




Human Resources Policies and Procedures

Policy Title:	Flexible Work Arrangements Policy	Policy Number:	3.20
Effective:	December 11, 2025		
	This policy, together with HR-3.19 Hybrid/Telework Policy, replaces and supersedes the former HR-3.18 Telecommuting and Flexible Work Arrangements Policy.		
Approval:		Page	1 of 9

1.0 Scope

- | | |
|--|---|
| <input checked="" type="checkbox"/> Full-time | <input checked="" type="checkbox"/> Part-time |
| <input checked="" type="checkbox"/> Temporary/Contract | <input checked="" type="checkbox"/> Non-Union |
| <input checked="" type="checkbox"/> Union | <input type="checkbox"/> Independent Contractors |
| <input type="checkbox"/> Visitors, Vendors, Volunteers | <input type="checkbox"/> Board and Commission Members |

Employees who are covered under the provisions of a collective bargaining agreement will follow the standards as contained in their respective contracts if this policy conflicts with the language in the contract.

2.0 Purpose

The purpose of this policy is to provide employees and supervisors with a framework for Flexible Work Arrangements, which include both flextime and alternative work schedules. Flextime allows employees to adjust their daily start and end times within established limits, while Alternative Work Schedules provide a recurring, non-traditional schedule such as a compressed workweek. These arrangements support work-life balance, operational flexibility, and recruitment and retention efforts, while ensuring service levels remain consistent across the City.

2.1 The City maintains two separate but related flexible work policies:

Flexible Work Arrangements Policy (HR-3.20):

- Addresses when you work (alternative schedules, compressed work weeks, adjusted hours).
- Examples: Four 10-hour days, 7 am – 4 pm instead of 8am – 5 pm, etc.
- Work location remains at primary City worksite unless combined with hybrid/telework

Hybrid/Telework Policy (HR-3.19):

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- Addresses WHERE you work (remote location vs onsite)
- May be combined with standard or flexible schedule
- Example: Working from home two days per week

- 2.2** Employees may request both flexible scheduling AND hybrid/telework. Combined arrangements require:
- Separate agreements for each policy
 - Supervisory approval
 - Careful consideration for operational feasibility

3.0 Definitions

3.1 Alternative Work Schedule

A fixed, recurring work schedule that differs from the traditional Monday–Friday, 8-hour-per-day schedule. Examples include compressed workweeks such as a 4×10 schedule, 9/80 schedule, or other recurring nonstandard patterns approved by management.

3.2 Core Hours

Prescribed times of day when all available employees must be in work status in their units; core hours may or may not be required in a specific unit, depending upon the nature of the work performed or the level of service to be maintained.

3.3 Flextime

A scheduling option that allows an employee to vary their daily start and end times within established limits, with prior supervisory approval. Flextime does not change the total number of hours worked per day or week and does not create a recurring compressed schedule.

3.4 Primary Work Schedule

The employee's standard, recurring work hours established by the Service Area (e.g., 8:00 a.m. to 5:00 p.m.), unless otherwise modified through an approved Alternative Work Schedule or Flextime Arrangement.

3.5 Flexible Work Arrangement

A City-approved scheduling option that changes an employee's standard work hours or work pattern. Flexible Work Arrangements include Flextime (adjusted daily start and end times) and Alternative Work Schedules (AWS) (recurring, nonstandard schedules such as a compressed workweek). These arrangements require supervisory approval and must maintain service levels, operational coverage, and compliance with all City policies and applicable collective bargaining agreements.

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3.6 Flexible Work Arrangement Agreement

The approved document that outlines the understanding between the City and employee regarding the flexible work arrangement. This agreement will clearly define the expectations for communication, availability, and performance under the flexible arrangement.

Flexible Work Arrangements include both flextime and alternative work schedules. References to “flexible schedules” or “flex work” in this policy are intended to encompass both types of arrangements unless specifically stated otherwise. Flextime refers to flexible daily start/end times, while alternative work schedules refer to recurring non-traditional work patterns.

4.0 Policy

4.1 General Policy Statement

It is the policy of the City of Ann Arbor to permit employees, when operationally feasible, to utilize Flexible Work Arrangements, including Flextime and Alternative Work Schedules (AWS), to support work–life balance, maintain service levels, and accommodate employee and business needs. Participation in a Flexible Work Arrangement requires supervisory approval and must not compromise operational coverage, customer service, or team collaboration.

4.2 Approval and Documentation Requirements

Employees approved for a Flexible Work Arrangement must complete a Flexible Work Arrangement Agreement, which will document the type of arrangement (Flextime or AWS), the approved work schedule, the frequency of the arrangement, and any related expectations. Flexible Work Arrangements will be reviewed at least annually to ensure they remain operationally appropriate and beneficial to both the Service Unit and the employee.

