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| Policy No.: | 313 | Division/Office: | Office of Human Resources |
| Policy Title: | Alternative Work Opportunities | Effective Date: | 7/17/2017 |
| Version: | 2017 | Category: | Recruitment, Hiring & Employment |
| Last Review or Revision Date: | 7/17/2017 | Next Review Date: | 7/17/2020 |

I. Purpose

The purpose of this policy is to define the alternative work opportunities available to employees, including alternative work schedules and telework options, and to provide guidelines for employees and their supervisors who participate in such alternative work opportunities.

II. Scope

This policy applies to all employees of the Department of Community Health (DCH).

III. Policy

A. Alternative Work Schedules

Alternative work schedules may be utilized to enhance work unit effectiveness and productivity levels, while also addressing the quality of work/life issues faced by employees. DCH recognizes alternative work schedules as a viable work option that benefits the employer, the employee, and the community. For employers, benefits may include reduced employee absenteeism and turnover, and enhanced recruitment and employee morale. For employees, benefits may include increased flexibility, reduced commute time, and more time for family/community activities. Overall, alternative work schedules may reduce traffic congestion, pollution, and energy consumption.

1. General Provisions

- a. The work hours of employees must be scheduled based on the needs of DCH and may be rescinded at any time that the business needs change or with or without cause. Managers may allow employees to work desired hours, provided that it is not detrimental to DCH operations or to the workload of other employees.
- b. Work schedules may vary depending on the types of duties performed and work location.
- c. Employees are required to schedule an unpaid meal period of 30 minutes to 60 minutes each day. Meal periods may not be used to begin the workday later or end

the workday earlier.

- d. Supervisors must ensure that the use of alternative work schedules does not adversely impact the unit's ability to achieve its goals and objectives. Staffing must be adequate to meet the needs of each individual work unit.

- e. The following alternative work schedules may be considered:

- (1) Flexible Work Schedules

- (a) Supervisors may authorize flexible work schedules that allow an employee to report for work at specified intervals (e.g., 7:30 a.m., 7:45 a.m., 8:00 a.m., 8:30 a.m., etc.).

- (b) Once the supervisor approves a work schedule, it will remain unchanged unless modified by the supervisor or until a written request for an adjustment is submitted to and authorized by the supervisor.

- (2) Alternate Work Week (AWW)

- (a) The Alternate Work Week schedule establishes an employee's workweek as beginning at mid-workday on a week day (Monday – Friday) and ending at mid-workday that same day in the following week. This plan consists of a schedule that compresses 80 work hours in two separate work weeks. Employees work four 9-hour days and one 8-hour day with one-week day off every other week.

- (b) If an FLSA non-exempt employee converts to AWW, the 7-day work period must be established to begin in the middle of the 8-hour workday. Once an employee converts to an AWW schedule, **no adjustments may be made to the scheduled days**. For example: an employee who is off every other Friday may not swap Friday for Wednesday.

- (3) Compressed Work Week (CWW)

- (a) On a CWW schedule, employees work four 10-hour days during the specified 7-day work period.

- (b) Employees on CWW may have a permanent or rotating day off each week. The supervisor must approve changes in the day off.

- f. State holidays are considered an eight-hour day in calculating hours worked on an AWW or CWW schedule.

- (1) If a holiday occurs on the day an employee on an AWW schedule is scheduled to work nine hours, the employee must either:

- (a) Use one (1) hour of annual, personal leave, or compensatory time;

- (b) Adjust their work schedule during the same work week to make up the one hour; or

