

## CHAPTER 24: Employment Procedures

ALTSA Residential Care Services, Standard Operating Procedures Manual



### Overview

This standard operating procedure (SOP) chapter outlines activities and employment procedures that support Residential Care Services (RCS) work and staff.

These procedures are in addition to [DSHS Administrative Policies](#), as they are specific to RCS. These procedures will be reviewed for compliance and accuracy at least every five years.

### Contacts

- [DSHS/ALTSA Human Resources Support General Contact](#)
- [Human Resources Consultant](#)
- [RCS Policy Unit General Contact](#) (**internal** RCS use)
- [RCSPolicy@dshs.wa.gov](mailto:RCSPolicy@dshs.wa.gov) (**external** RCS use)
- [RCS Quality Improvement Unit General Contact](#)



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# Part I: Employment Procedures

## A. Telework Expectations

### Purpose

This procedure clarifies performance expectations for Residential Care Services (RCS) staff working in a hybrid home/office work environment. This procedure helps RCS as a division to:

- Meet [DSHS Administrative Policy \(AP\) 18.87 - Modern and Mobile Workplace](#) goals and follow guidance.
- Operationalize RCS's organizational objective of "A division culture that values learning, respect, improvement, teamwork, and adaptability."
- Reflect RCS values of collaboration, respect, and accountability.

[DSHS AP 18.87](#) states that "Employees are expected to complete all work assignments as required, attend meetings (virtually and in person) and conduct all day-to-day tasks as they would as if they were working in person at their official duty station. Remote employees must be available for and participate in meetings in accordance with the normal demands of their job."

### Procedure

When working from a home office, employees should be undisturbed, able to concentrate, and comfortable in their alternative work environment. It is the employer's responsibility to ensure that employees maintain an alternative work environment that allows them to perform their jobs efficiently, comfortably, and safely.

## 1. Roles and Responsibilities

RCS employees working from a home office do so at the request of and/or permission from their immediate supervisor based on the business needs of the division.

- a. The supervisor will:
  - 1) Determine whether work duties can be done from a remote or home office.
  - 2) Confirm the employee's attendance and work performance are satisfactory.
  - 3) Verify the employee is technically proficient with required technology (i.e., capable of simple troubleshooting and able to assist with more advanced troubleshooting).
- b. Once verified the employee is eligible for telework, the supervisor will:
  - 1) Communicate performance expectations for remote work with each employee, using [DSHS Telework Participant Agreement \(DSHS 17-204\)](#). In addition, the supervisor communicates and documents expectations for topics below under Terms and Conditions "Additional Agreements" section of [DSHS 17-204](#):

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- 1) Communication and workflow procedures
  - a) How phone messages are relayed and how the employee can be reached (i.e., if a cell phone will be used).
  - b) Use of Outlook calendar and/or Teams to indicate availability.
  - c) How the employee will notify the manager when they need to be absent or late.
  - d) The employee and supervisor will communicate as often as is necessary to review assignments, work progress, provide feedback, and complete work.
- 2) Work Assignments and Meetings
  - a) Employees must be “camera ready” during work hours.
    - This means employees must be ready to appear on camera with grooming and attire equivalent to what would be worn in an office setting and/or appropriate dress for the job being done that day.
    - The supervisor will indicate times when camera use is required during meetings.
    - An employee unable to perform assigned duties while teleworking will contact the supervisor for instructions.
- 3) Work Environment / Space
  - a) Must be quiet and distraction-free.
  - b) Supports the employee’s ability to dedicate full attention to their job duties during work hours.
- 4) Schedule
  - a) Employees adhere to break, lunch, start and end times and attendance schedules as agreed upon with their manager.
  - b) Schedules must overlap with those of their team members for as long as is necessary to complete their job duties effectively.
- 5) Absences and Leave Requests:
  - a) Employees must report any absences from duty during remote work hours in the same manner as if they were scheduled to be at their assigned duty station.
  - b) An employee requesting authorization to work overtime, use sick leave, vacation, or other leave will follow the same procedure used when working at the official duty station.
- 6) Home Office Set Up and Technology
  - a) Computer, modem, software, monitors, keyboard, and mouse should be set up to function so that they can conduct all day-to-day tasks as they would as if they were working in person at their official duty station.
  - b) Internet connection must be adequate for the job. DSHS may provide devices to augment home internet connection in some circumstances.
  - c) Staff are responsible to seek help to maintain equipment and supplies and seek help promptly if equipment is not functioning.

