate Work Schedules. The policies and procedures may require some adjustments over time because of future changes. Employees requesting a work schedule change will follow the same policies and procedures as the employees that are currently working flexible schedules.

“Flexible schedules allow for longer coverage due to the staggered schedules” (Alternate Work Schedules, 2016) Employees will report to work at staggered times between 7am-7pm and some may choose to work longer days to have days off. This could mean better coverage than the current coverage in the department.

Each employee is required to meet certain standards within a month. The standard requirements are reviewed on a monthly basis by management. This process will continue to be the same to ensure that each employee is maintaining the work duties.

Also, the Alternate Work Schedule for the department is during the business’s core hours of 7am-7pm and usually a manager is on duty during those hours. There are a few disadvantages but each has a solution. Although there may be challenges, the advantages will outweigh the disadvantages. In order to overcome some of the disadvantages, management can go over guidelines and expectations from employees.

**PLANNING**

In order to have a successful business, planning is a major part of its success. Policies and procedures must be set into place in order for employees to have guidelines. The Alternate Work Schedule is not new to the university; it is simply an extension to other departments. The department planning would consist of management deciding on which job positions are eligible for the schedule change. The next step would be to determine if flextime, compressed work schedule and/or teleworking would work for the employees.

If management decide that teleworking is an option, they will then need to figure out a budget for employees to have laptops to take home and any other job related needs. Providing employees with company laptops that has software already installed is an easy way to transition employees to work from home. The laptops will have access to the programs needed to complete task. This will allow employees to continue to complete assignments as if they were in the office.

Core hours has already been established for the university. Once management has decided which flexible work schedules will work, employees will then be able to decide on the work shifts that will benefit their work/family life.

**UNIVERSITY OF MARYLAND UNIVERSITY POLICIES AND PROCEDURES**

Policy 410.30-Alternate Work Schedules Policies and Procedures has already been established for the university. Management may need to make a few adjustments to set guidelines in place for the specific department. Employees refer to the website for specific guidelines of the policies and procedures. University of Maryland University College purpose of the policies and procedures are as followed: (University of Maryland University College, 2016)

* 1. The purpose of this Policy is to provide flexibility in the workplace for UMUC staff and faculty while supporting the operational needs of each department.
	2. This Policy provides the process to request different types of Alternative Work Schedules (AWS) available for eligible University of Maryland University College (UMUC) Stateside staff and faculty.
	3. An AWS is a voluntary work arrangement that may be established by an Eligible Employee and his/her supervisor and shall not be viewed as an entitlement.

Policy 410.30 also states that employees interested in the flexible schedule change must hold a full time position. The full time positions consist of Regular Exempt staff, Regular Non-exempt staff, Contingent II Contractor and 12-month Collegiate faculty (University of Maryland University College, 2016). The policies help management to address any concerns or misunderstandings of the policies. It is important for employees to review the policies and procedures in order to know and understand the guidelines.

**ALTERNATE WORK SCHEDULES**

**CONCLUSION**

After management has reviewed the planning stages, explained the expectations to employees and provided employees with the policies and procedures, the next step is to complete the Alternate Work Schedule request form located on the university's webpage. This form will be completed and submitted to management for approval or denial. If an employee is denied, that person will have the right to an appeal. The appeals process is different for each employee based on their full time status but Policy 410.30 will help to guide any denied employee on the process of appealing.

It is important for employees to work for an employer that cares about personal and family needs. Employees can take advantage of the flexible scheduling to go to the doctor, take care of household business, take care of kid needs and others important needs. There are goals to be met in the workplace but employees also need time to take care of personal needs as well. Most working people spend more than half of the day preparing for work, commuting to work and being in the office. A flexible work schedule could mean less stress trying to figure out how to balance work life with family life. “Employees who feel that their needs are being met are more likely to go above and beyond their official work hours or job duties, according to Galinsky and other experts” (Lewis, 2011). Providing employees with Alternate Work Schedule options is a positive way to keep employees happy, boost morale and employees may be more productive in the workplace.

# **References**

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