



SAN DIEGO
HOUSING
COMMISSION

LAND USE & HOUSING COMMITTEE INFORMATIONAL REPORT

DATE ISSUED: October 18, 2011

REPORT NO: LUH11-015

ATTENTION: Chair and Members of the Land Use & Housing Committee
For the Agenda of October 26, 2011

SUBJECT: San Diego Housing Commission, Compressed Work Schedule

COUNCIL DISTRICT: Citywide

NO ACTION IS REQUIRED ON THE PART OF THE LAND USE & HOUSING COMMITTEE.

The attached provides information received by the San Diego Housing Authority at the Regular Meeting of June 29, 2011.

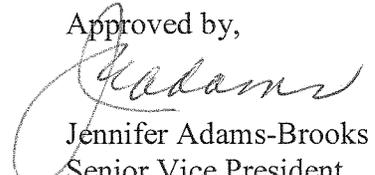
This is an informational item only. No action is required on behalf of the Land Use & Housing Committee at this time.

Respectfully submitted,



Mirta Schloss
Director
Program Oversight & Compliance

Approved by,



Jennifer Adams-Brooks
Senior Vice President
Administrative Services

Attachments:

1. HAR10-046 - Compressed Work Schedule



HOUSING AUTHORITY REPORT

DATE ISSUED: June 9, 2010

REPORT NO: HAR 10-046

ATTENTION: Members of the Housing Authority
For the Agenda of June 29, 2010

SUBJECT: Compressed Work Schedule

REQUESTED ACTION:

Approve amendment of the memorandum of understanding (“MOU”) between Service Employees International Union Local 221 (“Union”) and the Housing Commission, to provide a one-year compressed work schedule pilot program and modification of the schedule of Flex Credits.

STAFF RECOMMENDATION:

Housing Authority:

1. Approve amendment of Article 18 of the MOU (Attachment 1) to establish a compressed work schedule (CWS) on a one-year pilot basis for FY2011.
2. Approve amendment of Article 25 of the MOU (Attachment 2) to modify the schedule of Flex Credits.
3. Authorize the President and Chief Executive Officer (CEO) of the Housing Commission, or a designee, to take all actions and execute any and all documents, instruments and agreements necessary or desirable to implement the foregoing with respect to represented and non-represented Housing Commission employees.

SUMMARY:

The CWS will: 1) provide extended service hours for SDHC clients; 2) potentially result in increased productivity and quality of work; 3) provide employees increased professional and personal flexibility; 4) reduce travel time to and from work; and 5) reduce fuel consumption. The 9/80 work schedule will apply to all SDHC staff.

The 9/80 work schedule will be implemented so that it applies to all SDHC staff on a one-year pilot basis for FY2011. The SDHC regular work-week shall begin at noon each Friday and end at noon the following Friday. The work schedule will consist of nine hours Monday through Thursday; eight hours on Friday the first week, with the next Friday closed for business. Based on the business needs of the unit, employees may begin work as early as 7:00 a.m. and end as late as 7:00 p.m., thereby increasing the number of hours and availability of staff for clients and persons doing business with the SDHC. The proposed effective date of the CWS is scheduled for July 6, 2010.

The employees represented by SEIU ratified tentative agreements on MOU Article 18 – Hours of Work (Attachment 1) (the CWS amendment). On June 4, 2010, SEIU approved the amendment to MOU Article 25 – Insurance (Attachment 2). The CWS received seventy-four percent approval of the SEIU members.

On April 30, 2010, the CWS information was distributed to all employees describing the specific details of the proposed pilot program. In addition, the employees received a Questions and Answers information summary (Attachment 3) and proposed CWS calendar (Attachment 4). A series of employee meetings were held on May 6, 2010, to provide all staff with an opportunity to seek additional information and ask questions. Unrepresented staff approved the CWS by secret ballot on May 20, 2010, by a margin of 90 in favor and 21 opposed. The Housing Commission personnel policy handbook will be revised to conform to the CWS.

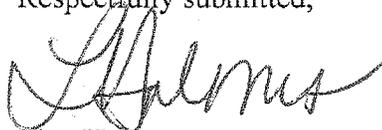
FISCAL CONSIDERATIONS:

The proposal will have no significant fiscal impact. The costs of implementation of this program were included within the approved Housing Commission budget.

