

THE GENERAL SECRETARIAT

EXECUTIVE ORDER No. 16-08

SUBJECT: Alternative Work Arrangements Policy

THE SECRETARY GENERAL,

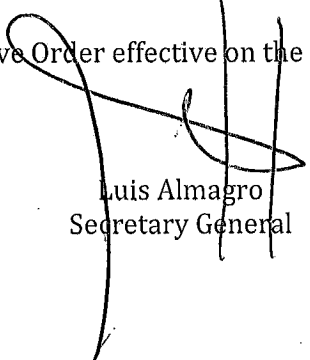
Under the authority granted to him by Articles 109 and 113 of the Charter of the Organization of American States (OAS) and Articles 4, 8, 12 and 14 of the General Standards to Govern the Operations of the General Secretariat of the OAS (General Standards), and

CONSIDERING:

That the General Secretariat is committed to helping staff members balance the demands of work, family and other responsibilities by offering a number of possible alternative work arrangements which are intended to provide staff members with increased flexibility in respect of their work schedule while allowing the General Secretariat to maintain a progressive and productive work environment,

RESOLVES:

1. To adopt effective as of the date of this Executive Order Staff Rule 101.1 (a) and (b), "*Hours of work*," attached hereto as Annex A, together with the "*Appendix G - Alternative Work Arrangements Policy*," attached hereto as Annex B.
2. To repeal all present norms, regulations, and practices to the contrary.
3. To declare this Executive Order effective on the 1st day of February, 2017.



Luis Almagro
Secretary General

Date: December 20, 2016
Original: English

ANNEX A

Hours of Work Staff Rule 101.1 (a) and (b)

Rule 101.1 Hours of Work

(a) The Secretary General shall set the regular working hours for each duty station away from headquarters and notify the staff of these hours. Alternative work arrangements may be authorized pursuant to Appendix G of these Staff Rules.

(b) Regular working hours at headquarters shall be from 9:00 a.m. to 5:30 p.m. Monday through Friday, including a period of one hour for lunch. Alternative work arrangements may be authorized pursuant to Appendix G of these Staff Rules.

ANNEX B

Appendix G Alternative Work Arrangements Policy Staff Rule 101.1 (a) and (b)

I. Regular Working Hours and Worksite

- 1.1 Pursuant to Staff Rule 101.1 (b) the regular working hours at headquarters are from 9:00 a.m. to 5:30 p.m. Monday through Friday, including a period of one hour for lunch. Pursuant to Staff Rule 101.1 (a), the regular working hours for each duty station away from headquarters shall be set by the Secretary General.
- 1.2 A staff member's regular worksite is the office where he/she is assigned to work, which could be at headquarters or away from headquarters.

II. Alternative Work Arrangements

2.1 Definition and Regulation

- a) When a staff member's work schedule or worksite differs from the regular working hours or worksite, as defined in sections 1.1 and 1.2 above.
- b) Alternative work arrangements are regulated by the corresponding Staff Rules, administrative guidelines and pertinent procedures established by the Department of Human Resources.

2.2 Purpose

- a) Alternative work arrangements shall provide staff members with increased flexibility in respect of their work schedule while allowing the General Secretariat to maintain a progressive and productive work environment.
- b) Through alternative work arrangements the General Secretariat expects to support and motivate staff members and to increase individual staff member's job satisfaction and commitment to the General Secretariat's mission.
- c) Alternative work arrangements shall provide adequate coverage for the individual operations of the respective dependencies of the General Secretariat, while also benefiting the General Secretariat as a whole through increased productivity without any compromise in the quality of output.

2.3 Authority to Approve

- a) With the prior approval of the staff member's supervisor and director of the corresponding department, the staff member may work under an alternative work arrangement.

- b) Alternative work arrangements for staff members with a regular duty station away from headquarters will be coordinated between the Director of the Office in the corresponding Member State and the Coordinator of the Offices of the General Secretariat in the Member States.

2.4 Not an Acquired Right

- a) Alternative work arrangements are not an acquired right but rather a temporary agreement between a staff member and the General Secretariat. Thus, all staff members will be considered for alternative work arrangements on a case-by-case basis.
- b) Alternative work arrangements may not be appropriate for all staff members, positions, or dependencies within the General Secretariat. Supervisors must carefully assess the appropriateness of an alternative work arrangement for an individual staff member or position. A staff member and their supervisor must consider and develop means to mitigate the impact of an alternative work arrangement on the rest of the staff within the respective dependency of the General Secretariat.

