

Special Report

**Feasibility Study
Alternative Work Arrangements**

October 2008



Office of the County Auditor
Baltimore County, Maryland



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Honorable Members of the County Council
Baltimore County, Maryland

As directed by Resolution 58-08, we assessed the feasibility of implementing alternative work arrangements (AWA), including flextime, compressed workweeks, telecommuting, and job sharing for employees of Baltimore County government. This assessment took into consideration the implications of the Fair Labor Standards Act (FLSA), the County's collective bargaining agreements, and the diverse operational needs and responsibilities of County departments and agencies. Our study did not include the Baltimore County Public Schools, Community College of Baltimore County, or the Baltimore County Public Library.

The County's current personnel policies allow for flextime and compressed workweeks, such as four 10-hour days, provided it is cost effective and does not diminish public services. These AWA options, however, are not widely implemented throughout the County. Based on our study, we find that existing AWA options could be more widely implemented, and significant AWA enhancements to the County's existing policies are feasible. Enhancements include expanding flextime options, enhancing compressed workweek options, establishing a formal telecommuting policy, and offering job-sharing opportunities. In some cases, AWA could improve public services by extending the hours of service delivery. Additionally, AWA can serve as a tool to attract and retain qualified personnel, which reduces the costs of recruiting, hiring, and training new employees. The County administration and each department head would need to evaluate how various AWA options could be implemented for specific work units to ensure that public services are not compromised and the benefits are cost effective. For example, certain AWA options may not be cost-effective for operations that require services to be provided 24 hours per day, 7 days per week due to the minimum staffing requirements of this type of operation. It is important to recognize that to be successful, an enhanced AWA policy must be embraced by executive leadership and managed properly.

FLSA mandates, such as requiring overtime pay in excess of 40 hours per workweek, would limit the variety of AWA options available to employees covered by this law. In addition, more widely implementing current AWA options or adding AWA options may entail changes to County labor agreements that contain specific language defining the work day, workweek, hours of work, holidays, and leave days to be consistent with the various AWA options.

We wish to express our appreciation to the Office of Human Resources and other executive branch agencies we surveyed for the cooperation and assistance extended to us during our study.

Respectfully submitted,

A handwritten signature in cursive script, reading "Mary P. Allen", followed by a horizontal line extending to the right.

Mary P. Allen, CPA
County Auditor

Feasibility Study – Alternative Work Arrangements

As directed by resolution 58-08, we assessed the feasibility of implementing alternative work arrangements (AWA), including flextime, compressed workweeks, telecommuting, and job sharing, for employees of Baltimore County government. This assessment considered the implications of the federal Fair Labor Standards Act (FLSA), the County's collective bargaining agreements, and the diverse operational needs and responsibilities of County departments and agencies. Our study did not include the Baltimore County Public Schools, Community College of Baltimore County, and Baltimore County Public Library.

Based upon a review of existing County government policies and practices, as well as the policies and practices of other local jurisdictions, federal and state agencies, and private employers, we find that significant enhancements to the County's existing "Alternative Work Schedules" policy, which consists of flextime and compressed workweeks, are feasible. With thoughtful consideration and an associated time investment by administrative officials and department managers, additional AWA options could be implemented both fairly and in a manner that would not compromise County service delivery. Moreover, our research indicates that under certain circumstances, implementing additional AWA could improve County service delivery by increasing productivity or extending the hours of service delivery. To be successful, an enhanced AWA policy must be embraced by executive leadership and managed properly. We also find that some AWA options may not be feasible under certain circumstances – for example, fewer AWA options may be feasible for department and agency operations that require the provision of 24-hour/7-day coverage, such as public safety operations, than within traditional Monday-Friday office environments, such as a permitting office.

We find that the County could enhance its existing policy to encourage participation in some or all of the four most common types of AWA – flextime, compressed workweeks, telecommuting, and job sharing. Some examples of how the policies could be enhanced follow:

- The County's existing flextime policy could be expanded to provide more options for daily work hours so employees could choose work hours that better accommodate personal schedules.
- The County's compressed workweek policy could be enhanced to provide more opportunities and options for employees to work a biweekly full-time schedule in fewer than 10 days.
- A formal telecommuting policy would provide more opportunities for employees to complete certain types of work from home, which could improve productivity.

- A job-sharing policy would allow two employees to share one full-time position; shared positions could include professional classifications, which traditionally would not be offered on a part-time basis.

To ensure responsible implementation of an enhanced AWA policy, the County could allow for managerial (i.e., department head or supervisor) discretion to determine which positions would be eligible for AWA, based on clearly established guidelines. Some costs – primarily administrative start-up costs (e.g., testing of scheduling software, infrastructure enhancements to accommodate increased telecommuting, procedural development) – would be associated with increasing participation in AWA. At the same time, various cost-savings – primarily driven by increased productivity and reduced employee turnover – could result from an enhanced policy. Like any other organizational initiative, AWA must be managed properly in order to function well.

Background

The Wages and Hours Act, or Fair Labor Standards Act (FLSA) of 1938 established the maximum standard workweek at 40 hours. Once this standard was established, the 8-hour day, 5-day workweek became the norm. However, since that time, a multitude of changes have occurred which have greatly impacted the workplace. Factors such as advances in technology, a vast increase in the number of women in the workforce, dual career families, increased personal and family obligations, and an increasingly competitive job market have made the 8-hour day, 5-day workweek less typical.

As a sign of these changing societal needs, on July 11, 1994, President Clinton issued a directive to the heads of all federal executive-branch departments and agencies to expand family-friendly work arrangements. He noted the following:

In order to recruit and retain a Federal work force that will provide the highest quality of service to the American people, the executive branch must implement flexible work arrangements to create a 'family-friendly' workplace. Broad use of flexible work arrangements to enable Federal employees to better balance their work and family responsibilities can increase employee effectiveness and job satisfaction, while decreasing turnover rates and absenteeism.

