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To: Regional Managers
Directors, Local Offices, Department of Child Services

From: James W. Payne, Director
Katie Rounds, Director of Human Resources
Angela Green, Deputy Director Practice Support
Dave Judkins, Deputy Director of Field Operations
Department of Child Services

Subject: Work Hours and Schedules
DCS-09-06

The Department of Child Services (DCS) recognizes the need for structured business hours and work schedules in order to ensure consistency in service delivery across the state. DCS also acknowledges the need for DCS local office and Unit Manager flexibility in determining individual employees' hours of work through the use of alternative and adjusted work schedules. In addition, DCS supports a family-friendly workplace whereby employees may have varying degrees of control over the beginning and ending of their workday while continuing to achieve child welfare program goals.

In order to better enable DCS to serve the needs of children and families in Indiana communities and provide employees with greater scheduling flexibility, DCS will offer employees several scheduling options. Alternative work schedules have been found to increase efficiency and worker productivity through greater employee control over professional and personal time, as well as by reducing absences that result from family-related scheduling issues.

DCS is committed to its practice model and the development of the best business practices, principles, and skills necessary to effectively implement its mission, vision, and values. The Indiana Practice Model, which emphasizes Child and Family Team (CFT) Meetings, using Teaming, Engaging, Assessing, Planning, and Intervening skills, is most effective when family, extended family members, and others participate in the CFT Meeting. This is best accomplished when CFT Meetings are held in



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the late afternoon and early evening hours. These revised scheduling options align closely with furthering the practice model in that they provide greater flexibility in utilizing the CFT model adopted by the agency. DCS believes these scheduling options will allow the agency to provide better customer service to its clients and increase the effectiveness and participation of community members in the teaming process.

When implemented within the intent of the policy, these scheduling options will maximize agency efforts to achieve operational needs and attract and retain a diverse, talented, and skilled workforce.

These work schedule options may not be feasible in all settings and may not be appropriate where their use may have an adverse impact on DCS operations. Not all scheduling options are available to all employees. Presently, only those staff based in a DCS local office and satisfying eligibility requirements can request a compressed work schedule. These guidelines are **effective August 1, 2009**.

Due to operational needs, effective **September 30, 2009**, DCS employees will no longer have the option of working a 9-day pay period. Employees currently working a 9-day should begin making arrangements to change their schedule to one of the available options outlined below.

The work schedules described within this policy are designed to comply with existing state policy requiring that all full-time employees work 75 hours within a two-week pay period. Before approving an employee schedule, the DCS Local Office Director, Regional Manager, or Appointing Authority should consider operational needs internally and ensure business needs will be met at all times. Under all available work schedules, DCS Local Office Directors or Senior Management have the responsibility to ensure that adequate staffing is maintained to provide quality customer service during assigned work hours. Additionally, with all scheduling options, the use of overtime will be closely monitored by agency management and must be requested and approved in advance by the employee's immediate Supervisor.

These scheduling alternatives should be regarded as a privilege, rather than an entitlement, and may be rescinded or modified if operational needs change or at the discretion of DCS Executive Management. Additionally, employees are not guaranteed that the off day for the compressed work week will be Monday or Friday.

Available Work Schedules

The standard operating hours of DCS are 8:00 a.m. to 4:30 p.m. local time, Monday through Friday. Offices shall remain open to the public during these hours. DCS local offices, however, have the discretion to offer extended hours of operation.

All employees of DCS may work the standard work schedule that requires the completion of 75 hours of work over ten (10) days in a two week period. In addition to the established work schedule, staff who meet the eligibility requirements may request a flexible scheduling option, provided that adequate staffing needs are maintained to meet operational needs during core business hours.

Standard Work Schedule

1. A work schedule that includes 75 hours worked in ten (10) days during the two-week payroll period; and



2. The standard work schedule for DCS employees consists of 7.5 hours per day with a one (1) hour lunch break during the standard operating hours of 8:00 a.m. to 4:30 p.m. local time, Monday through Friday.

Fixed Flexible Schedule

1. A work schedule that includes 75 hours worked in ten (10) days during a two-week payroll period and includes consistently arriving earlier or leaving later than standard operating hours;
2. The earliest permissible end time is 3:30 p.m. The latest permissible end time is 5:30 p.m.;
3. Employees must receive Supervisor approval to work this schedule; and
4. Schedules outside permissible end times must be approved by an immediate Supervisor and Director.

Compressed Schedule (currently only available to staff based in a DCS local office)

1. A total of 75 hours worked in eight (8) days during the two-week payroll period with one (1) weekday off each week with a one (1) hour lunch break each day;
2. Employees consistently work the same 4 day schedule during both weeks of the payroll period;
3. Employees work three 9.5 hour days and one 9.0 hour day each week of the payroll period;
4. The earliest permissible start time is 7:30 a.m. local time;
5. Employees must have permanent status and receive supervisor, intermediate supervisor and appointing authority approval to work this schedule; and
6. If a holiday falls within the pay period, employees will revert to a standard work schedule for the week of the holiday.