4.3 Limitations, Exclusions, and Management Discretion

Flexible Work Arrangements are not available for positions where work schedules are bid in accordance with a collective bargaining agreement, unless specifically permitted under that agreement. Established shift bidding procedures, seniority rights, and operational requirements outlined in applicable CBAs must be followed.

4.4 Employee Expectations Under Flexible Work Arrangements

Employees working under an approved Flexible Work Arrangement are expected to:

- Be available during their approved work schedule;

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- Provide satisfactory work product and maintain performance expectations;
- Accurately record all hours worked on their timesheet;
- Take breaks and meal periods as required by City policy, applicable law, and collective bargaining agreements;
- Maintain reliable attendance and notify their Supervisor of unexpected absences;
- Obtain prior approval before working any overtime, including reporting onsite outside of scheduled hours, if non-exempt;
- Maintain regular communication with their Supervisor and team members;
- Acknowledge receipt of and respond to work-related communications in a manner consistent with the City's Customer Service Standards.

Flexible Work Arrangements must not interfere with the City's mission, goals, and service levels. The success of these arrangements depends on open communication, mutual trust, and the shared responsibility of employees and supervisors to ensure work is completed effectively and reliably.

4.5 Pay, Benefits, and Employment Status

Salary, benefits, and employment status remain unchanged under an approved Flexible Work Arrangement. Flexible Work Arrangements do not alter an employee's classification, compensation, or eligibility for benefits, and the employee's conditions of employment remain the same as under their standard work schedule.

4.6 Relationship to Other Policies

Flexible Work Arrangements modify work schedules only; they do not authorize remote work or telework. Remote work is governed exclusively by the Hybrid/Telework Policy. Flexible Work Arrangements are not appropriate for all positions or operational environments. Management may deny, modify, or discontinue a Flexible Work Arrangement based on legitimate business needs, operational requirements, performance concerns, or service levels. Arrangements may be ended on an individual or service-unit basis with appropriate notice.

This policy does not supersede or limit employees' rights to reasonable accommodations under the Americans with Disabilities Act (ADA) or applicable state law. Employees requesting schedule modifications as reasonable accommodation should contact the Human Resources Benefits Team to initiate the interactive process.

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5.0 Responsibility

5.1 Supervisor Responsibilities

Supervisors will be responsible for the consistent administration of this policy. Work product of employees should be reviewed regularly (i.e. weekly, bi-weekly one-on-one meetings with the employee and Supervisor) to ensure expectations are being met.

5.2 Employee Responsibilities

It is the responsibility of each employee to follow this policy. Employees participating, or wishing to participate in flextime shall:

- A.) Obtain advance approval of alternate work schedule from their supervisor and enter into a Flexible Work Arrangement Agreement with the City;
- B.) Be able to meet all workload requirements and attend all scheduled meetings while working an alternate work schedule;
- C.) Submit a timesheet, when required, and accurately indicate exact hours worked each day;
- D.) Comply with all City policies, as well as State and Federal laws as they relate to this policy;

5.3 Management Responsibilities

Supervisors, Managers and Service Area Administrators responsible for administering flextime shall:

- A.) Ensure compliance with all City policies, as well as State and Federal laws, as they relate to this policy;
- B.) Approve only the hours in which work is available, or when it is possible to perform the duties of the job;
- C.) Determine the staffing and workload requirements and, if necessary, designate a minimum number of people to be available during core hours;
- D.) Ensure staffing levels are always adequate to ensure quality customer service, effective communication and the proper discharge of day-to-day functions and responsibilities;
- E.) Ensure flexible arrangements conform to City policy and collective bargaining agreements;

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5.4 Human Resources Responsibilities

Human Resources shall:

- A.) Ensure compliance with all City policies, as well as State and Federal laws, as they relate to this policy;
- B.) Provide guidance on the application of the Flextime policy and procedures;
- C.) Human Resources shall conduct periodic reviews of Flexible Work Arrangement approvals and denials across service areas to identify patterns and ensure equitable application of eligibility criteria;

6.0 Eligibility

6.1 No Entitlement to Flextime

Flextime is not an employee benefit; therefore, no City of Ann Arbor employee is entitled to or guaranteed the opportunity to use flextime. It is understood that flextime is not possible for all positions equally. Performance expectations are defined by the employee's supervisor in accordance with City policies, departmental standards, and the employee's job description, and must be communicated to the employee. Eligibility for Flextime will be determined based on the following criteria:

- The employee's job duties must be suitable for a flexible work arrangement without negatively impacting service levels or team collaboration;
- The employee must meet established performance expectations set by their supervisor in accordance with City policies and departmental standards and must not have any active disciplinary actions or performance improvement plans related to attendance, dependability, or job performance;
- Successful completion of any probationary or evaluation period, unless otherwise approved by Human Resources.