President Clinton directed the head of each executive department or agency to establish a program to encourage and support the expansion of flexible family-friendly work arrangements, including job sharing, career part-time employment, alternative work schedules, telecommuting, and satellite work locations. The Director of the Office of Personnel Management and the Administrator of General Services were to take all necessary steps to support and encourage the expanded implementation of flexible work arrangements.

In today's workplace, many employers have adopted workplace policies that support employees' efforts to achieve a balance between work and personal obligations, such as family. From an employer's perspective, having employees whose work and personal lives are balanced is often perceived as yielding tangible benefits, including an increased ability to attract and retain skilled people and higher levels of production. See Exhibit A.

Exhibit A

Potential Benefits of Alternative Work Arrangements

Benefits to Employees:

- > Improves staff morale and reduces stress by providing more options to balance work and family demands;
- > Reduces commute time and expense;
- > Provides more time for personal pursuits and parental participation in schools.

Benefits to Employers:

- > Helps attract and retain valuable staff, and therefore reduces recruiting, hiring, and training costs;
- > Increases staff productivity due to the ability to arrange work schedules around an employee's most productive hours, more hours at work with less travel time to and from job sites, and increased employee morale (happier employees are more productive employees);
- > Reduces absences and tardiness, since employees can take care of personal business if they have a weekday off to do so;
- > Increases customer/citizen service by expanding department hours;
- > Allows for better planning and scheduling for staff absences.

Benefits to Society:

- > Decreases traffic and parking congestion, energy consumption, and air pollution.

Types of Alternative Work Arrangements

As demand for "family friendly" employers has grown, so have the types of AWA that employers offer. Employers are increasingly adopting a range of AWA, which provide employees with the opportunity to work a schedule that deviates from the traditional 8-hour day, 5-day workweek. Four of the most widely employed types of AWA – flextime, compressed workweeks, telecommuting, and job sharing – are described in Exhibit B.

Exhibit B
Common Alternative Work Arrangements

Flextime

Flextime is a scheduling system that allows employees to schedule their hours of work during various time slots during the week. There are many variations to flextime, the most popular of which would require an employee to work a designated number of hours each day, but allow flexibility in arrival and departure times. Another flextime variation allows the length of the workday to vary from day to day, such as six hours one day, 10 hours the next. Under many flextime policies, an employee must be present during “core hours.” For example, an employee might be allowed to arrive anytime between 7:00 and 10:00 a.m., and depart anytime between 3:00 and 6:00 p.m. In this example, the employee must always be present between 10:00 and 3:00 p.m., or the “core hours.”

Compressed Work Week

A compressed workweek is a scheduling system that allows employees to work a full-time schedule in fewer days. There are many variations to a compressed workweek schedule. For example, as opposed to working five 8-hour days, an employee might work four 10-hour days (commonly termed a “4/10” schedule). A bi-weekly employee might work a week of four 9-hour days and one 8-hour day, followed by a week of four 9-hour days and one day off, or an employee might work one week of five 8-hour days, followed by one week of four 10-hour days and one day off (either is commonly termed a “9/80” schedule).

Telecommuting

With the advancements in telecommunications and the Internet, working from home is becoming more and more common. Telecommuting, or teleworking, is defined as working at home or at an alternate location and communicating with the usual place of work using electronic or other means instead of physically traveling to a more distant work site. Advances in Internet security allow employees to connect to employer computer networks in a secure environment.

Job Sharing

In this situation, two employees share one full-time position, each working a part of the week. They typically split the hours, pay, holidays, and benefits between them according to how many hours they each work. They usually work out between themselves who will work which hours during the week. Some employers offer full health benefits to any employee working at least 50% of a full work schedule. Other employers classify both employees in a job-sharing arrangement as “part-time” and offer health benefits on a pro-rated basis to each. Such employees pay a greater percentage of the premium based on the number of hours the employee is scheduled to work each week. For example, an employee on a 20-hour per week schedule would receive one-half of the employer’s contribution toward the premium.

According to the Bureau of Labor Statistics, in 2004, 27 million, or 27.5% of all U.S. full-time wage and salary workers (primarily those in management or other related professional occupations), had flexible work schedules that allowed them to vary the time they began or ended work. At the same time, 14.3% of production, transportation, and material moving occupations, and 17.6% of workers in natural resources, construction, and maintenance had flexibility to vary work hours. Within the government, 28.8% of federal, 28.4% of state, and 13.7% of local full-time employees worked flexible schedules, and 28.9% of private full-time employees worked flexible schedules.

Technological advances have reinforced the development of additional options for AWA. In 2006, 45 million Americans telecommuted, up from 41 million reported in 2003, according to *WorldatWork Journal*. In 1999, 18 of *Fortune* magazine's "100 Best Companies to Work For" offered telecommuting; this number jumped to 79 in 2008. According to a nationwide survey conducted for CCH, Incorporated, a leading provider of human resources information, 53% of U.S. companies offer telecommuting programs, while over 22 million U.S. workers telecommute at least once each week.

Concerns over high gas prices and an increasing awareness of America's carbon footprint have also led to increased implementation of AWA, particularly in the past year. In a May 2008 survey conducted by executive recruiter Robert Half International, 44% of workers surveyed said they altered their commute or work arrangements due to high gas prices, with 33% of them reporting that they telecommute more frequently, and 26% reporting they are working fewer days per week. According to the CCH survey, 45% of U.S. employers offer a compressed workweek option, such as a four-day workweek. State and local governments around the country have also begun to see the advantages of the compressed workweek, with governments from Birmingham, Alabama to the State of Florida favoring four-day workweeks for many employees. Both telecommuting and compressed workweek options are expected to become increasingly popular among employers and employees as gasoline and energy prices remain elevated.

Often, management is not quick to "buy into" the concept of AWA. Support, particularly from upper level management, is crucial to success. Research further suggests that AWA must be managed properly in order to function well in any organization.

