

STATE OF HAWAII  
DEPARTMENT OF DEFENSE  
OFFICE OF THE ADJUTANT GENERAL  
3949 DIAMOND HEAD ROAD, HONOLULU, HAWAII 96816-4495

POLICY DIRECTIVE 1989-6

31 October 1989

SUBJECT: FLEXIBLE WORKING HOURS PROGRAM

1. REFERENCE. State of Hawaii, Department of Personnel Services memorandum, 30 June 1989, subject: Policy on Flexible Working Hours.

2. GENERAL.

a. Purpose.

(1) To provide employees with the opportunity to participate in setting their work starting and ending times, where feasible, to accommodate individual needs.

(2) To improve productivity and efficiency through improved employee working conditions and/or increased hours of operations.

(3) To help ease peak morning and afternoon traffic congestion by spreading work arrival and departure times.

b. Applicability. Departmental -- State and Federal employees -- participation is encouraged; however, mission requirements and existing non-traditional work hours may preclude participation by some.

3. DEFINITIONS.

a. Office Hours. The hours during which a government office is open to transact public business. For most offices, the hours are from 0745 to 1630, Monday through Friday, unless otherwise provided by executive order. (Ref. Section 80-1, Hawaii Revised Statutes.)

b. Work Day. The period of eight hours (excluding meal break) during which a full-time employee is scheduled to perform the duties of his position.

c. Flexible Working Hours. A privilege granted to an employee to arrive at or depart from work at times other than those set by Office Hours. This program authorizes the following type of flexible hours:

Staggered Hours. A flexible hours program in which employees arrive at and depart from work during the flexible bands at fixed-time

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This Policy Directive supersedes CPR 30/40/51-110, 5 May 1978, subject as above.

intervals (15 minutes) set by management. Employees are afforded an opportunity to request the start-end times or to request a change to such times.

d. Core Time. The hours (except lunch break) during which all employees of the work unit must be at work. Core Time shall begin no later than 0900 and end no sooner than 1515.

e. Flexible Bands. 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 0630-0900 and 1515-1745.

f. Flexible Lunch Break. Management may allow employees to expand their 45-minute lunch break, provided the employee makes up the time and works a total of 8 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.

4. RESPONSIBILITY. The authority and responsibility for implementing this program rests with the Adjutant General. Program managers are the key persons who can most accurately assess operational needs and tailor a flexible working hours plan best suited for the work unit. Applicable laws, rules, regulations, including the collective bargaining agreement shall be observed.

a. Department of Personnel Services.

(1) Provide overall guidance in the implementation of this policy.

(2) Provide assistance when requested in developing and implementing the departmental programs, encouraging the widest application of this program.

(3) Maintain statewide data on the level of participation by employees, on the types and extent of the departmental programs.

b. Department. In the Department of Defense, the Support Personnel Management Office (SPMO) and the Administrative Services Office (ASO), Personnel Section, shall be responsible for developing, implementing and maintaining currency of the specific flexible working hours program in accordance with this policy and rules, regulations and collective bargaining agreement as applicable.

5. GENERAL GUIDELINES.

a. Where 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) Recognizing employees' use of public transportation, or use of carpooling and vanpooling.

(3) Seniority.

b. In authorizing employee selection of starting times, management should give due consideration to items 1 through 7 below:

(1) Work unit or crew limitation - e.g.

(a) Whether or not all members of a work unit must start together.

(b) Whether or not different crews need all report simultaneously for work.

(2) Shift requirements - e.g.

(a) Can some employees be offered flexible hours?

(b) Should shift times be revised?

(3) Machine down time.

(4) Need for continuous staffing of office to service public during office hours.

(5) Operational efficiency and safety - e.g.

(a) Can an employee arriving early still contact other offices to obtain information essential to his own tasks?

(b) Are working conditions such that an employee can safely be in the workplace alone?

(6) Supervisory requirements - e.g.

(a) Does the nature of the work require continuous presence of a supervisor for decisions, approval, assignment of tasks, etc.?