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### 2. Telework Agreement

- a. The employee will complete the [DSHS Telework Participant Agreement \(DSHS 17-204\)](#) and [Safety Assessment \(DSHS 17-202\)](#) forms annually.
- b. The supervisor will maintain a copy of the teleworking agreement and safety assessment on file, along with any updates and documented annual reviews.

Note: If the employee has a flexible work schedule, the agreement may cover both flexible work hours and teleworking.

- c. The supervisor will ensure that the signed telework agreement is distributed as follows:
  - 1) Employee: Provides to the employee a copy of the telework agreement and safety assessment, with any updates.
  - 2) Supervisory File: Maintains the original documents in the employee's supervisory file along with any other attachments or expectations.
  - 3) Human Resources: Sends a copy of the annual telework agreement and safety checklist to [ALTAHRSupport@dshs.wa.gov](mailto:ALTAHRSupport@dshs.wa.gov) to be processed into the employee's personnel file.

### 3. Telework Agreement End

- a. Either party may end the telework agreement with seven calendar days written notice by completing and submitting the [Telework Application Withdrawal \(DSHS 17-201\)](#) form.
  - 1) In cases of an emergency or alleged misconduct, no notice is required prior to ending the agreement.
- b. The Telework Application Withdrawal form is retained in the employee supervisory file.



### B. 9/80 Alternate Schedule Guidelines

#### Purpose

RCS recognizes flexibility is a critical driver of staff well-being and performance and is responsive to the changing professional and personal demographic of the multi-generational workforce. When properly managed, it has been shown to increase productivity, increase employee engagement and retention, provide extended coverage, and cross training opportunities, and decrease unplanned absences. It promotes diversity and has a positive impact on workforce culture and employee morale. Implementation of a 9/80 work schedule shall not impede services to the public, or internal or external clients, or impede the division from accomplishing its mission.

The purpose of these guidelines is to:

- Encourage the implementation of the 9/80 schedule for recruitment and retention;
- Ensure consistency and structure for application; and
- Provide schedules to address specific division needs whenever possible.

These guidelines establish administrative procedures and supports employee requests for alternative work schedules options ([DSHS-AP-18-87](#)). The 9/80 alternate schedule process allows staff and supervisors to consider alternate schedules without impairing service to the public while meeting core business needs. For represented employees, the collective bargaining agreements (CBA) supersede specific provisions of agency guidelines with which it conflicts.

#### 1. Request Criteria

All RCS full-time employees are eligible to request a 9/80 work schedule. Participating in a 9/80 schedule is not required. Requests will be approved subject to performance, ethics and business and customer service needs.

#### 2. Roles and Responsibilities

##### Employees:

- a. May request alternative work schedules by emailing their request to their immediate supervisor along with a completed [Work Schedule / Shift Change Notice \(DSHS 03-138\)](#) form and desired schedule.
- b. Following approval, participants must:
  - 1) Comply with all DSHS and departmental policies, including but not limited to:
    - a) [Administrative Policy No. 14.18](#), E-Mail & Voice Mail Greetings and Responses
    - b) [Administrative Policy No. 18.28](#), Compensation Policy
    - c) [Administrative Policy No. 18.31](#), Holidays and Leave
    - d) [Administrative Policy No. 18.58](#), Washington Management Service Department of Social and Health Services

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- e) [Administrative Policy No. 18.64](#), Standards of Ethical Conduct
- f) [Administrative Policy No. 18.87](#), Modern and Mobile Workplace Policy
- 2) Adhere to the scheduled day off and the scheduled working hours.
- 3) Provide advanced notice to immediate supervisor regarding any deviation from the agreed upon, signed [Work Schedule / Shift Change Notice \(DSHS 03-138\)](#) form.
- 4) Have designated coverage on their scheduled flex day.
- 5) Work with their immediate supervisor to ensure divisional business needs are met without incurring overtime.
- 6) After approval for the schedule change is granted, update their profile in the Travel Expense Management System (TEMS) with their new schedule.