Analysis

We examined the usage of AWA by 12 employers in our region, including Baltimore County government, six other local governments, one federal agency, one state government agency, and three private companies. The other employers we surveyed were as follows: Howard County; Montgomery County; Baltimore City; Harford County; Anne Arundel County; Prince George's County; the Maryland Department of Labor, Licensing and Regulation; the U.S. Social Security Administration; ViPS, Inc.; Maricom

Systems, Inc.; and KPMG LLP. Of the 12 employers we studied, 11 (including Baltimore County), or 92%, have formal flextime policies, 10 (including Baltimore County), or 83%, have formal compressed workweek policies, 7 (not including Baltimore County), or 58%, have formal telecommuting policies, and 3 (not including Baltimore County), or 25%, have formal job-sharing policies. Appendix A to this report contains tables summarizing the AWA options offered by each of these 12 employers.

Baltimore County's current policy allows for, but does not require, the use of alternative work schedules (AWS), which consist of flextime and compressed workweeks. The County's Office of Human Resources (OHR) developed a series of guidelines and procedures pertaining to AWS in the early 1990s. Currently, AWS Guidelines and Procedures are included in the County's Personnel Policy and Procedures Manual. Under the policy, subject to the approval of the County Administrative Officer (CAO), respective department heads may approve and implement AWS upon determining that a requested AWS will not hinder the effectiveness of the work unit. The policy further states that the department should evaluate any additional costs or cost savings related to the AWS and should take steps to ensure that productivity levels are being maintained during non-traditional hours of operation and that coverage and supervision remains available in all required areas during normal business hours. The CAO or department head has the discretion to limit or rescind AWS options due to staffing needs, operational requirements, or productivity issues. The County also has a "Modified Flextime Work Schedule" policy, which allows department heads to implement flextime arrangements on a case-by-case basis.

The County's standard compressed workweek alternative for 40 hours/week employees is four 10-hour days. Other compressed work schedules for 35 hours/week employees that include 70 hours in 9 days and 70 hours in 8 days have been approved in agencies when such arrangements result in an increase in and an improvement of public services.¹ The County currently does not have an official personnel policy for telecommuting or job sharing. (However, in practice, the Office of Information Technology has adopted strict security provisions to allow for secure telecommuting for certain employees as requested by their department heads.)

OHR advised that approximately 1,000 (or 15%) out of about 6,700 full-time central government employees currently work AWS. County agencies currently offer AWS primarily to certain "essential" County employees or employees that do not work "desk" jobs. The aforementioned compressed workweek schedules were defined in a way to facilitate payroll processing and ensure compliance with FLSA. Payroll administration is more complex when employees are authorized to work schedules that do not match the schedules pre-programmed in the payroll system. We noted that the current payroll

¹ Employees of operations that require 24/7 coverage, such as public safety operations, are subject to different work schedules that meet the demands of the 24/7 operations.

system is set up to accommodate numerous compressed workweek options, including both commonly and rarely used options. Any addition to Baltimore County's AWS policy would necessitate researching how such changes would affect the technical capabilities of the current payroll system including the Online Time and Attendance (OLTA) feature.

Although Baltimore County has formal policies that allow for flextime and compressed workweeks, relatively few departments or agencies currently offer employees the opportunity to participate. As noted previously, approximately 15% of full-time central government employees work AWS. Other local employers, including government entities that presumably compete for prospective employees, offer significantly more extensive AWA options. In many cases, such employers are driven by an organization-wide directive which strongly encourages that such options be provided whenever possible.

Many of the other employers' policies we studied encouraged the use of AWA while allowing for managerial (i.e., department head or supervisor) discretion to determine which positions would be eligible for AWA. We observed that having a policy in place does not ensure increased use of AWA, however. Top-down support or pressure from organizational leadership to utilize AWA is often necessary to facilitate full implementation and optimize participation.

We were advised that Anne Arundel County is currently reviewing its AWA policy due to concerns about its effects on productivity and staffing levels. However, based on most employers' reported experience, it appears that AWA can be implemented in a manner that does not compromise service delivery.

Additionally, it appears that implementing AWA has the potential to improve service delivery by increasing productivity and extending the hours of operation. For example, if an office staff of 10 that currently serves the public during the hours 9:00 a.m. to 5:00 p.m. Monday through Friday adopts a compressed workweek, office hours could be lengthened by one to two hours on certain days of the week (e.g., 8:00 a.m. to 6:00 p.m.), assuming that a staff of fewer individuals could handle the workload of the office on other days when a portion of the staff would be scheduled off work. Providing employees with a flextime option could result in a similar increase in office hours.

A number of additional issues must be addressed in developing and implementing an AWA policy. These considerations are discussed in the sections that follow.

Logistical and Cost Considerations

In order to determine the feasibility of AWA within each department and agency of County government, logistical issues and associated costs must be taken into consideration. This study does not provide estimates of costs (or offsetting benefits, such as cost savings and improved service delivery) because such costs (and benefits) are dependent on numerous variables, such as the types of AWA options that would be offered, the number of positions that would be eligible, and the level of participation that would be achieved. However, a discussion of certain logistical issues and costs that would be associated with implementing an enhanced AWA policy follows.

As noted previously, any addition to Baltimore County's AWS policy would necessitate researching how such changes would affect the technical capabilities of the current payroll system including the Online Time and Attendance (OLTA) feature. The Office of Information Technology (OIT) noted that any new schedules' similarity or dissimilarity to the numerous AWS currently included in the programming would require "anywhere from 100 hours to 1,000 hours or more" to research and test any software program features that are sensitive to work schedules, such as OLTA.

Security issues could also present a logistical hurdle in implementing certain AWA options. The Social Security Administration, for example, advised that due to issues related to the confidentiality of data that employees must utilize to perform their job duties, telecommuting is permitted only on a very limited basis. Advances in information technology security have greatly increased the ability of most organizations to accommodate the practice of telecommuting, though.

Significant increases in participation in telecommuting programs could lead to higher information technology costs. OIT advised that it would incur additional infrastructure costs for telecommuting access if the number of users were to grow to exceed current capacity. In general, offering additional AWA options may require administrative start-up costs related to establishing procedures for requesting AWA, for approving or disapproving AWA requests, and for tracking employee participation, performance, and productivity.