(b) Adequate supervisory control must be maintained without incurring additional expense.

(7) Size of the operation unit - e.g.

(a) Is the unit too small to provide continuous service during office hours unless all employees arrive and depart at the same time?

(b) If the office does not service the public, could the office hours be changed?

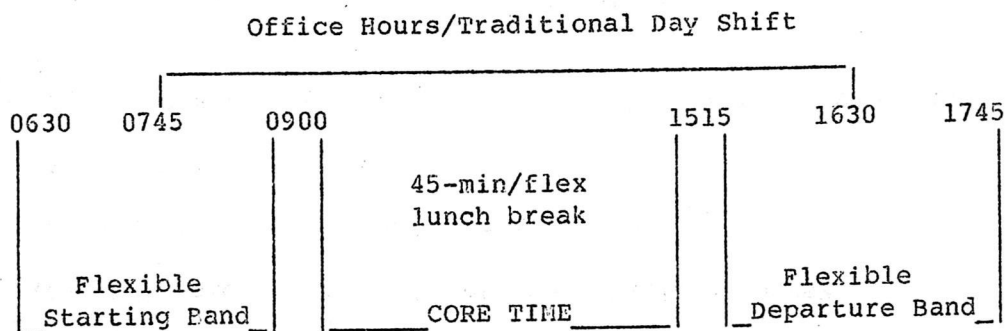
(c) Management is encouraged to review its total operations, giving due consideration to such items as 1 through 7 above, in order that the largest number of employees may be allowed to participate in flexible working hours.

c. Nothing herein shall be construed to require the establishment of a formal time-keeping system; however, attendance record may be required by other programs. Managers are advised to ensure proper time-keeping controls to prevent abuse of privileges and to minimize possible FLSA violations.

6. FLEX-TIME PARAMETERS

a. The time frame limits available for this program shall be from 0630 to 1745. (Work schedules for employees who already start work before 0630 or end work after 1745 need not have those times changed to conform to this position.)

b. Example of flexible bands and core time is shown below:



If an employee is authorized staggered hours, the employee may request consideration for a change in the start-end time selected for such reasons as carpooling, geographic transportation. Such requests should be accommodated unless there are overriding operational needs or the change may be impractical from an administrative standpoint.

7. DEPARTMENTAL IMPLEMENTATION PROCEDURES.

a. The outside parameters of the flexible hours program shall be within the 0630 to 1745 time frame and shall be appropriate to operations.

b. Supervisors must inform their subordinates of the program. The availability of the staggered work hours program which may differ based upon operational requirements, safety factors or similar appropriate reasons. When a request is denied, the immediate supervisor must provide the employee with

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an explanation for the denial. Division/staff office managers will establish informal procedures to be used by employees who wish to receive reconsideration of their denied requests when denial lacked substantive cause. These informal procedures must permit reconsideration up to division/staff office manager level.

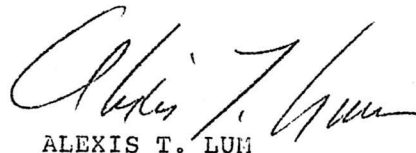
c. When mission requirements preclude approval of flexible working hours schedules for all employees in an activity/facility/worksites, the supervisor must base approvals and denials on the skills and types of work required by the mission. Where all other factors are equal, the employee with the most seniority within the Department of Defense will be given preference of schedule under the flexible working hours program.

d. Time and attendance verification is mandatory. Scheduling under the flexible working hours program will be established so that no less than two employees will be permitted to work during non-traditional hours (0630 to 0745 and 1630 to 1745) unless a supervisor is present to verify attendance within each activity/facility/worksites.

e. Employees participating in the program should be informed that their schedule selections must be maintained on a continuing basis. A schedule will be documented and maintained at each worksite. It is suggested that a copy of the schedule be posted in an appropriate place at each worksite.

f. Requests for schedule changes must be accepted/approved by the appropriate manager prior to changing. It is suggested that, when possible, schedule changes be made in conjunction with pay periods.

(HIADMP)



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