- (c) Be charged leave without pay for any portion of the hour not covered by the above options.
 - (2) If a holiday occurs on the day an employee on a CWW schedule is scheduled to work ten hours, the employee must either:
 - (a) Use two (2) hours of annual, personal leave, or compensatory time;
 - (b) Adjust their work schedule during the same work week to make up the two hours; or
 - (c) Be charged leave without pay for any portion of the hours not covered by the above options.
 - g. Employees on an AWW or CWW schedule whose scheduled day off falls on a holiday will be granted eight hours of deferred holiday time to be used at a later time. All deferred holiday hours should be used prior to requesting other types of leave. Deferred holiday time should be taken within the same calendar year, if possible.
 - h. Participation in an alternative work schedule is a privilege, not a right. The schedule may be changed by an employee's supervisor if situations such as the following occur: work is not being completed, emergencies occur, attendance problems arise, etc. When possible, and if appropriate, supervisors should give employees advance notice prior to changing work schedules.
 - i. Employees are not allowed to participate in teleworking while on AWW or CWW.
 - j. Alternative work schedules are to be reviewed annually, when there is a major job change (e.g., promotion), or when the employee or supervisor changes positions.
2. Employee Eligibility Standards
- a. All employees are eligible to select a Flexible Work Schedule.
 - b. In order to participate in the AWW or CWW schedules, an employee must meet the following criteria:
 - (1) Be assigned to a position such that participation does not adversely impact the unit's ability to achieve its goals and objectives;
 - (2) Not be subject to any disciplinary action within the past year which includes, but is not limited to, being on a work or attendance plan; and
 - (3) Has consistently met established productivity levels and received, at a minimum, overall ratings of "Successful Performer" on the most recent performance evaluation.
 - c. The Division Chief may waive specific eligibility requirements as necessary to meet departmental objectives or directives. Waivers should be discussed with the Director of Human Resources prior to approval of AWW and CWW.

B. Telework

1. General Provisions

These provisions implement the Governor's Executive Order of September 6, 2012 and recognizes teleworking as a viable work option that benefits the employer, the employee, and the community. The Georgia CommuteSmart initiative comes from this Executive Order.

- a. DCH allows teleworking when there are tangible benefits to DCH or the state. **Offering the opportunity to work at home or other Alternate Workplace is a management option and not an employee right.** An employee's participation in the state's teleworking program is entirely voluntary. The employee, supervisor, or manager may terminate teleworking without cause. Teleworking is a work arrangement between an individual employee and his/her supervisor. A teleworking agreement may be rescinded if situations such as the following occur: work is not being completed, emergencies occur, the employee is consistently unavailable while teleworking, attendance problems arise, etc.
- b. Employees will be permitted to telework based on the suitability of their jobs and an evaluation of potential success as a Teleworker. Managers have complete discretion over which employees participate in the Georgia CommuteSmart telework initiative. Some alternate work plans may be more appropriate for certain Divisions/Offices or employees with a certain level of experience.
- c. The Teleworker's conditions of employment with the state remain the same as for non-teleworking state employees. Employee salary, benefits, and employer-sponsored insurance coverage will not change as a result of teleworking. The employee shall adhere to all policies, rules, and regulations of DCH and the state while teleworking.
- d. Teleworkers must be accessible by email and mobile phone during established work hours, regardless of work location. Teleworkers may be required to attend meetings, training sessions, etc., either in person or remotely, as deemed necessary by supervisor.

2. Employee Eligibility Standards

To be eligible to telework, an employee must meet the following minimum standards:

- a. Be employed in or assigned to a position that is conducive to teleworking;
- b. Have been employed with the agency for at least six months, unless an employee is permitted to telework prior to six months as part of a reasonable accommodation under the Americans with Disabilities Act;
- c. Not be subject to any type of disciplinary action within the past year that includes, but is not limited to, being on a work or attendance plan; and

- d. Have consistently met established productivity levels and/or received, at a minimum, an overall rating of "Successful Performer" on the most recent annual performance evaluation.

Positions involving primary responsibilities and tasks that are not suitable to be performed away from the Primary Workplace are not eligible for scheduled teleworking. This includes, but is not limited to, tasks that:

- (1) Require the employee to have daily face-to-face contact with his or her supervisor, colleagues, clients, or the general public in order to perform his or her job effectively. This may include tasks which cannot otherwise be fulfilled via email, telephone, fax or similar electronic means;
 - (2) Require the employee to be the primary point-of-contact via phone or in person for his or her office or work unit;
 - (3) Require the employee to have daily access to sensitive information;
- e. Also, employees on approved continuous Family Medical Leave cannot telework until a release to return to work is received by DCH from the authorized health care official.

