

CITY OF CAMBRIDGE
MASSACHUSETTS
BUDGET AND PERSONNEL DEPARTMENT
876-6800

DONALD P. HAWKES
Director

TO: James L. Sullivan, City Manager DATE: April 21, 1976
FROM: Donald P. Hawkes, Director
Budget-Personnel Department *DP Hawkes*
RE: REPORT ON FLEXIBLE WORK HOURS PROGRAM

Pursuant to your letter dated March 4, 1976, I convened a meeting of the following department heads whom you had appointed as a study committee:

Leslie N. H. MacLeod, Director of Hospital
George Teso, Director of Traffic & Parking
Richard McNamara, Purchasing Agent
Nicholas Fratto, Chief of Police
Donald P. Hawkes, Director of Budget-Personnel

At its initial meeting the committee discussed general thoughts concerning the applicability of a flexible work hours program to municipal government setting, and outlined a procedure by which to gain input from department heads and personnel. It was decided that the only possible application would be for administrative and clerical staff, as opposed to service agencies such as public works, hospital or public safety agencies such as police or fire.

In accordance with the above mentioned guidelines, each member of the committee was assigned a number of departments with which to conduct an exploratory meeting. At these meetings department heads attended with one employee representative.

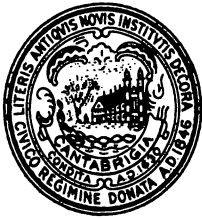
At a full committee meeting which I called subsequently, it was our consensus that a general application of flexible hours is not feasible. Among the factors considered were the following:

1. In City Hall departments only the City Clerk and License office were in favor of the program as proposed. The Board of Assessors proposed an alternate plan of being open one evening and closing at noon on Friday, which the committee concluded to be impractical in a public agency.

2. Traffic and Parking currently is open on Saturdays for issuance of resident parking stickers and prefers to maintain the present schedule.
3. At the Hospital the fiscal division now operates on a modified flexible schedule due to operating needs. As a result of these same needs, however, the Hospital and Infirmary directors believe a general flexible hours plan would be impossible to implement.
4. Available literature stresses the need for an accurate time record keeping system. In the view of the Committee, this could only be assured by utilization of time clocks, an idea which generates strong objection from many employees.
5. Small offices or divisions could suffer from a lack of supervision under a flexible schedule. Similarly, in many offices the work pattern of employees is closely interrelated. Thus the absence of one or more employees outside of "core time" could result in reduced or lost productivity from those present during this "flexible band."

In conclusion, it is the unanimous opinion of your committee that the "flexible work hours program" is not feasible and should not be implemented for Cambridge city workers.

cc: Leslie N. H. MacLeod, Director of Hospital
George Teso, Director of Traffic & Parking
Richard McNamara, Purchasing Agent
Nicholas Fratto, Chief of Police
File



CITY OF CAMBRIDGE

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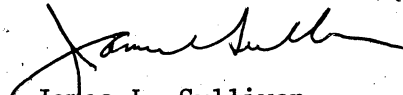
EXECUTIVE DEPARTMENT
JAMES L. SULLIVAN
City Manager

April 26, 1976

To the Honorable, the City Council:

In response to Awaiting Report Item No. 5, enclosed please find a report and recommendation on the Flexible Work Hours Program.

Very truly yours,



James L. Sullivan
City Manager

JLS/mbf
Enc.

Agenda #3

F-144

Report on the Flexible Work Hours Program.

In City Council,

April 26, 1976

Placed on File