ENVIRONMENTAL REVIEW:

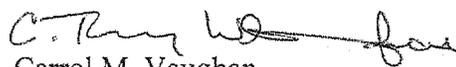
This is not a project within the meaning of the California Environmental Quality Act (CEQA) and is categorically exempt under the provisions of the National Environmental Protection Act (NEPA).

Respectfully submitted,



Tina Holmes
Human Resources Manager

Approved by,



Carrol M. Vaughan
Executive Vice President &
Chief Operating Officer

Attachments:

- 1) Proposed MOU Article 18 – Hours of Work
- 2) Proposed MOU Article 25 – Insurance
- 3) Questions and Answers
- 4) Proposed CWS Calendar
- 5) Proposed Housing Authority Resolution

Hard copies are available for review during business hours in the main lobby of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101 and at the Office of the San Diego City Clerk, 202 C Street, San Diego, CA 92101. You may also review complete docket materials on the San Diego Housing Commission website at www.sdhc.org.

SEIU 221 PROPOSALS TO THE SAN DIEGO HOUSING COMMISSION

SEIU LOCAL 221 PROPOSAL #: 5
DATE: 04.14.10 *4-21-10*

ARTICLE 18. HOURS OF WORK

As a pilot, effective July ^{21st} 2010 – June 30, 2011, ~~Full-time~~ employees shall work a Compressed Work Schedule (CWS) 9/80 to consist of a nine(9) hour work day on Monday through Thursday, and a eight (8) hour work day on Friday with every other Friday off, normally work a five day, 40-hour week. The normal business hours are Monday through Friday from 7:00 a.m. until ~~7:00~~ ^{7:30} p.m. and an employee may request a work schedule within those business hours. *4-21-10*

Employees shall be granted and ~~must~~ may take a rest period of fifteen (15) minutes during each four (4) hours of work. Rest periods shall be considered as time worked for pay purposes. In addition, employees who work on a computer display Video Display Terminal (VDT) shall not work more than sixty (60) consecutive minutes at the display VDT without ten (10) minutes away from the display VDT.

Lunch periods shall be scheduled for all employees and are typically one-half hour (1/2) or one (1) hour, but may be modified at the employee's request as appropriate. Employees shall not be paid for lunch period. ~~Employees and work units may request optional flexible work schedules which allow alternative work hours, days off, and part-time schedules. Such alternative and part-time schedules are subject to approval by the Commission based on operational needs, customer service requirements, and are subject to approval by the President and Chief Executive Officer or designee.~~

The President and Chief Executive Officer may modify or eliminate the (CWS) in accordance with the Commission's business needs.

The Commission will meet with SEIU as soon as possible to discuss the impact of this decision.

TENTATIVE AGREEMENT


UNION


MANAGEMENT

4/21/10

SEIU 221 PROPOSALS TO THE SAN DIEGO HOUSING COMMISSION
SDHC COUNTERPROPOSALS TO SEIU 221

SEIU LOCAL 221 SDHC COUNTERPROPOSAL # 2

DATE: 6.3.10 04-14-10 10

ARTICLE 25 INSURANCE

The Commission shall provide eligible employees with a cafeteria-style benefits program in accordance with Section 125 of the Internal Revenue Service Code. The Commission reserves the right to make changes to any and all aspects of the insurance covered by this article during this Memorandum of Understanding; however, prior to implementing any such change, the Commission shall meet and confer with the Union on all such changes.

The Commission provides employer-paid "core benefits" which include:

Basic Term Life and AD/D Insurance - Equal to the employee's annual salary with a minimum of \$15,000.

Long Term Disability Plan - Long Term Disability benefits after 60 days of continuous disability of 60% of an employee's basic monthly pay, and when combined with other income, 70% of pay to a maximum of \$8,500 per month.

Flex Credits - The Commission will contribute Flex Credits effective July 1 (beginning with the first pay day in July) in the amount of:

~~\$6,700 effective July 1, 2007~~

~~\$7,150 effective July 1, 2008~~

~~\$7,550 effective July 1, 2009~~

\$8,050 effective July 1, 2010

Amounts are per eligible full-time employee, prorated for part-time employees, for allocation by employee for employee and eligible dependent(s) benefit options including:

A. Medical Insurance:

1. Major medical insurance providers

OR

2. No medical coverage if employee provides written verification of other coverage.

- B. Dental Insurance
- C. Voluntary Life and Accidental Death and Dismemberment Insurance for Employee/Spouse/Dependents
- D. Set-aside for flexible spending accounts:
 - 1. Health expense account
 - 2. Dependent care account

If the employee does not allocate the entire contribution, the remaining balance may be received in taxable cash. If the cost of the coverage elected exceeds the Flex Credits, the Employee may contribute the balance from their paycheck.

