Introduction

Given the changing demographics of the workforce and the increased competition for qualified employees, it has become increasingly important to find alternative ways to compete in today’s labor market. Alternate schedules can be a cost effective way to enhance the existing salary and benefit package, fulfill business needs, assist with recruitment and retention, improve productivity and creativity and accommodate a changing workforce. These concepts align with the University’s commitment as outlined in Flagship 2030 to explore the use and benefit of flexible work options for employees.

Alternate schedules are a way of redesigning or restructuring work schedules so that the employee works daily hours different from regular office hours, or works a full schedule in fewer days. Full-time employees are required to work a minimum of 40 hours per work week.

Alternate schedules are not an employee entitlement, and may be discontinued or altered by the appointing authority for any reason at any time. Employees may be permitted to work alternate schedules at the discretion of the appointing authority.

Types of Alternate Schedules

- An employee works the same set hours each day, but his/her schedule varies from standard office hours. For example, an employee works 7:30 a.m. to 4:30 p.m. in an office that is usually open from 8:00 a.m. to 5:00 p.m.
- An employee works different hours each day but must work during core business hours established by the supervisor. For example, where core business hours are from 9:00 a.m. to 4:00 p.m., an employee may work 8:30 a.m. to 5:30 p.m. on one day and 9:00 a.m. to 6:00 p.m. on another day.
- An employee works longer days in lieu of the typical 8 hours per day in order to work fewer total days. Three examples of a compressed workweek are:
  - 4/10 schedule - A full-time employee works ten hours per day for four days which results in completion of the 40 hour workweek.
  - 4 ½ day schedule - A full-time employee works four nine hour days and one four hour day within the standard workweek.
  - 9/80 schedule – A full-time employee works four nine hour days and one eight hour day in one week, and during the following week, works four nine hour days with one day off. For Fair Labor Standards Act (FLSA) purposes, the 9/80 schedule requires an adjustment of the defined workweek and must be approved by the Director of Employment Services. Please complete the Request to Redefine Workweek form at [http://hr.colorado.edu/es/Classified/Documents/Workweek%20Redefinition%20Request.pdf](http://hr.colorado.edu/es/Classified/Documents/Workweek%20Redefinition%20Request.pdf)
Advantages of an Alternate Schedule

Some benefits of an alternate work schedule may include:

- Enhanced recruitment and retention
- Improved morale, commitment and job satisfaction
- Reduced stress through the ability to better balance work and personal responsibilities
- Reduced absences and tardiness
- Improved access to services through extended departmental work hours
- Improved ability to schedule coverage for peak workloads
- Increased cross training due to some shared job duties and coverage adjustments
- Additional office space options
- Reduced congestion in traffic and parking lots
- Potential for reduced environmental impact
- Reduced transportation time and cost
- Potential for uninterrupted work time

Considerations for Supervisors and Appointing Authorities

It is the responsibility of the supervisor and appointing authority to determine the suitability and type of alternate schedule. In reviewing the appropriateness of alternate schedules, supervisors and appointing authorities should consider the following:

- nature of work performed by the employee
- size of the work unit
- ability to ensure coverage for functions typically handled by the employee without placing undue burden on other employees in the unit
- establishing schedules based on customer service needs and peak workloads
- attendance at mandatory departmental and unit meetings
- consistency (to the extent possible) in determining which staff can participate in alternate schedules
- impact on employees whose positions are not appropriate for alternate work schedules
- the employee’s overall performance (as demonstrated in the annual performance evaluation)
- supervisor/appointing authority’s ability to evaluate performance based upon results or outcomes (when possible)
- the impact of FLSA overtime requirements on the employee's alternate schedule
- whether the employee is a supervisor or in a management position, in which case s/he may need to be available to his/her staff during core business hours

Summary

Alternate schedules provide opportunities to fulfill operational needs while allowing for some flexibility in work schedules to help employees balance work, family life, and other personal needs. The unique needs of each operating unit will dictate the suitability and type of alternate schedule that can be implemented.

Please contact Employment Services at 303-492-6475 for additional information and assistance.