2.5 General Requirements

An alternative work arrangement may be established for an individual staff member provided that:

- a) The corresponding dependency of the General Secretariat is adequately staffed during regular working hours;
- b) The nature of the staff member's work and responsibilities are conducive to an alternative work arrangement and such arrangement will not cause significant disruption to the staff member's performance and/or service delivery;
- c) The staff member has a satisfactory attendance record, is currently meeting all performance expectations in his/her position, and consistently demonstrates the ability to complete tasks and assignments on a timely basis;
- d) An alternative work arrangement may be approved for a minimum of a three (3) month and a maximum of a one (1) year period which may be extended upon review and approval;
- e) As required by the needs of the corresponding dependency, the staff member agrees to revert to regular working hours upon the request of the supervisor; and
- f) Staff members working under an alternative work arrangement at headquarters follow the guidelines communicated by the Department of Human Resources for inclement weather conditions.

2.6 Modalities of Alternative Work Arrangements

The alternative work arrangements consist of:

- a) Flexible working hours;
- b) Compressed work schedule (CWS); and
- c) Situational Telework.

III. Flexible Working Hours

3.1. Definition

An alternative work schedule in which a staff member elects a daily start time other than the start of regular working hours as defined in section 1.1 above.

3.2. Specific Requirements

- a) At the request of a staff member and upon the prior approval of the staff member's supervisor and director of the corresponding department, a staff member may elect flexible working hours where the start time differs from the start of regular working hours, provided that a full work week is completed.
- b) Supervisors may request that a staff member work flexible working hours when it is deemed necessary to respond to the needs of the General Secretariat.
- c) At headquarters, the General Secretariat will maintain core hours starting at 10:00 am and ending at 4:00 pm. A staff member may request flexible working hours with a start time at any quarter-hour interval commencing no earlier than 7:30 a.m. (with a departure time of 4:00 p.m.) and no later than 10:00 a.m. (with a departure time at 6:30 p.m.). No workday schedule can start later than 10:00 a.m. or end earlier than 4:00 p.m. Similar parameters may be established for the Offices of the General Secretariat in the Member States based on local context as agreed to by the Director of the Office in the corresponding Member State and the Coordinator of the Offices of the General Secretariat in the Member States.

IV. Compressed Work Schedule (CWS)

4.1 Definition

An alternative work schedule in which a staff member works eighty (80) work hours bi-weekly in nine (9) consecutive workdays rather than the regular ten (10) workdays, resulting in one (1) scheduled non-working day ("CWS day") every two (2) weeks.

4.2 Specific Requirements

- a) At the request of a staff member, a CWS may be established, with the prior approval of the staff member's supervisor and director of the corresponding department. A CWS shall respond to the needs of the corresponding dependency of the General Secretariat.
- b) In considering the approval of a CWS, a supervisor shall take into account the nature of work performed by the requesting staff member, current local laws, current staffing in the relevant work area, the number of staff in the work area requesting similar schedules, office coverage during regular working hours, and employee performance. Where necessary, a back-up staff member shall be designated during the CWS day to attend to urgent matters.
- c) For a staff member working on a CWS, eighty (80) hours will be worked during nine (9) consecutive working days at the rate of eight (8) days of nine (9) working hours, followed by one (1) day of regular working hours [eight (8) working hours], and one (1) CWS day every two weeks. The CWS day under the agreement should always be on a Friday and for scheduling purposes may not be rotated.
- d) Any leave requested or reported by a staff member working on a CWS shall accord with the number of working hours scheduled for that particular day pursuant to the CWS. (For example: If the employee actually is in the office to work 3 hours on a day scheduled for nine working hours, she would submit a leave request for six hours.)
- e) CWS hours begin at 9:00 a.m. and end at 6:30 p.m. In the case of established flexible work hours, as defined in section III above, the work period may be shifted up to one and one half (1.5) hours earlier.
- f) Time worked on weekends, holidays or lunch does not count toward the fulfillment of the eighty (80) required hours.
- g) Staff must observe the scheduled hours of the CWS except during periods of official travel and work on missions. When staff members are required to work on their scheduled CWS day during missions, the corresponding supervisors may authorize them to use their CWS day on an alternate day within thirty (30) days of the scheduled CWS day. This provision is subject to work-load and availability of backup.
- h) If a staff member fails to fulfill the eighty (80) hour requirement within the scheduled nine (9) days, there shall be no entitlement to the scheduled CWS day. No partial credit, prorating of days, or carry-over of time worked is permitted.
- i) Staff members whose scheduled CWS day falls on an official holiday or who must work during the scheduled CWS day due to demands of the General Secretariat will be authorized to use their CWS day on an alternate day within

