A5 FLEXITIME SCHEME
(See also PART B section below)

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1. Scope of the Scheme
The Wiltshire Constabulary operates a flexitime scheme for its police staff. All posts are included in the scheme, with the following exceptions:

   1. staff in receipt of an unsocial hours payment
   2. staff who work a specific pattern which does not attract an unsocial hours payment but demands that they attend at specific times
   3. any post formally excluded at the request of the Divisional Commander / Departmental Head

Any member of staff whose post is included in the scheme will have this specified within their Statement of Particulars. Inclusion in the scheme does not prevent any member of staff being required to work outside the flexitime scheme to meet an exceptional organisational demand.

2. Parameters of the Scheme
The scheme allows flexibility in the times that the member of staff attends work, with flexible bands at the start, middle and end of the working day. There are specified 'core hours' during which the member of staff MUST be at work (unless on some form of authorised absence). The full details of the scheme may be found in Section B2 of this Handbook

3. Exclusions from the Scheme
Management reserve the right to exclude an individual from the scheme, either temporarily or permanently, where they have reason to believe that the individual is abusing the scheme or failing to act within the spirit of the scheme. This includes failing or refusing to meet a reasonable and approved requirement to work outside flexitime when required to meet an exceptional organisational demand.
2. Principles of the Scheme

The Flexitime scheme is designed to allow the contractual hours of work provided by the employee to normally be worked at times more appropriately suited to both the employee and management. It aims to avoid management spending supervisory time on issues of lateness, unavoidable delays or requests to work longer hours than normal. It also aims to provide staff with a means of arranging their time to better meet both work and domestic commitments.

The spirit of the scheme is to allow the needs of the workplace to be effectively met, whilst offering this additional flexibility to both staff and managers. It is not designed as an opportunity for staff to maximise time off or as a means of boosting annual leave entitlements.

Whilst offering flexibility in fulfilling the contracted hours per week, the scheme does not invalidate management’s requirements to ensure that a satisfactory level of service is maintained and should the need arise, the right to arrange for staff to work specific hours.

Staff who normally work flexitime can be required to work outside their normal hours and days to meet an exceptional organisational demand. They will be expected to meet such a requirement unless there are significant reasons why they are unable to do so. Such requirements of staff will not be made unreasonably and will be endorsed as necessary and appropriate by a Divisional / Departmental Commander to meet an exceptional organisational demand.
2. Parameters of the Scheme

1. The earliest and latest permissible working hours define the MAXIMUM BANDWIDTH. This is:
2. 0730 hours to 1830 hours, Monday to Friday.

4. The hours that must be worked by all staff within the scheme are the CORE HOURS. These are:

6. 1000 hours to 1200 hours and
7. 1400 hours to 1600 hours.

8. A lunch break MUST be taken of a minimum of 30 minutes, and a maximum of two hours, at some period within 1200 and 1400.

9. It therefore follows that the FLEXIBLE BANDS i.e.: the time within which the employee and manager may agree some flexibility, is between:

11. 0730 hours and 1000 and
12. 1600 and 1830 hours.

Weekly Average Hours

Every employee is still required to work, on average, their contracted weekly hours (most commonly 37 hours for full time staff). The scheme is designed to cater for weeks when hours over and above these hours will need to be worked, due to high demand. It also recognises that there may be periods of lower demand, where less hours will be required from the employee. These periods of lower and higher demand will normally balance out over an extended period, such that the average target hours per week will be achieved.
Settlement Period
(For ease of reference, the following section refers only to a full time (37 hours per week) member of staff, as this is the most commonly occurring pattern. For part time staff, the Human Resources Department should be approached to establish their particular figures.)

1. The scheme works on a settlement period of 4 weeks. A standard month is defined as 148 hours (37 X 4).

2. Whilst each period should be self-balancing, there is the facility to carry over into the next period a 'debit' or 'credit' of a maximum of 11 hours (i.e.: a day and a half).

3. This means that by the end of the settlement period, the number of hours worked should be between 137 and 159 (148 - 11 or 148 + 11).

