

Public Records Request #2333

The following materials have been gathered in response to public records request #2333. These materials include:

- Salaried Compensatory Time Management Policy
- HR Exempt Compensatory Time City Department Feedback

This information was provided as a response to a public records request on 11/5/19 and is current to that date. There is a possibility of more current information and/or documents related to the stated subject matter.

Further Information

For further information about this request or the Citywide Records Program, please contact:

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Subject/Title
Salaried (i.e. Exempt) Compensatory Time Management

Date Effective
November 2, 2019

Revision Date Effective

Code Number

HR -31



City Manager

Human Resources

Responsible Department

PURPOSE

This policy is intended to establish procedures and communicate a citywide approach for department directors to manage work expectations of salaried (exempt) employees.

Exempt employees are compensated on an annualized salary basis. As business needs require, employees classified as exempt by the Fair Labor Standards Act (FLSA) are expected to work outside of the standard operating/core hours as needed to meet performance objectives and business deadlines.

POLICY SCOPE

This policy applies to employees in salaried (i.e. exempt) positions.

POLICY: SALARIED POSITION COMPENSATORY TIME MANAGEMENT

The City of Charlotte will deploy one of two methods by which exempt staff will be capture payroll time. One method is Exception Time Reporting and the alternative is Project Time Reporting.

Exception Only Time Reporting:

- a. Standard hours for salaried employees designated as exception-only time reporting will be pre-loaded into Peoplesoft. Therefore, these employees will only record benefit leave time, such as sick, vacation, funeral, FMLA, Paid Parental, workers' compensation, military training, etc., any leave of absence with or without pay, or suspensions.

Project Time Tracking Reporting:

- a. Departments or divisions within a department that use Peoplesoft to track time allocated towards projects, grants, or cost allocations will retain that ability by deploying Project Time Reporting. To accomplish this, these employees will continue to key time worked on the time sheet, and their standard hours will not be pre-loaded into PeopleSoft.

In both methods, as of the effective date of this policy, compensatory time will no longer accrue or be banked in PeopleSoft. Balances of employees who have exempt compensatory time, will be retained. Employees may continue to use balances that were previously banked prior to the implementation date of this policy.

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Use of compensatory time is subject to approval by the department director or the assigned designee(s) and is subject to the regulations set forth in this policy.

Exempt compensatory time has no cash value and is not be paid out at any time during employment or upon termination, separation, or retirement from employment.

POLICY REGULATIONS

Departments directors are to establish standard operating procedures that align with the principles of this policy. Department procedures are to be approved by the Human Resources Director.

Work expectation

Salaried employees are expected to adhere to work schedules and core work hours as determined by the City of Charlotte. Salaried employees are not compensated based on hours worked and are expected to work a reasonable amount of time that is needed to meet performance expectations of their job duties.

Work Schedules

Directors or designee shall determine core hours of operations and set work schedules for employees to meet service needs. Work schedules may be adjusted as needed. For example, some departments may require salaried staff to work outside of the core operating hours, such as during the evening hours, on weekends and periodically, on holidays. When possible, managers may authorize the employee to adjust their standard work schedule to meet the need.

Work-Life Balance

In support of work-life balance if managers are unable to effectively adjust work schedules, which thereby requires some salaried employees to work significantly excessive hours, the department directors are authorized to grant time off to salaried personnel for future use.

Compensatory Time

The department director or designee may determine when it is appropriate to grant time off without requiring the employee to use benefit leave. In most cases, the threshold by which a director may want to consider granting future time off is after a salaried employee has worked 45 hours in a workweek. The expectation is not to grant time-off on an "hour-for-hour" basis. The employee is expected to use granted compensatory time within a six-month period from when it was granted.

Compensatory time shall not be used to meet the city's requirement to work the last five days of employment to retain eligibility to receive the vacation payout.

Several city departments must provide services twenty-four hours per day, seven days per week, 365 days per year which may routinely require exempt level staff to return to work outside of their normal work schedule. When situations occur that require significantly excessive hours in a work week, and to maintain work-life balance, department directors or designee may determine when to grant time off without requiring use of benefit leave.

