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Policy Implementation Guideline: Staggered Hours

POLICIES AND EXPECTATIONS GUIDELINES

I. Staggered Hours Policies

The table below outlines policies that the organisation needs to consider when implementing staggered hours. The policies can be amended according to organisation needs.

Policy	Description

General	• Existing organisation policies and guidelines must still be obliged by staggered hours employees
	• Staggered hours arrangement can be suspended or terminated if:
	  ○ it does not comply with business needs
	  ○ it affects the employee's work performance

Definition	• Vary the start and end working hours in a manner that works best for employees, fulfilling the core working hours within a work-day (e.g. 8 hours) • There is a typical timeframe during which all employees must be present at work (e.g. 10am – 4pm)
Eligibility	• All full-time, part-time and shift work employees • Example: shifts for full-time nurses can be staggered so that their start and end working hours can vary; however they must complete the required shift hours in a day)
Application and approval	• Employees can apply for the arrangement using the **Staggered Hours Arrangement Proposal Form** (refer to Appendix 1) • The process for approval of the staggered hours application is outlined in the **Staggered Hours Arrangement Application and Approval Process** (refer to Appendix 2) • All proposal forms will be processed and stored away for future reviews as and when there is a need to amend or terminate the staggered hours arrangement (refer to Appendix 3 for **Staggered Hours Arrangement Proposal Storage System**)

Work hours arrangement	• Clear work hours arrangement policies need to be established to facilitate effective collaboration between staggered hours employees, non-staggered hours employees and supervisors. Organisations can introduce:
	  1. A formal method of logging hours (e.g. Clockwise software, Excel timesheet, punch cards, etc.), subjected to the approval of employee's immediate supervisor
	  2. Time-related policies to address matters such as work start and end times to avoid any confusion and issues concerning work scheduling (refer to **Work Hours Arrangement Plan**)

Compensation and benefits	• Staggered hours employees' salary, compensation, increment and benefits do not differ from standard full-time employees • Employers are not allowed to discriminate against staggered hours employees by means of disallowing increment, benefits, bonuses and other forms of professional partiality
Performance management	• Employers should set clear KPIs and objectives for staggered hours employees measured by output regardless of work start and end times • Employers are not allowed to discriminate against staggered hours

Policy	Description
	employees by means of disallowing them career advancement, bonuses and other forms of professional partiality

II. Staggered Hours Expectations

The following are key expectations of supervisors and employees in a staggered hours arrangement:

Category	Expectation
Supervisors	- Ensure employee compliance to staggered hours policies and arrangement - Give prior notice to staggered hours employees should the need for them to be in the office outside core hour bands arise - Periodically assess feasibility of staggered hours arrangement - Provide support in addressing challenges and issues faced by staggered hours employees
Staggered hours employees	- Adhere to scheduled working hours and ensure that logging of working hours are accurate - Remain accountable for delivering deliverables of quality - Remain flexible in making themselves available for work duties outside of core hour band if required

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WORK HOURS ARRANGEMENT PLAN

This guideline outlines the time policies that can be implemented in your organisation to facilitate efficient work hours arrangement for staggered hours employees, non-staggered hours employees and supervisors.

The work hours arrangement system, definitions and organisation actions are broken down in detail in the table below. **It is essential that these concepts are incorporated into the policies and guidelines** to ensure the effectiveness of the staggered hours working arrangement.

Work Hours Policy	Definition	Organisation Action
Bandwidth	• Earliest and latest time a staggered hours employee is permitted to start and end work on a weekday • A typical bandwidth is from 7.00a.m. to 8.00p.m	• Determine earliest time that a staggered hours employee is permitted to enter workplace • Determine latest time that a staggered hours employee is permitted to leave workplace

Core hour bands	• Hours where it is compulsory for staggered hours employees to be in the office
	• Core hour bands are established in order to ensure sufficient staff coverage during peak periods on a business day, facilitate department meetings, and other operational matters
	• An example of core hour bands would be:
	   o 10.00a.m. – 12.00p.m.
	   o 2.00p.m. – 4.00p.m.
		• Establish core hour bands where employees are most needed in the workplace
		• Adjust core hour bands according to organisation needs

Staggered hour bands	• Hours outside of core hour bands but within bandwidth
	• Given that core hour bands and bandwidths are established, employees must choose from one of the staggered hour bands determined
	• Example of staggered hour bands:
	   o 7.30a.m. – 4.30p.m.
	   o 8.00a.m. – 5.00p.m.
	   o 8.30a.m. – 5.30p.m.
	   o 9.00a.m. – 6.00p.m.
	   o 9.30a.m. – 6.30p.m.
		• Establish staggered hour bands where employees have autonomy to choose working schedule
		• Adjust staggered hour bands according to organisation needs

ISSUES AND MITIGATION ACTIONS

In implementing staggered hours, organisations should take into consideration the following list of issues and corresponding mitigation actions that could potentially be a barrier to effective implementation.