3. Work Space and Hours

- a. Managers may permit Teleworkers to work desired hours, provided that it is not detrimental to departmental operations or the workload of other employees. Employees' telework/work hours, must be scheduled based on the needs of the agency.
- b. A Teleworker must comply with the all departmental policies regarding time and attendance.
- c. Teleworkers are required to schedule an unpaid meal period of 30 minutes to 60 minutes each day. As with employees who work at the Primary Workplace, meal periods may not be used to begin the workday later or end the workday earlier.
- d. Teleworkers subject to overtime under the Fair Labor Standards Act must obtain approval from their supervisor before performing overtime. A non-exempt employee working overtime without such approval may be subject to termination of the telework agreement and/or other disciplinary action.
- e. The Teleworker's Alternate Workspace is an extension of the agency workspace when used only for DCH work. Employees may be covered for workers' compensation if they are injured while performing work on behalf of DCH in the employee's home during teleworking hours. The state has the right to make on-site visits to the employee's residence or other alternative work site at mutually agreed-upon times, with reasonable notice to determine that the work site is safe. The employee remains liable for injuries to third parties and members of the employee's family on the employee's premises.

- f. Individual tax implications related to the Alternate Workspace shall be the responsibility of the Teleworker. Participating employees are advised to consult a tax expert.

4. Equipment and Supplies

- a. Office supplies shall be provided by the agency and should be obtained during the Teleworker's in-office work period.
- b. Teleworkers are expected to use their own furniture, telephone lines, internet service provider, and other equipment (with the exception of any equipment DCH may provide under subsection c below). Any use of private facilities of the employee will be at the employee's discretion and not at the expense of the state. This applies to all physical improvements and conveniences as well as services.
- c. Teleworkers may be assigned portable equipment such as laptops and/or cellular devices, to use on a temporary basis.
- d. Teleworkers must complete the Teleworking Equipment Services Agreement.

5. Security and Access to Information

The Teleworker is responsible for maintaining confidentiality and security at the Alternate Workplace, as the Teleworker would at the Primary Workplace. The employee must protect the security and integrity of DCH equipment, systems, and information in any format, including but not limited to data, paper files, and access to agency computer systems as outlined in DCH Policy No. 419 Appropriate Use of Information Technology Resources and DCH Policy No. 435 Managing Authorization, Access, and Control to Information Systems.

6. Roles and Responsibilities

- a. A Teleworker must:
 - (1) Submit the Teleworking Agreement to his or her supervisor for discussion and approval by the supervisor and Division/Office Chief.
 - (2) Attest that home facilities used for telework purposes are safe and appropriate for the purposes of the employee's work via the Telework Home Safety Checklist.
 - (3) Complete a Telework Equipment Services Agreement, if applicable.
 - (4) Participate in the Telework Training Module via the DCH Academy prior to starting a telework schedule.
 - (5) Maintain confidentiality and security in the alternate workplace as the employee would in Primary Workspace.
 - (6) Protect the integrity of equipment, systems, data, information, paper files, and access to the agency's information systems in accordance with the agency's HIPAA Privacy and Security policy.

- b. A Supervisor must:
- (1) Evaluate the completed Teleworking Agreement and ensure that it does not conflict with the agency's business and customer needs.
 - (2) Develop a work schedule with the employee and agree in advance to any changes in the work schedule.
 - (3) Sign and obtain the Division/Office Chief's signature on the Teleworking Agreement and return it along with the Telework Home Safety Check list and Teleworking Equipment Services Agreement to DCH's CommuteSmart Coordinator.
 - (4) Work with IT to ensure the highest security measures for all aspects of information systems are used by Teleworkers. This covers all data, paper files, systems access, other media storage devices, and telecommunications equipment.
- c. The Office of Human Resources must:
- (1) Designate a CommuteSmart Coordinator, a member of Office of Human Resources, who will manage the program to ensure compliance with policies, procedures and guidelines.
 - (2) Provide training materials and serve as a resource to the agency.
 - (3) Issue policy acknowledgement forms.
 - (4) Coordinate the annual renewal process one month prior to the expiration of the existing agreement.
 - (5) Ensure, whenever there is a change in job function or reassignment, as notified by Office of Human Resources, Teleworking Agreements will be renewed.