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When salaried exempt employees in the Charlotte Mecklenburg Police department or Charlotte Fire department must report back to work after 1900 hours, the Chief or designee may grant future time-off without requiring the employee to use benefit leave with the understanding that the expectation is not to grant time-off on an “hour-for-hour” basis.

Large Special Events

The city recognizes that major events will occur that may require staff across the city to work significantly excessive hours, such as emergency declarations, or large special events. In recognition of the effort required to support these types of events, the city retains the ability to load compensatory time to the exempt workforce as needed. When those events occur, Human Resources will provide instructions to city departments to capture compensatory time.

ROLES AND RESPONSIBILITIES

Department Directors:

Department directors are accountable to ensure adherence of this policy within their span of control.

Department directors must specify which management positions are authorized to grant time off.

Department directors are expected to deploy management practices that support work-life balance and ensure that staff is productive and meet performance expectations.

Employee Responsibilities:

Employees assigned to the exception-only time reporting method are responsible for recording their exception leave in the HRMS system. Employees must follow the department’s administrative protocols to request leave. Use of leave is subject to supervisory/ management approval.

Employees assigned to the project time reporting method are responsible for recording hours worked and any leave time in the HRMS System. These employees must also use the project tracking feature to properly allocate time by project or cost allocation.

DEFINITIONS

Salaried Exempt position: A position that is exempt from the overtime provisions as regulated by the Fair Labor Standards Act (FLSA); that meets the Fair Labor Standards exemption for both minimum wage and overtime pay for employees employed in a bona fide executive, administrative, professional or outside sales job role.

Exception Time Reporting: Exception time reporting is used by salaried employees. Under the FLSA, salaried positions classified as exempt means that the role and duties are exempt from overtime wage law. Salaried employees will record paid benefit leave that is used during the pay period, such as sick, vacation, funeral, FMLA, Paid Parental, workers’ compensation, military training, etc. or, any leave of absence with or without pay, or suspensions.

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Project Time Tracking Reporting: The ability to track time allocated towards projects, grants, or cost allocations will retain that ability by deploying Project Time Reporting.

Human Resources will transition city departments to the regulations and procedures of this policy by the effective date. As of the effective date of the policy, any prior administrative practice regarding exempt compensatory time for salaried personnel is repealed. Changes to this policy can be made by Human Resources with consultation from the City Manager. The city reserves the right to cancel or modify this policy at any time and without prior notice.

HUMAN RESOURCES DEPARTMENT

Exempt Compensatory Time City Department Feedback

Responses received from the following departments:

- 1) Aviation
- 2) CDOT
- 3) Charlotte Water
- 4) CFD
- 5) CMPD
- 6) Legal
- 7) I&T
- 8) E&PM
- 9) Housing & Neighborhood Services
- 10) Finance
- 11) Employee Response (response given to Queen's Team Representative)

Review Feedback Overview:

Responses acknowledged the draft Exempt Compensatory Policy would be a very different change from departmental past practices. Most respondents stated their department was “unique” due to either 24/7/365 operational services, and/or special events and the “black out” periods for their busiest seasons.

Based on the examples provided by more than five of the respondents, the understanding of the difference between exempt and non-exempt status was lacking. It appears that the mindset of treating exempt staff as if they are compensated by the hour is threaded within layers of years city business practices. That is making it difficult for staff to discern how to manage salaried staff without thinking about tracking compensatory time.

Most respondents favored a lower required work week (40-42) to trigger comp accrual. Many were concerned that proposed changes would impact PeopleSoft to accommodate the changes. Three respondents suggested going to an Exception based reporting system to prevent recording of actual hours worked.

The major observation, based on comments and questions, clearly revealed that the city has been managing exempt employees like non-exempt employees. Respondents were concerned that the policy would penalize those who worked fewer than 45 hours and employees now banking comp would become ineligible.