Category	Issue	Mitigation Action
Organisational	Management resistance	• Develop business case analysis to justify value and return of staggered hours • Develop communication and reference materials to create awareness and educate stakeholders on staggered hours and its benefits • Pilot staggered hours arrangement with suitable job functions and top talents for a specific period of time to assess feasibility and demonstrate quick-wins to management
Operational	Reduced productivity levels	• Establish clear KPIs to ensure measurable performance outputs can be achieved independent of work start and end times • Ensure supervisors are adequately trained to manage employees on a staggered hours arrangement
	Non-compliance or abuse of staggered hours policies	• Communicate clearly and obtain consent on terms and agreements of staggered hours from employees utilising this work arrangement • Enforce disciplinary action if policies are breached
	Insufficient staff coverage	• Revise core hour bands to ensure sufficient staff coverage to meet business needs • Ensure frequent communication between employee and supervisor to establish work schedules
	Inconsistent knowledge and understanding of work hours arrangement system	• Develop efficient time-logging methods • Communicate clear work hours arrangement policies, work schedules and guidelines to supervisors and employees
Social	Unconscious bias and perception of staggered hours employees as less committed to their work	• Conduct trainings for supervisors to create awareness of and address any unconscious bias against staggered hours employees • Communicate the implementation of staggered hours, its objectives, benefits, what it is and what it is not • Enforce anti-discriminatory policy to prevent discrimination of staggered hours in terms of compensation and performance management
	Exclusion from organisation events	• Ensure frequent communication and inclusion of staggered hours employees in the organisation's social events • Conduct department meetings and business discussions during core hour bands when all staff are present

	Non-staggered hours employees' dissatisfaction	• Ensure clear employee value proposition is available for employees who are not eligible for staggered hours due to the nature of their jobs

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APPENDIX 1 – STAGGERED HOURS WORK ARRANGEMENT PROPOSAL FORM

This form is used for the purposes of requesting, reviewing and modifying staggered hours work arrangement.

To be filled by the employee:

Employee Name	: _____
Job Title	: _____
Employee ID	: _____
Employee Email	: _____
Department	: _____
Supervisor's Name	: _____
Supervisor's Email	: _____
Proposed Start Date	: _____

Please indicate your preferred staggered hours band below. The selected option will be established as your daily working schedule under this work arrangement.

Staggered Hours Band	Preferred Staggered Hours Band (Tick ONE Option)
7.30a.m. – 4.30p.m.	
8.00a.m. – 5.00p.m.	
8.30a.m. – 5.30p.m.	
9.00a.m. – 6.00p.m.	
9.30a.m. – 6.30p.m.	

Please answer the following question succinctly:

What is/ are the reason(s) for you choosing the staggered hours arrangement?

To be filled by the supervisor:

Staggered hours work arrangement for _____ is
[ ] Approved
[ ] Rejected

If approved, the employee will be able to start their staggered hours arrangement at the proposed date of _____.

If rejected, state the reasoning as to why the employee is not eligible for the staggered hours arrangement:

☐I understand that the approval of staggered hours arrangement does not amend my employment contract.