IV. Procedures

A. Alternative Work Schedule Request Process

1. An employee may request approval by completing the *Request for Approval of Flexible Work Schedule Program* (Attachment 1) and submitting it to his/her supervisor for review.
2. The supervisor should indicate his/her recommendation concerning the requested alternative schedule and submit the form to the Division Chief for approval.
3. If the request is approved, the supervisor shall:
 - a. Retain a copy of the approved *Request for Approval of Flexible Work Schedule Program* for a period of one year from the date the schedule begins.
 - b. Provide the employee with a copy of the approved *Request for Approval of Flexible Work Schedule Program* and ensure that the employee fully understands his/her responsibilities.

- c. Forward a copy of the approved *Request for Approval of Flexible Work Schedule Program* to the Office of Human Resources.

B. Georgia CommuteSmart Telework

1. An employee may request approval by completing the *Teleworking Agreement* (Attachment 2) and submitting to his or her supervisor for discussion and approval.
2. Once the employee has been approved to telework, prior to beginning telework, the employee should complete and return to his or her supervisor:
 - a. *Telework Work Home Safety Form* (Attachment 3)
 - b. *Telework Equipment Services Agreement* (Attachment 4)
 - c. *Telework Training Module*
3. If the supervisor approves the telework request, the supervisor must sign the agreement and return all forms to the Office of Human Resources.
4. An employee is required to complete a *Teleworking Time Log* at the conclusion of each pay period and submit it to their supervisor.

V. Definitions

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| Alternate Workspace | A workplace other than the employee's primary workplace and may include the employee's home. |
| Eligible Employee | An employee who has been identified by the employee's supervisor as not having any active formal disciplinary actions on file for the current or immediately preceding review period, and who meets rating of Successful Performer on the most recent review period, and satisfies the terms and conditions of employment of their position. |
| Eligible Position | Positions that are measured in quantitative and/or qualitative standards of performance structured to perform independent of others and with minimal need for support; and can be scheduled at least one day a period to participate in teleworking without impacting service quality or organizational operations. The eligibility of a position may change depending on the circumstances. |
| Mobile Worker | An employee who travels continuously and whose work location is the employee's home or assigned office. The duties of such an employee generally require the employee to meet and work with clients/customers who are dispersed throughout a geographic territory. For the purposes of this policy, mobile workers are not considered teleworkers. |
| Primary Workplace | The teleworker's usual and customary workplace. |

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| Teleworker | A person who works from home or remote location to produce an agreed upon work product. |
| Scheduled Teleworker | An employee, who with the approval of his or her supervisor, is scheduled to telework on the same day/days every week on a consistent basis. |
| Occasional Teleworker | An employee, who with the approval of his or her supervisor, teleworks on an infrequent basis. |

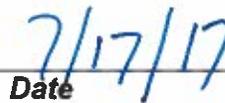
VI. References

- Governor's Executive Order Georgia CommuteSmart
- State Personnel Administration Statewide Policy on Teleworking
- DCH Policy No. 310, Hours of Work
- DCH Policy No. 320, Fair Labor Standards Act (FLSA)
- DCH Policy No. 419, Appropriate Use of Information Technology Resources
- DCH Policy No. 641, Facilities Management
- DCH Policy No. 435, Managing Authorization, Access, and Control to Information Systems and Request for Network Access Form

VII. Attachments

1. Request for Approval of Flexible Work Schedule Program
2. Telework Agreement
3. Telework Home Safety Checklist
4. Equipment Services Agreement


Signature


Date