Trending Comments/Opinions

- Exempt Comp is a recruitment and retention resource
- Eligibility of positions that can accrue comp hours
- Middle management is included
- This does not support becoming an Employer of Choice
- Two consecutive day usage: Expectation of 1-1 hour for comp time to offset use of vacation accrued hours
- 45 hours requirement will harm business operations, productivity and dedication
- Enterprise department feels they should be allowed to award efforts differently from General fund departments
- Public Safety believes that they should be exempt from city-wide policy. Some comments about the 80 hours accumulation arose, from departments that currently do not have that threshold in place.

Trending Issue	Department	Comments	Questions
<p>Used as a Recruitment & Retention Tool</p>	<p>Aviation CFD CDOT Finance</p>	<ul style="list-style-type: none"> • Given the well-documented and discussed difficulties we have attracting top talent to the airport, the loss/curtailment of this benefit is a step in the wrong direction • In many cases, we request new positions to address the workload but do not receive the additional staffing. The compensatory time that managers earn “to get the job done” is an incentive to keep working at a level well above 40 hours/wk. • Comp time has been used as a recruitment/retain tool when salaries were not competitive in the market. • Some folks may jump back to the private sector if the policy is changed and recruitment will become more challenging. 	
<p>Required 45-Hours to Trigger Comp</p>	<p>Aviation CMPD CFD CDOT CLT Water</p>	<ul style="list-style-type: none"> • There is some concern this will be viewed as punitive given our current compensatory threshold is 42 hours. • We want to make sure time recorded over 40 hours/week for exempt employees will not be deleted. • There are significant work projects such as UDO, Comp plan, RNC that require work schedules well beyond 45 hrs./wk. for exempt positions not covered by compensatory time. 24/7/365 operation • The policy is meant to encourage flexible work arrangements. There is concern that each department will develop specific practices that vary even more than today. 	

Trending Issue	Department	Comments	Questions
		<ul style="list-style-type: none"> • Manages special events which occur on weekends, holidays, and outside standard work hours • The policy is meant to encourage flexible work arrangements. How is “periodically” defined for those times when an exempt employee works less than 40 • How do we create a more positive message that is consistent across the organization? • In many cases, we request new positions to address the workload but do not receive the additional staffing. The compensatory time that managers earn “to get the job done” is an incentive to keep working at a level well above 40 hours/wk. • In order for employees to be held accountable and have ownership of projects they will undoubtedly need to be committed. Working beyond 40 hours is a common practice for our staff. • Due to the frequency required to work hours in addition to and outside of the core work schedule and the inability to utilize the city’s Flexible Work Schedule policy, we recommend an exception to the exempt compensatory policy for public safety personnel. • Allow the Public Safety Agency Department Heads to establish a policy for how compensatory time is accrued and used in their department. We propose exempt staff employees cannot accrue compensatory time until they have worked more than 45 hours in a week. • the city has established behaviors such as recording time by the hour for salaried employees, there have been times this information has proved valuable in stating the workload and ebbs/flows in demand periods. • The policy is meant to encourage flexible work arrangements. There is concern that each department will develop specific practices that vary even more than today. • The policy is meant to encourage flexible work arrangements. How is “periodically” defined for those times when an exempt employee works less than 40 hrs./wk.? 	

Trending Issue	Department	Comments	Questions
		<ul style="list-style-type: none"> Given that we require all supervisors/managers to work around the clock during emergencies, I'd like to propose revising the last paragraph of policy scope as follows: Will directors/designees need to maintain written records for employees that received approval for more than 2 days use of compensatory time? Prior to accruing, does this mean that supervisors will need to approve working hours beyond 45 every time period? If the current draft policy should come into play why does a middle manager now need to account for time in PeopleSoft unless except for vacation or sick time notification? This was plainly stated in the email that an issue with the current Exempt Comp. Time policy is that salaried employees were having to account for time on an hourly basis. It seems that we should be counting all hours worked (even above 40 hours) for transparency purposes. It would be helpful moving forward to have pre-determined guidelines of how extreme weather events will be handled for exempt staff as opposed to decision-making at each event. Event by event payroll guidelines for exempt staff causes confusion and room for errors. We are thinking of those employees who may be required to work more hours during an event (tree staff) or others (non-essential office staff). 	
<p>Public Safety Should be Exempted from Comp Time Policy</p>	<p>CMPD CFD</p>	<ul style="list-style-type: none"> CFD is a 24 hour a day, 7 days a week, 365 days a year responsibility that includes call-back requirements that routinely require us to respond to work outside of and in addition to our normal or scheduled work hours. Additionally, exempt employees at CFD manage all special events which also frequently occur on weekends, holidays and outside of the department's standard work hours. Allow the Public Safety Agency Department Heads to establish a policy for how compensatory time is accrued and used in their department. We propose exempt staff employees cannot accrue compensatory time until they have worked more than 45 hours in a week. 	