Additionally, certain AWA options may be infeasible or less feasible under certain circumstances. For example, in order to ensure adequate staffing at all times for a 9-1-1 call center, scheduling must provide for sufficient "back-up" coverage ability in addition to providing sufficient "live" coverage. Provisions must be in place to ensure that should a certain number of individuals call out sick, adequate back-up coverage will be provided. The more compressed the workweek (i.e., the longer the shift), the more individuals that would be needed to staff operations in order to ensure adequate coverage, and the higher the costs. In addition, 9-1-1 center employees likely would not have the option to telecommute due to the nature of their jobs. Any use of flextime would have to be

centrally coordinated and strict arrival and departure times would be necessary. Job sharing could be possible, but if health insurance coverage were to be provided to both employees, additional costs would result.

Typically, logistical and cost considerations do not prevent an organization from adopting an AWA policy. In our research, we observed numerous organizations with policies that encourage the use of AWA while allowing for managerial (i.e., department head or supervisor) discretion to determine which positions are eligible for AWA. It is important to ensure that the reasons why a position does not qualify for AWA are consistent and clearly stated in order to minimize perceptions of inequity.

Fair Labor Standards Act Considerations

As noted, the Fair Labor Standards Act (FLSA) of 1938 established the maximum standard workweek at 40 hours. This law has implications for the implementation of AWA because employees who are covered by the FLSA and work more than 40 hours in a given week must be compensated at an overtime pay rate of at least 1.5 times the regular rate of pay. This stipulation does not apply to employees who are not covered by (or are “exempt” from) the FLSA. OHR advised that each job title is classified as “exempt” or “non-exempt” after comparing the job description to a set of guidelines. According to the U.S. Department of Labor, exemptions include the executive exemption (salaried managerial personnel with hiring/firing capabilities); administrative exemption (salaried office workers exercising independent judgment on significant matters); professional exemption (salaried employees performing work requiring advanced knowledge in a field of science or learning and requiring prolonged education); computer employee exemption (salaried or fee-based systems analyst, programmer, etc.); and highly-compensated exemption (employees performing office or non-manual work and compensated at least \$100,000 while performing the duties of exempt executive, administrative, or professional employees).

OHR further advised that it recommends to any agency electing to implement an AWS that work schedules be limited to 40 hours per week or less in order to ensure compliance with the FLSA. The State of Maryland, Department of Labor, Licensing and Regulation (DLLR) as an employer addresses the same FLSA issue in a different way – by limiting the AWS options that FLSA-covered employees may select. For example, while DLLR employees who are exempt from the FLSA may select a 2-week schedule consisting of a 45-hour week of five 9-hour days and a 35-hour week of three 9-hour days, one 8-hour day, and one day off, DLLR employees who are covered by the FLSA may not participate in this schedule. On the other hand, in its pilot program, Harford County offers one uniform compressed workweek option for all employees, regardless of an employee’s status as FLSA “exempt” or “non-exempt”: on a bi-weekly basis, each employee works four 10-hour days one week and five 8-hour days the second week.

We observed that DLLR's approach to addressing the FLSA issue results in a greater number of options for employees that are FLSA-exempt.

Collective Bargaining Agreement Considerations

As of October 15, 2008, approximately 79% of full-time County central government employees are represented by labor unions, which the County engages in annual contract negotiations prior to the start of each fiscal year. Four labor unions² represent County central government employees, excluding public safety employees (police officers and fire fighters). According to the County Code (§4-5-310), "the County administration and the exclusive representatives [of the labor unions] are mutually obligated to...negotiate in good faith with respect to wages, hours, and terms and conditions of employment." Thus, any changes to more widely implement current AWA options or to include the use of additional AWA options may affect the terms of current labor agreements, referred to as Memoranda of Understanding (MOU). The terms of the current MOU vary from union to union regarding work hours.

The current MOU³ contain specific definitions of "regular workweek," "regular workday," and, on occasion, provisions for a 4-day workweek, flextime, and AWS. If the County were to offer additional AWA options, changes to the specific terms of the MOU may be required to be consistent with the various AWA options. Further, the effect of AWA on holiday pay, leave accruals, and leave usage may also need to be considered. Appendix B summarizes specific contractual provisions that could be affected by an enhanced AWA policy.⁴

Other Considerations

When considering development of an AWA policy, it is prudent to recognize possible drawbacks of AWA and reasons for non-participation by employees. For example, compressed workweeks result in longer workdays, which can be physically and mentally draining. Increased stress can result from squeezing after-work activities into fewer remaining post-work hours. Demands on childcare can increase based on longer workdays. From a management perspective, employees may be unsupervised for greater lengths of time than under traditional work arrangements. In addition, even the most carefully crafted AWA policy cannot eliminate the possibility that employees who are ineligible for AWA will perceive that they are being treated unfairly. It is important to

² The four unions are: the Federation of Public Employees (FPE); the American Federation of State, County and Municipal Employees (AFSCME); the Federation of Public Health Nurses (FPHN); and the Deputy Sheriffs, Fraternal Order of Police Lodge #25.

³ Current MOU are in effect July 1, 2008 through June 30, 2009; however, AFSCME did not ratify a contract for FY 2009. Thus, the most recent MOU available for AFSCME and considered in effect for this report was effective July 1, 2007 through June 30, 2008.

⁴ Note: Appendix B summarizes certain contractual provisions that could be affected; however, it may not describe all provisions that could be impacted.

be aware of these possible consequences in implementing and managing AWA to ensure an organization achieves the overall purpose of boosting employee morale while not compromising productivity or service.