☐I understand that the staggered hours arrangement is subjected to the discretion of my supervisor and head of department and may be suspended and terminated depending on business needs.
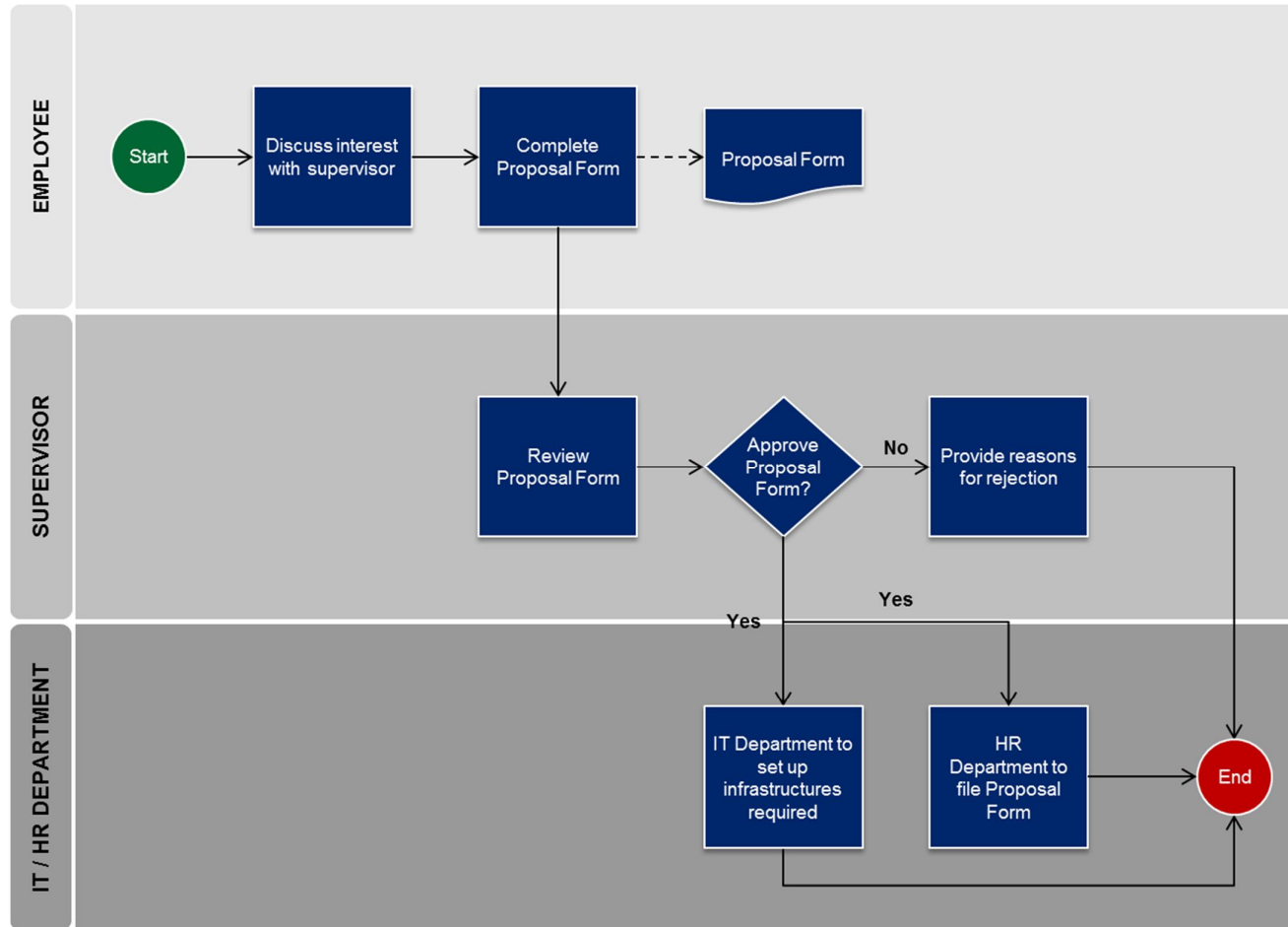
Employee Signature   : _____

Supervisor Signature   : _____

Document Date   : _____

APPENDIX 2 – STAGGERED HOURS ARRANGEMENT APPLICATION AND APPROVAL PROCESS

The following process is to be used in facilitating the application and approval process for a staggered hours arrangement in the organisation.

APPENDIX 3 – STAGGERED HOURS ARRANGEMENT PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the Staggered Hours Arrangement Proposal Form, depending on the resources available in each organisation.

a) Storage of online forms in an online repository
   1. Integrate HR webpage dedicated to the staggered hours arrangement application procedures
   2. Completion of Staggered Hours Arrangement Proposal Form by employees online
   3. Approval or rejection of Staggered Hours Arrangement Proposal form by employers online
   4. Storage of processed Staggered Hours Arrangement Proposal Forms in the back-end repository for future views

b) Storage of manual forms in a document filing system
   1. Completion of Staggered Hours Arrangement Proposal Form by employees in hardcopy
   2. Approval or rejection of Staggered Hours Arrangement Proposal form by employers in hardcopy
   3. Storage of processed Staggered Hours Arrangement Proposal Forms in document filing system