Trending Issue	Department	Comments	Questions
		<ul style="list-style-type: none"> • Due to the requirement to work hours in addition to and outside of the core work schedule and the inability to utilize the city’s Flexible Work Schedule policy, we recommend an exception to the exempt compensatory policy for public safety personnel • For those currently in senior executive or middle manager positions, do not change the ability to accrue compensatory time and set the maximum accumulation of compensatory time at 480 hours as of July 1, 2019. The 480 hours is consistent with the allowable nonexempt compensatory time balance permitted under the public safety employee provision Fair Labor Standards Act (FLSA). • Implement the proposed exempt compensatory time policy for anyone promoted into a senior executive position or middle manager position after July 1, 2019. • Public safety responsibilities are 24/7/365 and are different than most other City departments. We often have little control over the requirement to work beyond our scheduled hours due to many outside factors. • The proposed policy would allow about 89 exempt CMPD employees to accumulate comp time. The policy creates inconsistencies within job classes concerning who can and who cannot accumulate comp time. • Prior to change in vacation leave policy, many exempt employees lost vacation time due to the limited ability to take time off. • Precedent was set to pay non-exempt employees for comp time when promoted to Command. Many current Command were not treated similarly. 	
<p>365/24/7 Operations and Special Events will lose Effectiveness and Productivity</p>	<p>Aviation CFD CMPD CLT Water E&PM</p>	<ul style="list-style-type: none"> • Excluding this group altogether sends the wrong message on how the City values their time and will have negative impact on morale. • There needs to be exceptions for the operational departments • I’m surprised there are not provisions for events that might be termed extraordinary events such RNC, PeopleSoft or Munis upgrades where a designation could be made to change the rules and allow employees to accumulate additional comp time. 	

Trending Issue	Department	Comments	Questions
		<ul style="list-style-type: none"> • It would be helpful moving forward to have pre-determined guidelines of how extreme weather events will be handled for exempt staff as opposed to decision-making at each event. Event by event payroll guidelines for exempt staff causes confusion and room for errors. We are thinking of those employees who may be required to work more hours during an event (tree staff) or others (non-essential office staff). • In our division, the salary employees often have to work extra hours and are compensated with Comp time. Our motto is that “when contractors work, we work”. • This will be damaging in getting people willing to serve for special events such as the upcoming RNC, weather situations, and emergencies. 	
<p>Used to Offset use of Vacation Leave</p>	<p>CFD CDOT Aviation Queen’s Team Employee Response</p>	<ul style="list-style-type: none"> • Exempt CFD employees use exempt compensatory time or other benefit time when they work less than their standard hours in a week. • Exempt CMPD employee use exempt compensatory time or other benefit time when they work less than their standard hours in a week. • QUEEN’s TEAM (employee submitted to QT Rep): Comment: Vacation accrues slowly over the course of the year and therefore does not offer flexibility to handle life (non-medical) appointments. Having the flexibility of having comp time as needed, after I earned it, has been the only way I could handle my family’s life during the course of my employment with the City. For my family, the only way that I can continue to run our household is to have reasonable flexibility with my work schedule. Would be forced to take unpaid leave or vacation time after I return from maternity leave. I do not get paid enough for the role I perform to not have the flexibility that affords quality of life. Salaries; I took this role more for the flexibility and the quality of life than the salary. I do not feel valued. The proposed policy reflects a culture of distrust that assumes and punishes all employees for abuse of comp time. This restriction of flexibility- a critical component to managing a family 	

