

PAY RESEARCH BUREAU

Survey on Flexible Hours of Attendance in the Public Sector

Please fill in the relevant parts and/or tick (✓) the boxes of the Questionnaire, as appropriate.

PART I: BASIC DATA

1. Name of Ministry / Department / Organisation:
2. Number of employees on permanent and pensionable establishment in your organisation:
3. How does your organisation normally operate to *meet its operational requirements?*
(Please exclude Departments/Divisions/Sections operating on shift, roster and staggered hours and those operating in essential services providing 24 hour coverage).

on a five day week basis
on a six day week basis
4. Have you implemented the *flexible pattern of attendance* in your organisation?
Yes No

If yes: (i) Since when has it been introduced?
.....

(ii) Does it apply to all staff?
Yes No

If no, give details:
.....

PART II: IMPLEMENTATION OF FLEXIBLE HOURS OF ATTENDANCE

1. Do you have an *electronic* attendance system in your organisation to monitor the attendance of employees?
Yes No
2. If No: (i) the reason thereof?
.....

(ii) how does your organisation monitor the attendance of employees?

Please tick as appropriate

A. Attendance Register
B. Clock Cards System
C. Finger Print Attendance
D. Others (Please Specify)
.....

3. (i) Are records of late/early hours of attendance in respect of each officer compiled on a monthly basis?

Yes No

If yes, state whether:

(a) hours of attendance over and above the prescribed normal hours of work, i.e. 33¼ hours weekly, is credited in the bank of attendance on a monthly basis?

Yes No

(b) hours of attendance less than the prescribed normal hours of work are deducted from any outstanding balance from bank of attendance or leave entitlement on a monthly basis?

Yes No

(c) your organisation compensate officers for excess hours of work put in against time off facilities?

Yes No

(ii) Do you allow employees to offset late arrivals by working beyond normal hours of work?

Yes No

If no, how such officers are made to offset their late arrivals?

.....

(iii) Do you allow employees to use accumulated early arrivals as time off or solely to off set against late arrivals?

Yes No

(iv) Do officers often avail themselves of time off facilities against early arrivals?

Yes No

If Yes: (a) to what extent excessive time off is disrupting the service delivery?

.....

(b) how your organisation proposes to address the problem?

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4. Do you agree or disagree that the Flexible Hours of Attendance to combat Tardiness in the Public Sector has been able to induce desired employee behavior in your organisation?

Agree Disagree Don't know

Please state why:

.....

.....

PART III: FLEXIBLE WORKING ARRANGEMENT (FWA) - FLEXITIME

1. The Flexitime was introduced by the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) on a pilot basis after the publication of the 2016 PRB Report, wherein several Ministries/Departments were involved.

Under the FWA, officers were allowed to choose their respective time of arrival and departure within varying time slots as hereunder:

- 08.00 hrs to 15.15 hrs*
- 08.45 hrs to 16.00 hrs*
- 09.00 hrs to 16.15 hrs*
- 09.45 hrs to 17.00 hrs*

2. The MPSAIR made several changes under this system which are not in consonance with the recommendations of the Flexible Hours of Attendance as recommended in the 2016 PRB Report.

3. In this context, it would be appreciated if your views/comments on the changes could be submitted (where applicable) to the Bureau such that a proper assessment could be made to gauge the effectiveness of both the Flexible Hours of Attendance and the Flexitime.

4. Was your Ministry/Department/Organisation/Federation involved in the FWA, as introduced by the MPSAIR on a pilot basis?

Yes No

(Even if your reply is 'No', please give your views/comments on the ensuing questions in respect of the FWA)

5. Please state the number of officers choosing the different time slots:

<i>Time Slot</i>	<i>No of Officers</i>
08.00 hrs to 15.15 hrs
08.45 hrs to 16.00 hrs
09.00 hrs to 16.15 hrs
09.45 hrs to 17.00 hrs

6. Under the FWA, the conditions governing the system, as proposed by the MPSAIR are enumerated as hereunder:

	Proposals of MPSAIR	Do you			Reasons/Comments (if any)
		Agree	Disagree	Strongly Disagree	
(i)	The 15 minutes early arrivals as from 08.30 a.m in slot 2 (08.45 a.m to 04.00 p.m), would no longer be granted. All officers have to attend duty in accordance with the hours specified in their slots.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Proposals of MPSAIR	Do you			Reasons/Comments (if any)
		Agree	Disagree	Strongly Disagree	
(ii)	Excess hours of work would be used to compensate for accumulated lateness during same week.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(iii)	Change in slot, may exceptionally be approved on a case to case and merit basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(iv)	Officers may, upon application, exceptionally be granted 2 hours leave to be reckoned against Casual Leave Entitlement for unforeseen and urgent cases, subject to exigencies of the service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(v)	Late attendances upto 15 minutes would be allowed in all slots and would not be considered as lateness, unless it is either refunded on the same day, the next day or during the same week, subject to performing productive work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(vi)	Lateness on Friday should be compensated on the same day, failing which, deduction would be made from the Casual Leave Entitlement of the officer on a monthly basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(vii)	Officers in any slot, would be given in exceptional cases, the possibility to compensate upto 30 minutes of lateness either on the same day, the next day or during the same week.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(viii)	Officers would be allowed to take half an hour (30 minutes) for lunch during a core time ranging from 11.30 a.m to 1.30 p.m depending on the working time slots they have chosen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1. On the whole, the proposals of the MPSAIR relating to the FWA system are more stringent and restrictive than the provisions governing the Flexible Hours of Attendance as recommended in the 2016 PRB Report.

Agree Disagree Strongly Disagree

2. As Responsible/Supervising Officer of your Ministry/Department/Organisation, which of the two systems do you think would induce desired employee behaviour?

Flexible Hours of Attendance

Flexitime Working Arrangement

Please state why:

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.....

3. Suggestions have been received for rescheduling the opening hours of public offices in a staggered way, i.e. an office could open at 11.00 hours to close at 19.00 hours.

Agree Disagree Strongly Disagree

4. Your suggestions, if any, on ways and means to improve the Flexitime Working Arrangement.

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PART IV – GENERAL REMARKS

1. Your suggestions, if any, on ways and means to improve upon the current provisions governing Flexible Hours of Attendance.

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2. Comments/suggestions of the Chief Executive Officer (CEO) of the Organisation on the issue of Flexible Hours of Attendance that he/she would wish the Bureau to consider in the formulation of new recommendations.

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Name of Officer filling in the Questionnaire:

Grade:

Signature:

Date: