



City of Cambridge

1.

IN CITY COUNCIL

March 1, 1976

Mayor Vellucci

ORDERED:

That the City Manager be and hereby is requested to study the Flexible Work Hours Program as adopted by the Commonwealth of Massachusetts, and be it further

ORDERED:

That he form a team of selected department heads who shall decide on the applicability of this program in the City of Cambridge, and be it further

ORDERED:

That he report back to this City Council as soon as possible with a report on this project.

City Council March 1, 1976
Adopted by the affirmative vote
of 9 members

Paul E. Kelly
CITY CLERK

FLEXIBLE WORK HOURS PROGRAM

WHAT IS IT?

In a Flexible Work Program (Flextime) an office, department, or other work unit, adjusts its normal working schedule to allow employees certain defined amounts of freedom in controlling their personal work schedules. Most often, each employee picks his or her preferred starting and stopping times, within the defined limits of the work day and the limits set by the work load of the entire unit.

There is usually a CORETIME, (for example, 10:00 a. m. - 12:00 noon and 1:15 p. m. to 3:15 p. m.), during which time all employees must be present.

There are FLEXIBLE HOURS, the time at the beginning and end of the work day when employees can choose their own schedule.

One effect of a Flexible Work Hours Program is that it allows a department to expand the BANDWIDTH of the work day, i. e., the hours between the earliest starting time and the latest ending time allowed.

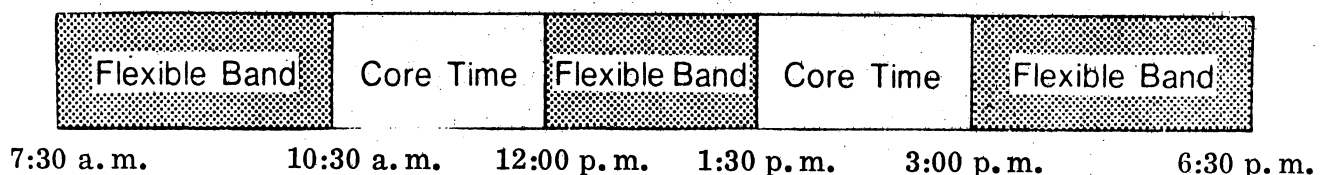
HOW DOES IT WORK?

In each department the employees and supervisors together decide whether or not they want to work out a Flexible Work Hours Program, and then jointly decide what the rules for their program should be.

A sample set of rules might look like this:

1. All employees must work 37 1/2 hours per week.
2. An employee may choose to work more than 7 1/2 hours one day, and less than 7 1/2 hours on another day. (No overtime is involved here).
3. Everyone must be in the office during Coretime, 10:30 a. m. - 12:00 noon and from 1:30 p. m. - 3:00 p. m., to be available for meetings, etc.
4. Work can start as early as 7:30 a. m. and continue until 6:30 p. m.
5. At least 25% of the staff must be in the office by 9:00 a. m. and from 3:00 p. m. to 5:00 p. m. on all days.

This illustration diagrams the example cited above:



Such a system allows individuals to adjust personal working hours to commuting schedules, (joining carpools, avoiding rush hour congestion), and to the needs of their personal lives, e. g. doctor's visits, meeting emergency situations at home, etc.

ACCUMULATION OF TIME:

For a Flexible Work Hours Program to function effectively an accurate means of keeping track of time must be set up. (Equipment is available which makes this easier, but a manual system can be employed.)

EVALUATION:

An evaluation system should be established at the outset of the program. Changes usually occur in tardiness, short-term absenteeism, employee morale and productivity. An evaluation system will help determine how people and work are affected by Flextime, whether employees like it, and what changes are needed.

A LAST WORD:

The success of a Flexible Work Hours Program is built on mutual trust -- employees must cooperate with each other and employees and supervisors must work together.

Flextime cannot be "imposed" by management, nor resisted by management or employees, if it is to work.

It is a voluntary program, and any employee not wishing to take advantage of it may continue to work his regular work schedule.

Order #1 F-58

M. Vellucci re: to the Flexible Work Hours Program.

In City Council,
March 1, 1976

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