Trending Issue	Department	Comments	Questions
		<p>and maintaining quality of life- does not make the City an employer of choice.</p> <ul style="list-style-type: none"> • If we truly value employees, we need to be willing to recognize their efforts. Comp time is an easy way to do that because it offsets the amount of vacation time they need to spend. 	
<p>Position/Classification Level of Exempt Staff Eligibility</p>	<p>CDOT CMPD CFD CLT Water Aviation Finance Aviation H&NBS</p>	<ul style="list-style-type: none"> • For comp time accrued prior to the policy effective date for those no longer eligible: • Managers losing their comp bank • Revise last paragraph of Scope: Employees who hold senior executive position, to include Deputy Director, Assistant Director and Division Manager positions, may not accrue compensator • “My biggest concern is the exclusion of everyone in a “middle management” position from being able to accrue compensatory time. I believe all position levels executive, division managers, and especially middle or front-line managers should be able to accrue compensatory time. Charlotte Water IT Team supervisors and Leads are required to often work more than 40 hours to accomplish some objective. Excluding this group altogether sends the wrong message on how the City values their time and will have negative impact on morale. • Exempt employees are not salaried employees in the City, at least in my experience in Charlotte Water. If I do not work 40 hours, I will not be paid for the full 40 hours without using leave or some sort. By definition, salary means that an employee gets paid the same wage regardless of the hours actually worked. • We are concerned the number of employees impacted is deeper into the organization. 	<ul style="list-style-type: none"> • When will we receive the list of employees • Will they have period of time use their accrued comp time prior to this going into effect? • that fall under the policy (or not)? • What about front line supervisors or entry level managers? Are they eligible to accrue comp time? • Senior, or higher-level managers are ineligible, and non-managers are eligible? • Define Non- managerial and middle management positions? Provide identified list of specific positions that fall under this policy to the policy. • Why are we splitting up the exempt employees (general employees vs. supervisors/managers)? There was an original draft policy that had executive and senior leadership and up. • What about same job classifications where one position is in a managerial role

Trending Issue	Department	Comments	Questions
			and one is not? Does one person earn and the other doesn't?
PeopleSoft System Technical Changes	CFD CMPD CDOT Aviation CLT Water Legal I&T	<ul style="list-style-type: none"> • We want to make sure time recorded over 40 hours/week for exempt employees will not be deleted. • It would be helpful moving forward to have pre-determined guidelines of how extreme weather events will be handled for exempt staff as opposed to decision-making at each event. Event by event payroll guidelines for exempt staff causes confusion and room for errors. We are thinking of those employees who may be required to work more hours during an event (tree staff) or others (non-essential office staff). • To adhere to the proposed policy, system changes will be required to PeopleSoft to limit accrual of compensatory time only after working 45 hours. CMPD employees are required to enter their actual hours worked in PeopleSoft. • Departments that are not on PeopleSoft self-service cannot use PeopleSoft to track comp time. Is there a way around the PeopleSoft requirement that will allow comp time to be tracked in PeopleSoft without being self-service? If not, what is the deadline for departments to transition to self-service? • Currently we have on-call exempt staff, what provisions will be in place for this? • E&PM's exempt comp time policy allows comp time to be accrued on weeks where a city holiday is observed, the draft policy does not address this. • How will that time be recorded, if at all? • Doesn't the payroll system automatically apply the comp time after more than 45 hours are worked? 	<ul style="list-style-type: none"> • Does this mean that supervisors will need to approve working hours beyond 45 every time period? • Will this be an approval check box in PeopleSoft? • Will PeopleSoft be modified such that managers do not have to enter their time now? •