thirty (30) days of the scheduled CWS day. Unused CWS days cannot be accumulated.

- j) Staff members working on a CWS remain responsible for accomplishing assignments within the timeframe prescribed by their supervisor.
- k) A staff member and their supervisor may choose to suspend the CWS when it is apparent that multiple official holidays falling within a ten (10) day period might prevent fulfillment of the required eighty (80) working hours.

V. Situational Telework

5.1 Definition

An alternative work arrangement under which a staff member performs his/her duties and responsibilities from a location other than the regular worksite, as defined in section 1.2 above, while observing the staff member's work schedule.

5.2 Specific Requirements

- a) At the request of a staff member, Situational Telework may be established, with the prior approval of the staff member's supervisor and director of the corresponding department. A supervisor may also request an arrangement for Situational Telework.
- b) Situational Telework shall respond to inclement weather or other emergencies, headquarters/Offices in the Member States closures, or special work assignments and to the needs of the corresponding dependency of the General Secretariat. Situational Telework may not be used as a substitute for dependent care, sick leave, maternity leave, or parental leave.
- c) Situational Telework arrangements are particularly suitable in situations involving specific tasks that can be performed as effectively outside the office environment as within the office environment. Such tasks may include, but are not limited to, preparations of certain type of research papers, data entry, translation, or written assignments that need to be completed within a tight deadline.
- d) A staff member participating in Situational Telework remains subject to all relevant procedures and requirements and to all applicable policies regarding security and confidentiality.
- e) Official holidays and excused absences in connection with official holidays, as provided in Staff Rule 101.2, will apply to staff members participating in Situational Telework under this Policy.
- f) A staff member participating in Situational Telework must be accessible to his/her supervisor and to colleagues by means of the different technology options available, including telephone and electronic mail, during regular working hours.

- g) Staff members may borrow laptops from their corresponding dependencies of the General Secretariat or choose to use their own computers. Supervisors must ensure that staff members participating in Situational Telework are properly equipped to perform work efficiently.
- h) A staff member participating in Situational Telework is responsible for any cost incurred in setting up and maintaining a proper external work environment. The General Secretariat will not compensate staff members for any costs associated with an external workplace except in the case of charges for official long-distance phone calls.
- i) A staff member participating in Situational Telework -must have demonstrated to the satisfaction of her/his supervisor an ability to work efficiently with minimal supervision, to establish priorities, and to manage time efficiently.

VI. Attendance and Leave Records

Attendance records and leave requests for staff members working under an alternative work arrangement will be based on their actual working hours pursuant to such arrangement.

VII. Role of Supervisors

When an alternative work arrangement is approved, the supervisor is responsible for:

- a) Monitoring compliance with the alternative work arrangement;
- b) Maintaining or improving the efficiency of the staff member's work and of the corresponding dependency of the General Secretariat as a whole;
- c) Ensuring adequate staffing during regular working hours; and
- d) Assessing the impact of the alternative work arrangement in terms of productivity, quality of work, and absenteeism and terminating any alternative work arrangement(s) which have a significant negative impact on the above factors.

VIII. Cancellation or Suspension of the Alternative Work Arrangement

An alternative work arrangement may be canceled or temporarily suspended by either the General Secretariat, the supervisor or director, or the staff member with one week of advance notice. The notice period may be altered upon mutual agreement of the staff member and supervisor or director.

IX. Misconduct in the Use of Alternative Work Arrangements

Failure to abide by these provisions will lead to the cancelation or suspension of a staff member's alternative work arrangement and/or may result in the application of disciplinary measure under the Staff Rules.