Note: Coverage for "dependent" refers to a family member, significant other or same sex partner as defined and when provided by the Plan.

~~TENTATIVE AGREEMENT~~

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~~UNION~~

~~MANAGEMENT~~

TENTATIVE AGREEMENT

SDHC

DATE

SEIU

DATE

[Handwritten Signature] 6-9-10

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San Diego Housing Commission
Compressed Work Schedule (One-Year Pilot)
Q&A

Q1 What is a Compressed Work Schedule (CWS)?

A compressed work schedule is a flexible work arrangement whereby an employee works longer hours in exchange for a reduction in the number of working days in the working cycle. The earned compressed time ("compressed day") is taken off during the pay period cycle in which it is worked.

Q2 What is the difference between CWS and SDHC's old Alternate Work Schedules (AWS) policy?

SDHC's previous policy gave staff the flexibility to create their own schedules week to week based on an 80 hour pay period. Although a great benefit to staff, inconsistent schedules create difficulties in making sure the level of service we provide is maintained and appropriate staff is available to meet when needed. CWS is a structured form of AWS where all employees create a schedule within the Agency's core hours, work the same days and share the same day off. The proposed CWS will be different than the old AWS.

Q3 What are the benefits of a compressed work week?

- Extended hours of operation to provide better service to our customers.
- Flexibility to meet family needs, personal obligations, and life responsibilities conveniently.
- Reduced commuting time, wear and tear and fuel costs (26 round trips).
- Potentially avoid traffic and the stress of commuting during rush hours.
- Increased feeling of personal control over schedule and work environment.
- Reduced employee burnout due to overload.
- It could decrease external childcare hours and costs.

A3

- Increased employee morale, engagement, and commitment to the organization.
- Reduced absenteeism and tardiness.
- Increased ability to recruit and retain outstanding employees.
- Reduced turnover of valued staff.
- Develops image as an employer of choice with family-friendly work schedules.
- Building energy cost savings on floors where items such as air conditioning and lights are not needed as well as computers and kitchen appliances.
- More time to devote to continuing education other classes/training.

Q4 What are the challenges of a compressed work week?

- An ongoing schedule of nine-hour days, while it may be the norm for some professionals already, can be physically and mentally draining.
- After-work activities must be squeezed into a shorter time frame.
- Hassles caused by current work/family pressures may or may not be off-set by the regular day off.
- Child or elder care coverage to match the compressed work schedule.
- Some flexibility in work schedules is lost.

A4

Disclaimer: The information contained in this document is for informational purposes only and is subject to change without notice.

Q5 What are the daily time requirements for a compressed work schedule?

The CWS consists of a 9 hour work day on Monday through Thursday. Fridays are an 8 hour work day with every other Friday off. The Commission's business hours are 7:00am to 7:00pm. With supervisor approval, employees may set a schedule where the work day *begins* any time between 7:00am and 9:00am and the work day *ends* any time between 4:30pm and 7:00pm (as long as the hours worked meet the required hours for the day).

A typical schedule with a half hour lunch might look like this:

A5

| Time Punch | Mon | Tue | Wed | Thu | Fri |
|------------|----------|----------|----------|----------|----------|
| Clock In | 7:00 AM |
| Lunch Out | 12:00 PM |
| Lunch In | 12:30 PM |
| Clock Out | 4:30 PM | 4:30 PM | 4:30 PM | 4:30 PM | 3:30 PM |

A typical 4 week period would consist of the following work week:

| Work Week | Mon | Tue | Wed | Thu | Fri |
|-----------|-----|-----|-----|-----|---------------|
| Week 1 | 9 | 9 | 9 | 9 | 8 |
| Week 2 | 9 | 9 | 9 | 9 | Office Closed |
| Week 3 | 9 | 9 | 9 | 9 | 8 |
| Week 4 | 9 | 9 | 9 | 9 | Office Closed |

Q6 Is the lunch period still required?