6.2 ADA and Reasonable Accommodation

Eligibility criteria do not limit the City's obligation to provide reasonable accommodations to qualified employees with disabilities under applicable law. Performance and attendance requirements for Flexible Work Arrangement eligibility do not affect the City's obligation to engage in the interactive process for reasonable accommodations under the ADA. Employees requiring accommodations should contact HR Benefits regardless of performance or probationary status.

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7.0 Procedures

7.1 Request and Approval Process

Employees interested in requesting a flexible work arrangement must submit a request to their supervisor, utilizing the Flexible Work Arrangement Agreement form on SharePoint.

All Flexible Work Arrangement requests must follow the established approval workflow, which requires review by the employee's supervisor and approval by both the Unit Manager and Service Area Administrator.

7.2 Management-Initiated Schedule Changes

The flextime schedules may be requested by the employee or by the City. This arrangement does not nullify management's right to change official employee work schedules to meet the needs of the City, in a manner consistent with applicable provisions of City policies, collective bargaining agreements, or State or Federal laws.

Prior to approval, the supervisor will review the employee's request and discuss any benefits or operational concerns with the employee. Following this review, the request must be submitted to the Unit Manager and Service Area Administrator for review. Flexible Work Arrangements are considered approved once the supervisor has signed and the Unit Manager and Service Area Administrator have completed their review without objection, as documented on the Flexible Work Arrangement Agreement.

7.3 Denials and Appeals

Employees whose requests for a Flexible Work Arrangement are denied may request reconsideration by submitting a written appeal to Human Resources within ten (10) business days of notification. Human Resources will review the appeal and may meet with the employee to discuss their request before coordinating with the employee's manager and Service Area Administrator to ensure the decision aligns with City policy and operational needs. The outcome of the review will be communicated in writing to the employee.

Successful flextime implementation relies heavily on the cooperation and mutual trust among all staff, supervisors, and management.

7.4 Scheduling Standards

The standard alternate work schedule for exempt employees is eighty (80) hours per two-week pay period, not including a lunch period each day. The standard alternate work schedule for non-exempt employees is forty (40) hours per week, not including a lunch period each day. Employees' work schedules may begin earlier or later than normal

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operating hours, may extend beyond the normal operating hours and/or include weekend hours.

7.5 Overtime, Breaks, and Compliance

Rest/break periods may not be used as part of the alternate work schedule, as rest/break periods are standard work time, and employees are in pay status during rest/break periods. Employees are required to take meal and rest breaks in accordance with City policy and applicable collective bargaining agreements, regardless of their flexible schedule.

An alternative work schedule shall not allow for regular workdays in excess of ten (10) hours per day, except as provided for by special written agreements through Human Resources Services. Such agreements may be considered for unique operational needs or projects and will require review and approval by the Service Area Administrator and Human Resources.

Flextime is always straight-time, hour for hour; employees may not schedule compensable overtime. All flextime arrangements must conform to the overtime, record keeping, and meal break provisions of the Fair Labor Standards Act (FLSA) and the State of Michigan labor laws. No alternate work schedules for non-exempt employees will be approved, requiring more than forty (40) hours of actual work in a workweek, unless pre-approved in advance by their supervisor and Human Resources, as outlined in City overtime policies. Flexible work arrangements are not intended to create automatic overtime.

7.6 Operational Discretion

Due to the varying staffing requirements and operational needs of each service unit, it is not practicable to specify scheduling requirements under this policy. It is considered appropriate to leave these matters at the discretion of management of the operations.

7.7 Holidays and Leave Usage

The use of leave time, except holidays, will be based on the work schedule. Holiday time will be handled as follows in accordance with HR Policy 4.2 and/or the employee's Collective Bargaining Agreement.

For employees on a flexible work schedule not mandated by the City, holiday pay will be eight (8) hours. If a holiday falls on an employee's regularly scheduled day off due to an approved alternative work schedule, the employee is entitled to holiday benefit pay in accordance with the City Policy.

For non-exempt employees working a flexible schedule not mandated by the City, on a week with a holiday, their work schedule should typically

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be adjusted to ensure they do not exceed 40 total hours, including the 8 hours of holiday pay. Alternatively, an employee may choose to use accrued benefit leave time to supplement the 8 hours of holiday pay to equal their regularly scheduled workday. Any such schedule adjustment must comply with the established ten (10)-hour daily limit unless a written agreement has been approved through Human Resources.

Service areas may adjust employee work schedules during weeks that include a City holiday to maintain a standard forty (40)-hour workweek and prevent unintentional overtime. When operationally feasible, supervisors may authorize an alternate day off within the same workweek to balance hours if a holiday falls on a non-workday or when a flexible schedule would otherwise result in more than forty (40) compensated hours. All such adjustments should be communicated and approved in advance.

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