Conclusion

Significant enhancements to the County's existing "Alternative Work Schedules" policy are feasible. With thoughtful consideration and an associated time investment by administrative officials and department managers, additional AWA options could be implemented both fairly and in a manner that would not compromise County service delivery. Certain administrative start-up costs likely would be associated with increasing AWA participation; however, these costs could be offset by the benefits of both cost savings and improved County service delivery. In order to function well, AWA must be embraced by executive leadership and managed properly. Some AWA options may not be feasible under certain circumstances such as operations that require 24-hour/7-day service delivery.

Scope, Objective, and Methodology

Our study included assessing the feasibility of several types of alternative work arrangements – specifically, flextime, compressed workweeks, telecommuting, and job sharing. In addition, our study included consideration of the implications of the Fair Labor Standards Act, the County’s collective bargaining agreements, and the diverse operational needs and responsibilities of the various departments and agencies. Our work was conducted during the period July to October 2008. Our study did not constitute an audit conducted in accordance with generally accepted government auditing standards.

In accordance with Resolution 58-08, the purpose of our study was to assess the feasibility of implementing alternative work arrangements within departments and agencies of Baltimore County government without compromising services to County citizens in light of the potential benefits such arrangements can yield and the impact such arrangements can have on County operations.

We reviewed published studies, documents, policies, and news articles. Appendix C contains a list of the reference materials we reviewed. In addition, we contacted officials from other jurisdictions, government agencies, and private companies to obtain information related to their current policies and practices. Further, we examined the County’s collective bargaining agreements with the various labor unions representing County employees and the provisions of the federal Fair Labor Standards Act in order to determine the contractual and legal constraints surrounding policy development.

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Baltimore County	
Flextime	<ul style="list-style-type: none">• Offered• Used intermittently by agencies participating in AWS
Compressed Workweek	<ul style="list-style-type: none">• Offered (e.g., 4/10, 9/80)
Telecommuting	<ul style="list-style-type: none">• Offered informally on a limited basis
Job Sharing	<ul style="list-style-type: none">• Not offered
Other AWA Options	<ul style="list-style-type: none">• Not offered
Date Implemented	<ul style="list-style-type: none">• 1994
Status	<ul style="list-style-type: none">• Minimally utilized• OHR reported knowledge that 6 of 26 agencies participate. In those 6 agencies, 47% of eligible employees participate.• Policy under review
FLSA/Labor Agreement Issues	<ul style="list-style-type: none">• Pre-programmed CWW options were defined to facilitate payroll processing and ensure FLSA compliance• Labor agreement issues include workweek definitions, holiday pay, leave accruals, and leave usage.

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Baltimore County by Agency¹	
Permits and Development Management – Code Enforcement	<ul style="list-style-type: none"> • Does not offer Flextime • Offers an 8/70 Compressed Workweek (CWW) for 35-hour employees <ul style="list-style-type: none"> ○ 9 hours Monday through Wednesday and 8 hours on Thursday • 21 out of 33 employees participate (64%)
Health	<ul style="list-style-type: none"> • Offers Flextime • Offers a 9/80 CWW <ul style="list-style-type: none"> ○ Not offered to 35-hour employees, except for one weekend shift • 158 out of 483 employees participate (33%) <ul style="list-style-type: none"> ○ 18% in Flextime and 14% in a CWW
Recreation and Parks	<ul style="list-style-type: none"> • Does not offer Flextime • Ran a 4/10 CWW Pilot during Summer 2001 for Maintenance Crews that was canceled due to weather complications • Now considering a 4/10 CWW during Fall and Winter where 2 maintenance shops are closed on Monday, 2 on Friday <ul style="list-style-type: none"> ○ Already have Union approval as DPW – Highways currently has the same policy
Information Technology	<ul style="list-style-type: none"> • Does not offer Flextime • Offers CWW options (e.g., 4/10, 9/80) • Offers a limited telecommuting program • 8 out of 184 employees participate (4%)
Public Works – Highways	<ul style="list-style-type: none"> • Does not offer Flextime • Offers CWW options (e.g., 4/10, 9/80) • 271 out of 278 employees participate (97%)
Public Works – Solid Waste Management	<ul style="list-style-type: none"> • Does not offer Flextime • Offers CWW options (e.g., 8/70, 9/80) • 6 out of 74 employees participate (8%)
Public Works – Building and Equipment Services	<ul style="list-style-type: none"> • Does not offer Flextime • Offers a 9/80 CWW • 9 out of 16 administrative staff participate (56%)
Public Works – Traffic Engineering	<ul style="list-style-type: none"> • Does not offer Flextime • Offers CWW options (e.g., 8/70, 9/70) • 12 out of 56 employees participate (21%)
Public Works –Utilities	<ul style="list-style-type: none"> • Does not offer Flextime • Offers CWW options (e.g., 4/10, 9/80) • Also allows Sun.-Thurs. or Tues.-Sat. Workweek • 310 out of 326 employees participate (95%)
Police (Civilians Only)	<ul style="list-style-type: none"> • Does not offer Flextime • Offers CWW options (e.g., 8/70, 9/70) • 20 out of 286 employees participate (7%)

Source: Office of Human Resources

¹ Agencies included in this Appendix offer AWS according to the Office of Human Resources (OHR). Agencies excluded from this Appendix do not offer AWS according to OHR.

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Howard County	
Flextime	<ul style="list-style-type: none"> • Offered
Compressed Workweek	<ul style="list-style-type: none"> • Offered (e.g., 4/10, 9/80) • Specific examples include: <ul style="list-style-type: none"> ○ Eight 9-hour, Two 4-hour days ○ Eight 9-hour, One 8-hour day
Telecommuting	<ul style="list-style-type: none"> • Offered • An estimated 1% of approved employees telecommute.
Job Sharing	<ul style="list-style-type: none"> • Offered
Other AWA Options	<ul style="list-style-type: none"> • Not offered
Date Implemented	<ul style="list-style-type: none"> • 2006
Status	<ul style="list-style-type: none"> • Policy has been in place for 2 years; however it was minimally used until recently • In Summer 2008, County Executive requested redeployment of the policy, which saw a dramatic increase in usage • For example, OHR participation went from 7% before Summer 2008 to 57% after
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • Information unavailable