A6 Yes. The lunch period is mandatory and will be set for a minimum of 30 minutes in accordance with State law. Employees may continue to opt for a 60 minute lunch period. Lunches must be taken between the 4th and 5th hour of the work day.

Q7 Under a compressed work week, what happens on a statutory holiday?

A7 The number of hours in a statutory holiday is considered to be equivalent to the employee's standard work day, i.e., 9 hours (8 on working Fridays). When a statutory holiday falls, or is scheduled to be observed, on the Friday the office is closed, the observed day off will usually fall on the work day prior to that holiday.

Q8 Under a compressed work week, is the time off taken at the same time every week / pay period?

A8 Yes. The fixed schedule for a compressed work week specifies the time off for each pay period. The offices will be closed every other Friday.

Q9 Does a compressed work week affect the amount of leave earned by an employee?

A9 No. Employees will continue to earn leave at their regular rate.

Q10 Does a compressed work week affect the amount of leave taken by an employee?

A10 Yes. When an employee takes a day of leave, the amount charged is the number of hours scheduled for that day (e.g., 9 hours, 8 for working Fridays).

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Q11 Can an employee who works a compressed work week qualify for overtime benefits?

A11 Yes. Overtime provisions will apply, in accordance with the updated/revised Personnel Policies and MOU, when an employee is authorized to work time in excess of the regularly scheduled work hours.

Q12 Must my supervisor be present during the entire work period?

A12 Not necessarily. There must be a supervisor present on the floor. Your supervisor must ensure an appropriate method to properly maintain work operations for the entire work period. A senior employee may be designated to oversee operations during the supervisor's absence, with authority to insure that employees comply with the schedule procedures.

Q13 Can employees working a compressed work week vary their start and end time from day to day as they do under most flexible work schedules?

A13 No. A compressed work week is a fixed arrangement which does not vary from week to week. A compressed work week has a pre-determined start and end time for each workday in the pay period.

Q14 Can compressed days be accumulated?

A14 No. When working a compressed work week, an employee must take the compressed day as scheduled in the written agreement with the agency. Compressed days cannot be accumulated, banked or taken together with other flexible work arrangements.

Q15 What happens if an employee has Jury Duty on a Friday the office is closed?

A15 The employee will only be compensated at their normal regular rate of pay for those hours required to serve during regularly scheduled work days. If jury services are required on the day the office is closed, the employee will not be compensated for it.

Q16 What happens if the employee is required to travel or attend training for Commission business on a Friday the office is closed?

A16 For non-exempt (hourly) employees, the Fridays in which the offices are closed are treated the same as weekends. Regular overtime rules apply. Exempt employees will not receive additional compensation.

Q17 What is the process for the San Diego Housing Commission to adopt a companywide CWS program?

A17 Before a CWS program can be implemented within the agency, all staff must be allowed an opportunity to vote. A vote is tentatively scheduled for Wednesday, May 12, 2010.

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2010 (Proposed)

| July | | | | | | |
|------|--------------|----------|----|----|--------------|----|
| S | M | T | W | T | F | S |
| | | | | 1 | 2 | 3 |
| 4 | 5 Holiday | 6 CWS | 7 | 8 | 9 | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 Closed | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 Closed | 31 |

| August | | | | | | |
|--------|----|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | 9 | 10 | 11 | 12 | 13 Closed | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 Closed | 28 |
| 29 | 30 | 31 | | | | |

| September | | | | | | |
|-----------|--------------|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| | | | 1 | 2 | 3 | 4 |
| 5 | 6 Holiday | 7 | 8 | 9 | 10 Closed | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 Closed | 25 |
| 26 | 27 | 28 | 29 | 30 | | |

| October | | | | | | |
|---------|----|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 | 7 | 8 Closed | 9 |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 Closed | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| 31 | | | | | | |

| November | | | | | | |
|----------|----|----|----|---------------|---------------|----|
| S | M | T | W | T | F | S |
| | 1 | 2 | 3 | 4 | 5 Closed | 6 |
| 7 | 8 | 9 | 10 | 11 Holiday | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 Closed | 20 |
| 21 | 22 | 23 | 24 | 25 Holiday | 26 Holiday | 27 |
| 28 | 29 | 30 | | | | |

| December | | | | | | |
|----------|----|----|----|---------------|---------------|----|
| S | M | T | W | T | F | S |
| | | | 1 | 2 | 3 Closed | 4 |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 Closed | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 Holiday | 25 |
| 26 | 27 | 28 | 29 | 30 Holiday | 31 Closed | |

