



**STATE OF HAWAII  
DEPARTMENT OF HUMAN RESOURCES  
DEVELOPMENT  
POLICIES AND PROCEDURES**

POLICY NO./DIVISION ABBREVIATION 502.005 ERD/LRO	NO. of PAGES  6
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TITLE:  <b>FLEXIBLE WORKING HOURS</b>	APPROVED:  Kathleen N. A. Watanabe
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**I. POLICY**

It is the policy of the State to provide a plan for flexible working hours for full-time and part-time State employees consistent with the necessity of maintaining efficient and effective delivery of services to the public. Such a plan should afford the opportunity to arrange individual work schedules according to specific guidelines and within certain time limits established by management.

**II. RATIONALE**

The purpose of this policy is:

- A. To improve productivity and efficiency through improved employee working conditions and/or increased hours of operations;
- B. To help ease peak morning and afternoon traffic congestion by spreading work arrival and departure times; and
- C. To accommodate employees' work and family needs by allowing them to participate in setting their work starting and ending times, where feasible.

**III. DEFINITIONS**

"Core time" means the hours, except lunch break, during which all employees of the work unit must be at work. Core time shall begin no later than 9:00 a.m. and end no sooner than 3:15 p.m.

"Flexible bands" means the hours preceding and following the core time during which employees may be afforded a choice over their starting and departure times. The flexible bands shall not exceed 6:30 a.m. - 9:00 a.m. and 3:15 p.m. - 5:45 p.m.

"Flexible lunch break" means an expanded lunch break beyond the usual 45-minutes, as permitted by management, provided the employee makes up the time and works a total of eight hours in a day. This option may be

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up the time and works a total of eight hours in a day. This option may be exercised only after the employee's supervisor has approved such request in advance of the flexible lunch break. Employees on a flexible lunch break shall not be considered to be on a split shift.

"Flexible working hours" means the privilege granted to an employee to arrive at or depart from work at times other than those set by "office hours". This program authorizes two types of flexible working hours: staggered hours and glide-time.

"Glide-time" means a flexible work hours program under which an employee is allowed to start work at any time that falls within the flexible bands of time set by management. The employee's start time may change daily within the glide-time and the employee must complete his/her normal work hours, i.e., eight hours for a full-time employee, before departing for the work day.

"Office hours" means the hours during which a government office is open to transact public business. For most offices, the hours are from 7:45 a.m. to 4:30 p.m., Monday through Friday, unless otherwise provided by executive order.

"Staggered hours" means a flexible hours program under which employees arrive at and depart from work during flexible bands of fixed-time intervals (15 minutes) set by management.

"Work day" means the period of eight hours during which a full-time employee is scheduled to perform the duties of his or her position, exclusive of a meal break.

#### **IV. SCOPE**

This policy applies to all employees in the executive branch, except for department of education employees appointed by the board of education, University of Hawai'i employees appointed by the board of regents, and employees of the Hawai'i Health Systems Corporation.

#### **V. RESPONSIBILITIES**

- A. The department of human resources development ("HRD") shall provide overall guidance in the implementation of this policy and provide assistance when requested in developing and implementing the departmental programs to encourage the widest application of this program.

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- B. Department heads shall be responsible for developing, implementing and maintaining currency of the specific flexible working hours program within their departments, in accordance with this policy and procedures, collective bargaining agreements, and executive orders, as applicable.

### **VII. GENERAL PROVISIONS**

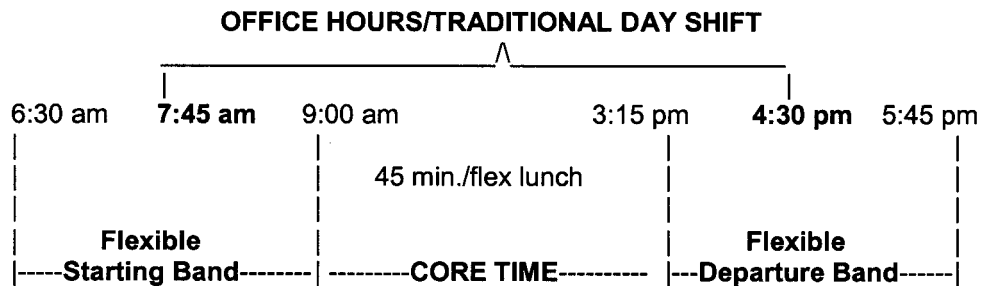
- A. Program managers are the key individuals who can most accurately assess operational needs and tailor a flexible working hours plan best suited for the work unit. They are encouraged to review their total operations, giving due consideration to the following criteria so that the largest number of employees may be allowed to participate in a flexible working hours program.
1. Work unit or crew limitation, e.g., whether all members of a work unit must start together or whether different crews need to report simultaneously for work;
  2. Shift requirements, e.g., whether some employees may be offered flexible hours or whether the shift times may be revised;
  3. Machine down time;
  4. Need for continuous staffing of office to serve the public during office hours;
  5. Operational efficiency, e.g., whether an employee arriving early can contact other offices to obtain information essential to his/her own tasks;
  6. Operational safety, e.g., whether working conditions are such that an employee can safely be in the workplace alone;
  7. Supervisory requirements, e.g., whether the nature of the work requires regular supervision for decisions, approval, assignment of tasks, etc. or adequate supervisory control may be maintained without incurring additional expense; and
  8. Size of the operational unit, e.g., whether the number of employees in the unit is too small to provide continuous service during office hours unless all employees arrive and