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Montgomery County	
Flextime	<ul style="list-style-type: none"> • Offered
Compressed Workweek	<ul style="list-style-type: none"> • Offered (e.g., 4/10, 9/80) • A larger implementation is planned to encourage participation
Telecommuting	<ul style="list-style-type: none"> • Offered • Telecommuting contracts are only offered to non-represented employees
Job Sharing	<ul style="list-style-type: none"> • Offered • Usage is minimal
Other AWA Options	<ul style="list-style-type: none"> • Not offered
Date Implemented	<ul style="list-style-type: none"> • 2000
Status	<ul style="list-style-type: none"> • Usage minimal • The County Executive directed that a feasibility study be completed to examine ways to encourage participation • Tracking of participation is not in place due to a lack of technology
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • FLSA/Labor Agreement Issues include limited day-off options for the 9/80 CWW (days off limited to Mondays and Fridays) • Payroll and timekeeping issues require a 4-week grace period before beginning an AWS

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Baltimore City	
Flextime	<ul style="list-style-type: none"> • No official policy; however, likely in use
Compressed Workweek	<ul style="list-style-type: none"> • Not offered
Telecommuting	<ul style="list-style-type: none"> • Information unavailable
Job Sharing	<ul style="list-style-type: none"> • Information unavailable
Other AWA Options	<ul style="list-style-type: none"> • Not offered
Date Implemented	<ul style="list-style-type: none"> • Not applicable
Status	<ul style="list-style-type: none"> • Resolution requesting administration and labor union officials to brief the Council regarding the option of instituting a 4-day workweek is scheduled for a public hearing of the Labor Subcommittee on 10/29/08 • Office of the Labor Commissioner exploring AWS with the unions; AWS being considered generally, not in specific terms • Analysis of city operations planned to determine which positions/work sites are conducive to flextime/AWS • Possible fiscal implications of implementing AWS being considered, such as modifications to payroll system and whether additional staff would be required • No official AWS policy is imminent
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • Any AWS policy would be negotiated with the unions; contracts currently stipulate the 5-day workweek • Overtime implications, if any, would need to be addressed in contracts

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Harford County	
Flextime	<ul style="list-style-type: none"> • Offered
Compressed Workweek	<ul style="list-style-type: none"> • A Pilot 9/80 is offered Four 10-hour days the 1st week, and five 8-hour days the 2nd week
Telecommuting	<ul style="list-style-type: none"> • Not offered - will be considered in future
Job Sharing	<ul style="list-style-type: none"> • Not offered - will be considered in future
Other AWA Options	<ul style="list-style-type: none"> • Not offered
Date Implemented	<ul style="list-style-type: none"> • CWW Pilot Program began 10/1/08
Status	<ul style="list-style-type: none"> • Administrative Section of Emergency Operations (30 employees) to be first participating agency • The County plans to phase-in CWW option agency-by-agency approximately every 30 days thereafter • County will begin with smaller agencies in order to work out "kinks"
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • CWW option offered does not allow employees to exceed 40 hours in one workweek. Option was selected due to County's desire to offer the same option to all employees, regardless of FLSA status (exempt or non-exempt)

Appendix A
Summary of AWA Policies and Practices
For 12 Regional Employers

Anne Arundel County	
Flextime	<ul style="list-style-type: none"> • Offered
Compressed Workweek	<ul style="list-style-type: none"> • Offered (e.g., 4/10, 9/80)
Telecommuting	<ul style="list-style-type: none"> • Offered
Job Sharing	<ul style="list-style-type: none"> • Not offered
Other AWA Options	<ul style="list-style-type: none"> • Not offered
Date Implemented	<ul style="list-style-type: none"> • Approximately 2003
Status	<ul style="list-style-type: none"> • Participation is approximately 200 to 300 employees out of 4,000 County employees (5% to 7.5%) • Policy is under review due to questions of decreased productivity and understaffing
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • Information unavailable

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Prince George's County	
Flextime	<ul style="list-style-type: none">• Offered, at discretion of unit supervisor
Compressed Workweek	<ul style="list-style-type: none">• Offered, at discretion of unit supervisor<ul style="list-style-type: none">◦ Departments that offer CWW include Public Works and the Department of Environmental Resources
Telecommuting	<ul style="list-style-type: none">• Not offered
Job Sharing	<ul style="list-style-type: none">• Not offered
Other AWA Options	<ul style="list-style-type: none">• Not offered
Date Implemented	<ul style="list-style-type: none">• Information unavailable
Status	<ul style="list-style-type: none">• No plans to implement a formal AWS policy at this time
FLSA/Labor Agreement Issues	<ul style="list-style-type: none">• Information unavailable

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

State of Maryland – Department of Labor, Licensing and Regulation (DLLR)	
Flextime	<ul style="list-style-type: none"> • Offered • 5-day week, 8-hour day with: <ul style="list-style-type: none"> ○ Flexible starting time between 7:30 and 9:00 a.m., or ○ Fixed starting time between 7:00 and 9:00 a.m.
Compressed Workweek	<ul style="list-style-type: none"> • Offered (e.g., 4/10, 9/80) • Specific examples include: <ul style="list-style-type: none"> ○ Compressed: 4/10 with fixed starting time between 7:00 and 9:00 a.m., and one fixed day off per week ○ Mixed Compressed: Fixed starting time between 7:00 and 9:00 a.m., and: <ul style="list-style-type: none"> Option 1: five 9-hour days (week 1), and three 9-hour days, one 8-hour day, and one day off (week 2); or Option 2: five 8-hour days (week 1), and four 10-hour days and one day off (week 2) ○ Alternate Mixed Compressed: Four 9-hour days, one 4-hour day, and one half day off per week. Fixed starting time between 7:00 and 9:00 a.m.
Telecommuting	<ul style="list-style-type: none"> • Offered, at discretion of unit supervisor
Job Sharing	<ul style="list-style-type: none"> • Offered, at discretion of unit supervisor
Other AWA Options	<ul style="list-style-type: none"> • Not offered
Date Implemented	<ul style="list-style-type: none"> • 1996
Status	<ul style="list-style-type: none"> • The State of Maryland has official AWS and telecommuting policies. • Participation varies among State agencies, with some agencies participating (e.g., DLLR) and some that do not • For agencies that do participate, the type(s) of AWS offered, if any, vary from job to job and unit to unit based on factors such as the nature of the job, duties, and coverage issues. The final decision is usually at the discretion of the supervisor/director
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • Non-exempt FLSA employees may not select a 9/80 option in which the normal hours worked in a given workweek would exceed 40 hours • FLSA-exempt employees are able to select an option that exceeds 40 hours in a given workweek (Option 1 of the Mixed Compressed workweek schedule)