SAMPLE WORK HOURS: Compressed Schedule

	9.5 hour days	9.0 hour day
Daily Schedule 1	8:00 a.m. to 6:30 p.m.	8:30 a.m. to 6:30 p.m.
Daily Schedule 2	8:30 a.m. to 7:00 p.m.	9:00 a.m. to 7:00 p.m.

Note: During weeks in which one or more holidays are observed, employees will revert to a 7.5 hour schedule for the days worked that week. All employees on a 4-Day compressed schedule will work the same schedule and take the holiday off as in the standard schedule.

Adjusted Work Schedule

1. A work schedule that differs temporarily from the standard 7.5 hour day. An example would be working 8 hours Monday through Thursday and 5.5 hours on Friday.
2. An adjusted work schedule does not change the employee's work schedule beyond the pay period in which the request was made, nor does it change the total number of hours worked in a pay period.

Eligibility Requirements:

Employees requesting to work a Fixed Flexible Schedule must be full-time DCS employees.

Merit employees requesting to work a Compressed Work Schedule must:

1. Be full-time DCS merit field employees based in a DCS County Office;



2. Have successfully completed an original working test period; and
3. Not have any disciplinary action(s) during the preceding six (6) months

In the event of a transfer or promotion, the employee will have to submit a new [Work Schedule Request](#). If an employee no longer meets the eligibility requirements, he or she will resume the established work schedule effective at the beginning of the next payroll period.

Note: This scheduling flexibility should be regarded as a privilege, rather than an entitlement and may be rescinded or modified if operational needs change or at the discretion of DCS Executive Management.

[Work Schedule Request](#) forms will only be accepted on a quarterly basis. Employees will only apply or make changes to work schedules during these quarterly enrollment periods. Once a [Work Schedule Request](#) is approved, changes can only be made if:

1. Operational needs of the DCS local office, unit, or division changes;
2. Changes to an approved work schedule will be effective as of the start of the next pay period unless a different change date is agreed to by the employee and the immediate supervisor;
3. Eligibility of the employee to participate in alternative work schedules changes; or
4. The employee has an emergency that prevents them from continuing the requested schedule.

Procedure

Employee responsibilities:

1. Complete the [Work Schedule Request](#) form and submit to immediate Supervisor;
2. Once an employee has obtained work schedule approval, he or she shall record hours accurately on the [Employee Attendance Report \(A4\)](#) to ensure the employee's timesheet reflects actual hours worked;
3. The employee shall notify his or her immediate Supervisor if he or she needs to request a temporary schedule change;
4. The employee must provide advance notice to his or her immediate Supervisor of business needs (i.e. court, training, a mandatory meeting) that occur on scheduled day off and request a temporary schedule adjustment or shall suggest an alternative means for satisfying the business need;
5. With Supervisor approval, employees may be required to adjust weekly schedules, where necessary, to accommodate business needs that arise on the employee's regularly scheduled day off; and
6. Overtime eligible employees must obtain Supervisor approval prior to accruing overtime consistent with state policy.

Supervisor Responsibilities:

It is the responsibility of the Supervisor to encourage, verify, and ensure the optimal work performance for every employee, including those employees working alternative work schedules. Supervisor responsibilities include:

1. Verifying requesting employees' eligibility to participate in the fixed flexible and compressed work schedule program(s);
2. Submitting completed [Work Schedule Request](#) forms for employees requesting to work a



- compressed schedule to the Supervisor's immediate Supervisor for approval;
3. Monitoring participating employees' work schedules to ensure that participating employees adhere to the agreed upon schedule and accurately record their hours on [Employee Attendance Reports \(A4\)](#);
 4. Monitoring employee schedules, including business needs that may occur during the employee's normally scheduled day off (i.e. court, training, a mandatory meeting);
 5. Approving, as necessary, temporary schedule adjustments or alternative means for satisfying business needs that occur on the employee's scheduled day off;
 6. Making recommendations to rescind or modify employee schedules, if operational needs change; and
 7. Maintaining a list of all employees on compressed work schedules and forwarding to DCS Human Resources (HR) on a quarterly basis.

DCS Local Office Director, Regional Manager, and/or Appointing Authority Responsibilities:

It is the responsibility of Local Office Directors and Senior Management to ensure that these scheduling options are implemented within the intent of this policy and that adequate staffing is maintained to provide quality customer service. Local Office Directors and Senior Management responsibilities include:

1. Approving and/or denying [Work Schedule Requests](#) based on operational needs;
2. Ensuring appropriate staffing needs are met within DCS local offices, units, and divisions to meet customer needs;
3. Monitoring overtime usage to ensure appropriate use of compressed work schedules;
4. Rescinding or modifying employee schedules, if operational needs change; and
5. Forwarding a copy of approved [Work Schedule Requests](#) to DCS HR for monitoring.

If you have any questions regarding this change please address them to DCS policy mailbox at DCS.Policy@dcs.in.gov.

Sincerely,

James W. Payne, Director
Department of Child Services



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