4. The management of credit hours within the flexible bands is the responsibility of the employee, subject to the needs of the workplace and is normally therefore done in consultation with the supervisor. However, if an employee wishes to use credit hours to take time off DURING CORE TIME, permission must first be obtained from the supervisor and at least two days notice must be given. Permission will always be subject to the needs of the workplace.

5. In this respect:
   - a half day = 3 hours, 42 minutes
   - a full day = 7 hours, 24 minutes
   - a morning off finishes at 1330 at the latest
   - an afternoon off starts at 1230 at the earliest

Absence
1. Absence from the workplace due to annual or other leave, training courses or approved duty, will be credited as a standard day (7 hours, 24 minutes).

2. If an employee leaves the workplace due to sickness during the day, the day will be credited as a standard day (7 hours, 24 minutes). However, the absence should be recorded by the manager, so persistent problems may be identified.
Recording

1. A manual method of recording is used. A time record sheet (form 426) should be completed by each employee within the scheme, recording hours worked, absences etc. and calculating the credit/debit position if appropriate.

2. For ease of calculation, the time should be recorded to the previous five minutes (e.g.: arrive 0839 - record 0835; depart 1626 - record 1625).

3. The responsibility of a supervisor is to check that the trust element of the scheme is not being abused and that individuals are being honest in the times they record. At the end of the 4 week period, the section/departmental supervisor must sign the document to verify its accuracy and to acknowledge approval. If the supervisor disagrees with the contents of the sheet, this should be discussed with the member of staff and the time sheet adjusted accordingly if appropriate.

4. These recording sheets are NOT used in the calculation of pay.

5. The supervisor of each section should retain these record sheets for each staff member for a period of 12 months.

Termination of Employment

In order to avoid unnecessary administration, any member of staff working out a period of notice before leaving the organisation should not allow their hours to go into debit or credit.

Discipline and Grievance

This scheme is designed to allow additional flexibility to both the organisation and the employees, to their mutual benefit. Failure to act within the rules and spirit of the scheme may become grounds for disciplinary or grievance actions. (See also 2.10.3 below).
Exclusions from the Scheme

1. It is intended that as many working situations as possible should benefit from the advantages of this scheme. However, it is recognised that there are some areas where it cannot reasonably be applied. For this reason, the following groups of staff have had to be excluded from the scheme:

- staff in receipt of an unsocial hours payment;
- staff who work a specific pattern which does not attract a shift allowance but demands that they must attend at specified times.

2. These are the only formal exclusions but a manager who feels a specific post or posts should be formally excluded, should contact the Human Resources Department.

3. All other staff, including part time workers, are included in the scheme. Managers are encouraged to consider the benefits to the service of a degree of flexibility and to only exclude posts where there are no benefits accruing to either the organisation or the employee.

Management Prerogative

1. It is every manager’s primary responsibility to ensure that their department’s role is accomplished. This Flexitime scheme can help to achieve this, if managed well. Minimum staffing levels should be set for a section or department and start and finish times agreed. The staff members may be able to agree amongst themselves who does the ‘early’ days and who does the ‘lates’, if a manager is extending the level of service provided by the department, by utilising the bands of this scheme. It is critical that this scheme is not mismanaged in such a way that the standards and performance of the department are allowed to suffer.

2. If managed properly, this scheme can be of great benefit to the working environment. If poorly managed, the consequences will be poor morale, lower standards, lower productivity and poor quality of service.

3. Management reserve the right to exclude an individual from the scheme, either temporarily or permanently, where they have reason to believe that the individual is abusing the scheme or failing to act within the spirit of the scheme. This includes failing or refusing to meet a reasonable and approved requirement to work outside flexitime when required to meet an exceptional organisational demand.
Overtime

1. The Flexitime scheme should allow managers to balance the working hours available with the demands of the workplace. In periods of high demand, it may be reasonable to expect staff to put in extra hours at that time. In periods of lower demand, staff can be allowed to work less than the average contracted hours, in order to balance their input.

2. It is understood however, that situations may arise when the demand placed upon the workplace are such that it would be unreasonable to expect them to be within the parameters of the Flexitime scheme. In these situations of exceptionally high demand, it may be that the only workable and reasonable solution is to allow overtime to be worked, to be paid at premium rate. This overtime is separate from flexitime and must be authorised and recorded in the normal way, by the manager concerned.