### Supervisors:

- a. Must review the completed [DSHS 03-138](#) form and schedule request submitted by the employee.
- b. Collaborate with the Human Resources Division (HRD) to determine the appropriate rule.
- c. Meet with the employee to discuss and determine an agreeable schedule that ensures business needs and job responsibilities are met.
- d. Complete the [Work Schedule / Shift Change Notice \(DSHS 03-138\)](#) form with the 9/80 schedule details agreed upon in the meeting with the employee. Both parties must sign the form.
- e. Forward the completed, signed form to the Appointing Authority (i.e., Regional Administrator, Office Chief, or Director) for review and approval.
- f. Forward the approved form to human resources at [ALTSAHRSupport@dshs.wa.gov](mailto:ALTSAHRSupport@dshs.wa.gov) and designated timekeeper.
- g. Update the Flexible Agency Resource Management (FARM) system with the employee's new schedule. (See section labelled '[Databases Requiring Schedule Updates](#)' for more information.)
- h. Place a copy of the approved form in the employee supervisory file.

### Appointing Authority (i.e., Regional Administrator, Office Chief, or Director):

- a. Must review the signed [DSHS 03-138](#) form provided by the supervisor.
- b. If necessary, meet with the supervisor for clarification or questions about the proposed schedule.
- c. Sign the approved form and email to the supervisor and employee.

## 3. Flexible Work Schedule Termination

Approved flexible work schedule agreements will terminate upon transfer to a new division or work unit. Transferring employees wishing to continue a flexible work schedule must submit a new request.

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### a. Termination by the Department

- 1) The Department reserves the right to terminate the agreement at any time.
- 2) Supervisors can terminate 9/80 schedule for failure to comply with the 9/80 guidelines or if business and customer service needs are no longer being met.
- 3) Participants will receive seven calendar day's written notice of any plans to terminate the agreement, unless it is for alleged misconduct or an emergency.
- 4) Upon termination, the employee will revert to their previous work schedule hours.

### b. Termination by the Employee

- 1) Employees may request to amend the 9/80 or revert to 5–8-hour days by submitting the [Work Schedule / Shift Change Notice \(DSHS 03-138\)](#) form to their immediate supervisor.
- 2) Schedule changes will be made in accordance to pay period policy and will not take effect in the middle of a pay period.

## 4. Core Working Hours for 9/80 Alternate Schedule

Each division / unit will establish core working hours based on guidance contained within [RCW 41.04.390](#).

<i>Examples of 9/80 Schedules include:</i>					
9/80	M-F	1 hour lunch	7:00 – 5:00	9 hours	Day off to be determined
9/80	M-F	1 hour lunch	7:30 – 5:30	9 hours	Day off to be determined
9/80	M-F	1 hour lunch	8:00 – 6:00	9 hours	Day off to be determined
9/80	M-F	½ hour lunch	7:00 – 4:30	9 hours	Day off to be determined
9/80	M-F	½ hour lunch	7:30 – 5:00	9 hours	Day off to be determined
9/80	M-F	½ hour lunch	8:00 – 5:30	9 hours	Day off to be determined
9/80	M-F	½ hour lunch	8:30 – 6:00	9 hours	Day off to be determined

## 5. DSHS 03-138 Form Completion – Work Schedule Rule Selection

All schedule changes must start on a Sunday for payroll purposes. Below are examples of how to determine the schedule pattern throughout the year. See [Table 1](#) for applicable work schedule rules.