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depart at the same time or whether office hours, for an office that does not serve the public, could be modified.

- B. When the same starting time is selected by more employees than can be accommodated, approval of employees' selections will be based on the following criteria:
  - 1. Operational requirements;
  - 2. Recognition of employees' use of public transportation or use of carpooling and vanpooling; and
  - 3. Seniority.
- C. Nothing in this policy and guidelines shall be construed to require the establishment of a formal time-keeping system; however, attendance records may be required under other programs. Managers are advised to ensure proper time-keeping controls to prevent abuse of flexible working hour privileges and to minimize possible violations of the federal Fair Labor Standards Act.
- D. Flexible Working Hours Parameters
  - 1. The time frame limits available for this program shall be from 6:30 a.m. to 5:45 p.m. The following shows the flexible bands and core time for normal office hours:

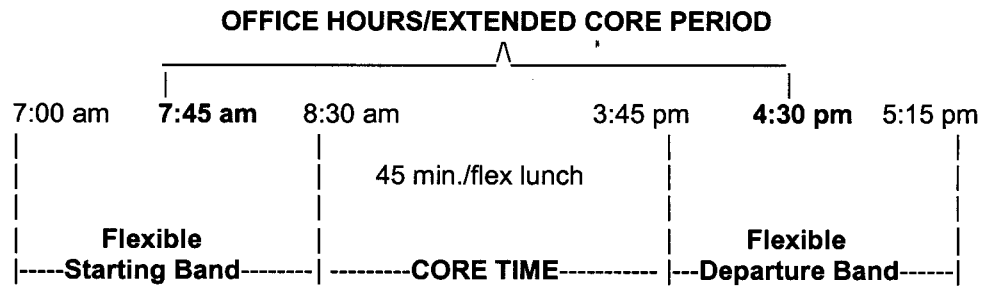


- 2. Departments may choose to limit the flexible bands and lengthen the core time.

For example: The starting band may be limited to 7:00 a.m. - 8:30 a.m. with a corresponding departure band of 3:45 p.m. - 5:15 p.m. and core time of 8:30 a.m. - 3:45 p.m.

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3. Departments may choose to offer only the staggered hours option during the flexible band periods or the department may offer glide-time for certain employees where appropriate.

If an employee is authorized for staggered hours, the employee may request consideration to change the employee's start/end time selected for such reasons as carpooling, geographic location, family concerns, and utilization of public transportation. Such requests should be accommodated unless there are overriding operational needs or the change may be impractical from an administrative standpoint.

4. Departmental management determines the outside parameters of its flexible working hours program within the 6:30 a.m. to 5:45 p.m. time frame as appropriate to its operations.
5. Departmental management determines the type of flexibility (staggered hours and/or glide-time) that will be permitted, which may differ among employees.
6. Departmental management determines what controls, if any, are required to ensure effective and efficient operations, including proper time-keeping controls to prevent abuse of flexible working hours and ensure compliance with the federal Fair Labor Standards Act.
7. Departmental managers encourage new employees to participate in the program, as appropriate, during the work orientation process.

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8. Each department shall submit a copy of its flexible working hours program to the Department of Human Resources Development, Labor Relations Office.

A desired objective of this program is to have as many employees as practicable on a work day with start-end times other than 7:45 a.m. or 4:30 p.m. Information about the department's flexible working hours program should be made available to employees through meetings and/or by circulating and posting copies of the program. Exclusive bargaining representatives should be consulted and kept informed of the details of changes to your existing program.

This policy is not intended as a means for departments to change the current office hours of 7:45 a.m. – 4:30 p.m. since office hours for the transactions of public business are determined by the Governor.

### **VIII. BACKGROUND**

This policy and procedures supercedes HRD Memorandum dated June 30, 1989, Subject: Policy on Flexible Working Hours and the accompanying Flexible Working Hours Policy and Guidelines dated July 1, 1989.

### **IX. REFERENCES**

HRD Memorandum, dated June 30, 1989, Subject: Policy on Flexible Working Hours

Flexible Working Hours Policy and Guidelines, dated July 1, 1989

Executive Memo 1977-25, Subject: Flexible Working Hours Program for State Employees