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

Social Security Administration – Woodlawn	
Flextime	<ul style="list-style-type: none">• Offered
Compressed Workweek	<ul style="list-style-type: none">• Offered (e.g., 4/10, 9/80)
Telecommuting	<ul style="list-style-type: none">• Offered• Minimal usage for security reasons
Job Sharing	<ul style="list-style-type: none">• Not Offered
Other AWA Options	<ul style="list-style-type: none">• Not Offered
Date Implemented	<ul style="list-style-type: none">• Early 1990s
Status	<ul style="list-style-type: none">• Different groups of employees have different AWA options based on factors such as the nature of the job, duties, and coverage issues• Final decision is left up to the discretion of department heads• Some positions, advertised as “fixed shift,” are not eligible for AWA
FLSA/Labor Agreement Issues	<ul style="list-style-type: none">• Information unavailable

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

ViPS, Inc.²	
Flextime	<ul style="list-style-type: none"> • Offered
Compressed Workweek	<ul style="list-style-type: none"> • Not Offered
Telecommuting	<ul style="list-style-type: none"> • Offered, at discretion of unit supervisor
Job Sharing	<ul style="list-style-type: none"> • Not Offered
Other AWA Options	<ul style="list-style-type: none"> • Not Offered
Date Implemented	<ul style="list-style-type: none"> • Information Unavailable
Status	<ul style="list-style-type: none"> • Company is in transition stage of being adopted by a parent company • Likelihood exists for AWS in near future
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • Information unavailable

² ViPS, Inc. is a healthcare Information Technology company that provides data management, decision support, and process automation services.

Appendix A
Summary of AWA Policies and Practices
For 12 Regional Employers

Maricom Systems, Inc.³	
Flextime	<ul style="list-style-type: none"> • Offered, at discretion of unit supervisor
Compressed Workweek	<ul style="list-style-type: none"> • 4/10 and 9/80 Pilot Options Offered <ul style="list-style-type: none"> ○ 4/10 with a Monday or Friday off; or ○ Five 9-hour days the 1st week; and three 9-hour days, one 8-hour day, and one day off (Monday or Friday) the 2nd week
Telecommuting	<ul style="list-style-type: none"> • Not Offered
Job Sharing	<ul style="list-style-type: none"> • Not Offered
Other AWA Options	<ul style="list-style-type: none"> • Not Offered
Date Implemented	<ul style="list-style-type: none"> • CWW Pilot Program began 8/4/2008
Status	<ul style="list-style-type: none"> • Some minor payroll issues encountered
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • None

³ Maricom Systems, Inc. is an Information Technology company that provides data management, systems engineering, and infrastructure management services.

Appendix A

Summary of AWA Policies and Practices For 12 Regional Employers

KPMG LLP⁴	
Flextime	<ul style="list-style-type: none"> • Offered
Compressed Workweek	<ul style="list-style-type: none"> • Offered
Telecommuting	<ul style="list-style-type: none"> • Offered • Remote working options include working from home, on the road, or a client's office
Job Sharing	<ul style="list-style-type: none"> • Offered
Other AWA Options	<ul style="list-style-type: none"> • Offered <ul style="list-style-type: none"> ○ Up to 26 weeks of maternity leave offered to new mothers ○ Part-time scheduling for professionals wishing to scale back their work hours ○ Backup childcare, which allows an employee to quickly line up a substitute childcare provider
Date Implemented	<ul style="list-style-type: none"> • Information unavailable
Status	<ul style="list-style-type: none"> • Turnover decreased by 40% over 5 years (company-wide)
FLSA/Labor Agreement Issues	<ul style="list-style-type: none"> • Information unavailable

⁴ KPMG LLP is a public accounting firm that provides auditing and other consulting services.

Appendix B

Alternative Work Arrangements Baltimore County Government

Summary of Relevant Collective Bargaining Agreement Provisions

Federation of Public Employees (FPE)	
Workweek Definition	The Federation of Public Employees (FPE) Memorandum of Understanding (MOU) defines the “regular workweek” as “five (5) consecutive regular workdays in a workweek” and the “regular workday” as “seven (7) consecutive hours of work within a workday, exclusive of a one-hour unpaid meal period” and “eight (8) consecutive hours inclusive of a 30-minute meal period,” depending on employee classifications (i.e., a 35-hour or 40-hour per week employee). Additionally, the MOU includes a clause which states, “If the Administration deems it feasible, it may initiate a (4) four-day, (10) ten-hour workweek not including both a Saturday and Sunday in certain forty (40) hour classifications and operations. Before doing so, the Administration will advise the Federation of such a change...” Further, the MOU authorizes flextime “on a department-by-department basis, by mutual agreement of the Administration and Federation” and authorizes optional AWS at the discretion of the County Administrative Officer. Changes to the MOU may be needed to provide AWS options for 35-hour employees since the four 10-hour days schedule would not apply. For example, a 4-day workweek for the 35-hour employees could consist of three 9-hour days and one 8-hour day (exclusive of one-hour meal periods).
Holiday Pay	Clarifications may be needed for circumstances in which a holiday falls on an employee’s scheduled day off work and the number of hours of leave that constitute a holiday, similar to the way the County’s Personnel Policies and Procedures Manual (Sec. 8.4) addresses this issue.
Leave Accrual/ Usage	The MOU states, “Employees on such a schedule [e.g., 4/10 workweek] will earn and accrue all leaves at the rate in effect for those people not working such a schedule.” The section entitled “Earning and Usage of Personal Leave for Correctional Officers” states, “Correctional Officers will accrue one personal leave day on January 1 and the remaining personal leave days will begin accrual at the rate of ½ day per month beginning January 1, up to a maximum of six (6) annually.” Clarification of the definition of “day” may be needed because employees in an AWS may have days of varying lengths (8, 9, or 10 hours, for example). The definition of “day” may also need to be addressed in various other sections pertaining to vacation, military, and bereavement leave as well as accrual of unused sick leave for credit toward retirement, similar to the way the County’s Personnel Policies and Procedures Manual (Sec. 8.4) addresses these issues.