2011 (Proposed)

| January | | | | | | |
|---------|---------------|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| | | | | | | 1 |
| 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 9 | 10 | 11 | 12 | 13 | 14 Closed | 15 |
| 16 | 17 Holiday | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 Closed | 29 |
| 30 | 31 | | | | | |

| February | | | | | | |
|----------|---------------|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| | | 1 | 2 | 3 | 4 | 5 |
| 6 | 7 | 8 | 9 | 10 | 11 Closed | 12 |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 Holiday | 22 | 23 | 24 | 25 Closed | 26 |
| 27 | 28 | | | | | |
| | | | | | | |

| March | | | | | | |
|-------|----|----|----|---------------|--------------|----|
| S | M | T | W | T | F | S |
| | | 1 | 2 | 3 | 4 | 5 |
| 6 | 7 | 8 | 9 | 10 | 11 Closed | 12 |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 | 24 | 25 Closed | 26 |
| 27 | 28 | 29 | 30 | 31 Holiday | | |
| | | | | | | |

| April | | | | | | |
|-------|----|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 | 7 | 8 Closed | 9 |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 Closed | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| | | | | | | |

| May | | | | | | |
|-----|---------------|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| 1 | 2 | 3 | 4 | 5 | 6 Closed | 7 |
| 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 Closed | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 Holiday | 31 | | | | |
| | | | | | | |

| June | | | | | | |
|------|----|----|----|----|--------------|----|
| S | M | T | W | T | F | S |
| | | | 1 | 2 | 3 Closed | 4 |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| 12 | 13 | 14 | 15 | 16 | 17 Closed | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | | |
| | | | | | | |

ATTACHMENT 5

HOUSING AUTHORITY OF

THE CITY OF SAN DIEGO

RESOLUTION NO. _____

ADOPTED ON _____

A RESOLUTION: (1) APPROVING AMENDMENT OF ARTICLE 18 OF THE MEMORANDUM OF UNDERSTANDING BETWEEN THE SAN DIEGO HOUSING COMMISSION AND SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 221; (2) APPROVING AMENDMENT OF ARTICLE 25 OF THE MEMORANDUM OF UNDERSTANDING BETWEEN THE SAN DIEGO HOUSING COMMISSION AND SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 221; AND (3) AUTHORIZING THE PRESIDENT AND CEO OF THE COMMISSION, OR DESIGNEE, TO TAKE ANY AND ALL ACTIONS AND EXECUTE ANY AND ALL DOCUMENTS, INSTRUMENTS AND AGREEMENTS NECESSARY OR DESIRABLE TO IMPLEMENT THE FOREGOING WITH RESPECT TO ALL REPRESENTED AND NON-REPRESENTED HOUSING COMMISSION EMPLOYEES.

WHEREAS, the San Diego Housing Commission and Service Employees International Union Local 221 ("Union") previously executed a memorandum of understanding ("MOU"); and

WHEREAS, the San Diego Housing Commission has negotiated with the Union and signed a tentative agreement modifying MOU Article 18 - Hours of Work and MOU Article 25 - Insurance, copies of which were attached to the staff report for this item; and

WHEREAS, the San Diego Housing Commission distributed written information to and conducted informational meetings with affected employees in advance of an election by affected, non-represented, employees to accept or reject adoption of the compressed work schedule; and

WHEREAS, on May 20, 2010, the compressed work schedule was voted on by the affected, non-represented employees and elected by more than two thirds of said employees; and

BE IT RESOLVED by the by the Housing Authority of the City of San Diego:

1. The amendment of MOU Article 18 - Hours of Work is approved.
2. The amendment of MOU Article 25 – Insurance is approved.
3. The President and Chief Executive Officer of the San Diego Housing Commission, or designee, is authorized to take any and all actions and execute any and all documents, instruments and agreements necessary or desirable to implement the foregoing with respect to all represented and non-represented employees of the San Diego Housing Commission.

APPROVED: JAN GOLDSMITH, General Counsel

By _____
Andrea Dixon
Deputy General Counsel