Trending Issue	Department	Comments	Questions
<p>2-day Per Week Usage & Consecutive Day Usage</p>	<p>CLT Water CMPD Legal Aviation</p>	<ul style="list-style-type: none"> • In addition, the restriction to allow no more than two days of compensatory time per work week without written approval by the department director could be cumbersome. • In addition, the restriction to allow no more than two days of compensatory time per week without written approval by the department director could be cumbersome. 	<ul style="list-style-type: none"> • What issue is the two-day max addressing? Two days seems like an arbitrary number. Why not have this mirror the usage stipulations associated with regular vacation time?" • Will directors/designees need to maintain written records for employees that received approval for more than 2 days use of comp time? • Why do we care how many days a person uses of comp time in succession and why was 2 days picked? • Is it possible to increase the two-day consecutive usage?
<p>80 Hours Maximum Accumulation</p>	<p>CMPD CLT Water CDOT I&T Finance Aviation E&PM</p>	<ul style="list-style-type: none"> • The proposed maximum accumulation of compensatory time of 80 hours is arbitrary, as well as the restriction to allow no more than two days of compensatory time per week without written approval by the department director. • Max accumulation of 80 hours is fine, but I suggest including some form of a roll over provision. Employees who earn comp time in the last month of a fiscal year and unable to take it will be greatly impacted without such provision. Not sure what's considered reasonable, but I'm guessing 40 hours of roll over may be fair...??? • Perhaps it will work better if it's left at the discretion of the department director -- considered on a case by case basis, with 80 hrs. cap... • The proposed maximum accumulation of compensatory time of 80 hours is restrictive and could cause many hours worked to go without any compensation. • Does the current accrued compensatory time for exempt employees reset to 80 hours as of July 1, 2019? 	<ul style="list-style-type: none"> • The policy states "Current compensatory balances greater than 80 hours will be retained". Does this mean that all current comp time balances will be retained including those less than 80 hours? • Also, does this carry over comp time need to be used by the next year end or it is lost too? • How is it envisioned for pre-approval of Comp Time to work? • Will employees have to get approval before working the extra hours?

Trending Issue	Department	Comments	Questions
		<ul style="list-style-type: none"> • A rolling cap of 80 hours as opposed to a fiscal year restriction on the use of comp time, in order to avoid many people using their leave all at once. • Frequently, the department is unable to alter the department’s standard schedule in a week or utilize the City’s Flexible Work Schedule policy to provide work-life balance due to day-to-day public safety operational responsibilities. • Can those that are not eligible to earn new comp time keep and use their existing comp time? • If yes, how long do they have to use it? • If no, then when can we communicate the new policy so employees can use the time before the policy becomes effective? • If not, what is the deadline for departments to transition to self-service? • 80 hours is standard. Understand more is expected of “leaders” however, they also should not be penalized either. They are now to work 45 before accruing and some may not accrue at all is unsettling. Supervisors who supervise will be able to accrue comp time needs explanation. • The policy states “The maximum accumulation of compensatory time is 80 hours.” Does this mean there is a limit of 80 total hours of comp time in any given year or that there is a rolling 80 hour maximum? • Frequently, the department is unable to alter the department’s standard schedule in a week or utilize the City’s Flexible Work Schedule policy to provide work-life balance due to day-to-day public safety operational responsibilities. 	<ul style="list-style-type: none"> • Do the 80 hours reset to zero of July 1 each year? Or is it a rolling accumulation? • Does this mean that comp time currently accrued will roll over into FY2020, but this practice will cease at the end of FY2020?
Flexible Work Schedule	CMPD CFD Legal CDOT CLT Water	<ul style="list-style-type: none"> • Exempt CFD employees use exempt compensatory time or other benefit time when they work less than their standard hours in a week. • Consider the possibility of having comp hours expire after 1 year as opposed to 12:00 AM on 7/1. With year-end activities, the financial areas will accrue comp time near the end of the fiscal year. To lose 	<ul style="list-style-type: none"> • Is there a City form to request a flexible work schedule? • Will there be a form for requesting the use of more than two comp days in a week?