Appendix B

Alternative Work Arrangements Baltimore County Government

Summary of Relevant Collective Bargaining Agreement Provisions

American Federation of State, County and Municipal Employees (AFSCME)	
Workweek Definition	The County's MOU with the American Federation of State, County and Municipal Employees (AFSCME) defines the "workweek" as "five (5) consecutive workdays, Monday through Friday, except for employees in continuous operations and employees assigned to the Bureau of Solid Waste Management" and the "normal workday" as "a maximum of eight (8) consecutive hours including a paid thirty (30) minute lunch period." The MOU stipulates that "any change in the workweek schedule will be subject to negotiations with the union;" however, the MOU also provides that the Administration may "initiate a four (4) day, ten (10) hour workweek in certain classifications and operations" for a minimum of seven months as long as the Administration advises the Union in advance of the change in schedule. The AFSCME MOU does not contain provisions for flextime or any variation of AWS other than the 4/10 workweek; thus, the MOU may need to be revised to accommodate any other proposed AWS options.
Holiday Pay	Clarifications may be needed for circumstances in which a holiday falls on an employee's scheduled day off work and the number of hours of leave that constitute a holiday, similar to the way the County's Personnel Policies and Procedures Manual (Sec. 8.4) addresses this issue.
Leave Accrual/ Usage	The MOU stipulates that "employees on a four (4) day, ten (10) hour workweek schedule earn and accrue all leaves at the rate in effect for those employees working a five (5) day, eight (8) hour workweek." Clarification of the definition of "day" may be needed in several sections of the MOU for other AWA options (e.g., 9/80), similar to the way the County's Personnel Policies and Procedures Manual (Sec. 8.4) addresses these issues.

Appendix B

Alternative Work Arrangements Baltimore County Government

Summary of Relevant Collective Bargaining Agreement Provisions

Federation of Public Health Nurses (FPHN)	
Workweek Definition	<p>The County's MOU with the Federation of Public Health Nurses (FPHN) defines a regular workweek as "five regular workdays," with each workday consisting of 7 hours of work, plus an unpaid meal period (i.e., 35 hours per week). The MOU states that the County Administrative Officer may authorize AWS on an optional basis. Changes to the MOU may be needed to provide AWS options for 35-hour employees such as a 4/35 or 9/70 schedule. The 4/35 schedule could consist of three 9-hour days and one 8-hour day (exclusive of one-hour meal periods). In addition, the Administration and employee may enter into a flextime agreement. For example, the flexible schedule could include a start time ranging from 7:30 a.m. to 9:00 a.m. and a flexible end time of 3:30 to 5:30 p.m. Thus, changes to the MOU may be necessary for other flextime options.</p> <p>The MOU states, "Compensatory time off or payment...will be granted for all hours worked in excess of thirty-five (35) in a workweek." Changes to this provision may be required to accommodate various AWA options that may exceed 35 hours in one of the two weeks in the bi-weekly pay period.</p>
Holiday Pay	<p>The MOU states, "If a holiday falls on an employee's scheduled day off, the holiday shall be observed on a scheduled workday...." However, clarification may be needed for the number of hours of leave that constitute a holiday, similar to the way the County's Personnel Policies and Procedures Manual (Sec. 8.4) addresses this issue.</p>
Leave Accrual/ Usage	<p>Clarification of the definition of "day" may be needed in several sections of the MOU because employees in an AWS may have days of varying lengths (e.g., 8, 9, or 10 hours). For example, the definition of "day" is pertinent to the usage of and eligibility for vacation and sick time; bereavement leave; military leave; and accrual of unused sick leave for credit toward retirement, similar to the way the County's Personnel Policies and Procedures Manual (Sec. 8.4) addresses these issues.</p>

Appendix B

Alternative Work Arrangements Baltimore County Government

Summary of Relevant Collective Bargaining Agreement Provisions

Deputy Sheriffs, Fraternal Order of Police Lodge #25	
Workweek Definition	The MOU between the County and the Deputy Sheriffs, Fraternal Order of Police Lodge #25 (FOP) defines a “regular workday” as “eight (8) consecutive hours of work within a workday, inclusive of a one-half hour paid meal period” and defines a “regular workweek” as “five (5) consecutive regular workdays.” The MOU also provides for flextime to be established “...by mutual agreement of the Administration and the FOP.” The MOU also states that the County Administrative Officer may authorize AWS on an optional basis.
Holiday Pay	Clarifications may be needed for circumstances in which a holiday falls on an employee’s scheduled day off work and the number of hours of leave that constitute a holiday, similar to the way the County’s Personnel Policies and Procedures Manual (Sec. 8.4) addresses this issue.
Leave Accrual/ Usage	Clarification of the definition of “day” may be needed in several sections of the MOU because employees in an AWS may have days of varying lengths (e.g., 8, 9, or 10 hours). The definition of “day” is pertinent to, for example, holiday, vacation, and sick leave eligibility; usage of vacation time on a day of early closing; bereavement leave; and military leave, similar to the way the County’s Personnel Policies and Procedures Manual (Sec. 8.4) addresses these issues.

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Appendix C

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