Trending Issue	Department	Comments	Questions
	Queen's Team Employee Response Aviation Finance I&T	<p>that almost immediately seems unfair, whereas hours that expire 1 year from when they were accrued would give employees an opportunity to utilize them in periods that are under less deadline pressures.</p>	
Extenuating Circumstance	CMPD CFD Legal CDOT CLT Water	<ul style="list-style-type: none"> • Frequently, the department is unable to alter the department's standard schedule in a week or utilize the City's Flexible Work Schedule policy to provide work-life balance due to day-to-day public safety operational responsibilities. • Frequently, the department is unable to alter the department's standard schedule in a week or utilize the City's Flexible Work Schedule policy to provide work-life balance due to day-to-day public safety operational responsibilities • Frequently, the department is unable to alter the department's standard schedule in a week or utilize the City's Flexible Work Schedule policy to provide work-life balance due to day-to-day public safety operational responsibilities • Exempt CFD employees use exempt compensatory time or other benefit time when they work less than their standard hours in a week. • Comment: Vacation accrues slowly over the course of the year and therefore does not offer flexibility to handle life (non-medical) appointments. Having the flexibility of having comp time as needed, after I earned it, has been the only way I could handle my family's life during the course of my employment with the City. For my family, the only way that I can continue to run our household is to have reasonable flexibility with my work schedule. Would be forced to take unpaid leave or vacation time after I return from maternity leave. I do not get paid enough for the role I perform to not have the flexibility that affords quality of life. Salaries; I took this role more for the flexibility and the quality of life than the salary. I do not feel valued. The proposed policy reflects a culture 	<ul style="list-style-type: none"> • When does approval occur for an extenuating circumstance? • Can supervisor or manager submit request on behalf of the employee in the instance of a medical issue? • If we going to allow the use of comp time for sick leave in extenuating circumstances, must sick leave be exhausted? • How is periodically defined for those times when an exempt employee works less than 40 hours/wk.? How will that be recorded? • Does HR have the ability to deny the approved request once it gets to them?

Trending Issue	Department	Comments	Questions
		<p>of distrust that assumes and punishes all employees for abuse of comp time. This restriction of flexibility- a critical component to managing a family and maintaining quality of life- does not make the City an employer of choice.</p> <ul style="list-style-type: none"> • The policy is meant to encourage flexible work arrangements. There is concern that each department will develop specific practices that vary even more than today. • Clarify that there are two requests needed to allow this exception- first the employee requesting approval from the department director and second the director requesting approval from HR. • Allowing director’s approval of using comp time for extenuating circumstances gets us right back to the original problem with each department setting the rules. • Staff may need additional clarity on the provisions allowing comp time for an employee’s “severe health condition”. The City already provides sick leave with pay and administers the FMLA Policy, the intended interplay, if any, between these policies and staff’s related administrative responsibilities is unclear. 	
Employer of Choice	CLT Water Aviation Queen’s Team Employee Response CDOT	<ul style="list-style-type: none"> • Well we are really excelling at being an employer of choice with this one. • We are concerned the number of employees impacted is deeper into the organization. • Need to devise ways to strengthen our benefits package rather than weakening it. • This restriction of flexibility- a critical component to managing a family and maintaining quality of life- does not make the City an employer of choice. • I do not feel valued. The proposed policy reflects a culture of distrust that assumes and punishes all employees for abuse of comp time. This restriction of flexibility- a critical component to managing a family and maintaining quality of life- does not make the City an employer of choice. 	<ul style="list-style-type: none"> • How do we create a more positive message that is consistent across the organization?

Trending Issue	Department	Comments	Questions
		<ul style="list-style-type: none"> • “This is not a decision an “Employer of Choice” would make!! Also, it seems as if the City keeps focusing on benefits for non-exempt employees more than exempt employees. We have been sacrificed over the years to provide more financial benefits to non-exempt employee. There needs to be a balance somewhere.” • “I don’t believe that anyone would feel that being an employer of choice includes asking the employees to work without compensation after 40 hours (for middle management). It’s true that private sector jobs often demand 40+ hours a week, but efforts of private sector employee are compensated through bonus packages, commissions and other compensation structures”. • This policy overall does not support the goal of being “An Employer of Choice”. We need strong leadership going forward. This policy does not provide incentive for people to move up in to leadership positions. 	