If the new schedule starts with Jan 1st as week one, then Jan. 8th is week 2 for the first pay period. Jan 15th would again be week one, starting off the next pay period. The schedule will follow this pattern throughout the year every other week.



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Example:

1. Employee wants to start a 9/80 schedule on Jan. 22<sup>nd</sup> and have every other Monday off, with their first Monday off on Jan. 30<sup>th</sup>. The 30<sup>th</sup> would fall in week one of the pay period calendar (see calendar example in [Table 2](#)).

**This employee would choose work rule R053 M 0, Tu-Fr 9, 2<sup>nd</sup> M 8.**

2. If that same employee wanted to start the new schedule on Feb. 12<sup>th</sup> and have every other Monday off, with their first Monday off on Feb. 20<sup>th</sup> off, that Monday would be in week two of the pay period.

**This employee would choose work rule would be R051 M 8, Tu-Fr 9, 2<sup>nd</sup> M 0.**

Table 1 Work schedule rules – Choose the rule that matches the employee's desired schedule.		
DAY OFF	RULE	WORK SCHEDULE RULE TEXT
M	R053	2Wk: M 0, T-F 9, Tu 8, 2 <sup>nd</sup> M 8
M	R051	2Wk: M 8, T-F 9, Tu 8, 2 <sup>nd</sup> M 0
M	R057	2Wk: M 0, Tu-F 9, 2nd M 9, 2nd F 8
M	R055	2Wk: M-Th 9, F 8, 2 <sup>nd</sup> M 0, 2 <sup>nd</sup> F 8
M	R061	2Wk: M 0, T-Th 9, F 8, 2 <sup>nd</sup> M-Th 9, 2 <sup>nd</sup> F 9
M	R062	2Wk: M 0, T-F 10, 2 <sup>nd</sup> M 10, 2 <sup>nd</sup> F 0
M	R063	2Wk: M-Th 10, F 0, 2 <sup>nd</sup> M 0, 2 <sup>nd</sup> F 10
T	R044	2Wk: M, W-F 9, Tu 0, 2 <sup>nd</sup> Tu 8
T	R042	2Wk: M, W-F 9, Tu 8, 2 <sup>nd</sup> Tu 0
W	R050	2Wk: M-Tu, Th-F 9, W 0, 2 <sup>nd</sup> W 8
W	R048	2Wk: M-Tu, Th-F 9, W 8, 2 <sup>nd</sup> W 0
Th	R054	2Wk: M-W, F 9, Th 0, 2 <sup>nd</sup> Th 8
Th	R052	2Wk: M-W, F 9, Th 8, 2 <sup>nd</sup> Th 0
F	R047	2Wk: M-Th, 9, F 0, 2 <sup>nd</sup> F 8
F	R045	2Wk: M-Th, 9, F 8, 2 <sup>nd</sup> F 0
F	R059	2Wk: M-W 9, Th 8, F 0, 2 <sup>nd</sup> M-F 9
F	R049	2Wk: M-F 9, 2nd Th 8, 2nd F 0

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Table 2

*This calendar is intended as an example of how to determine which work schedule rule is applicable*

Month	Sun	Mon	Tue	Wed	Thu	Fri	Sat
JAN 2023	1 WEEK 1	2	3	4	5	6	7
	8 WEEK 2	9	10	11	12	13	14
	15 WEEK 1	16	17	18	19	20	21
	22 WEEK 2	23	24	25	26	27	28
	29 WEEK 1	30	31	1	2	3	4
FEB 2023	5 WEEK 2	6	7	8	9	10	11
	12 WEEK 1	13	14	15	16	17	18
	19 WEEK 2	20	21	22	23	24	25
	26 WEEK 1	27	28				

### 6. Emergency Response

Washington Management Service (WMS)/Exempt Management Service (EMS) employee schedules may be subjected to division review and revisions to respond to emergencies and disasters.

### 7. Holidays

#### **Represented Staff:**

Washington Federation of State Employees ([WFSE](#)) and Service Employees International Union ([SEIU](#)) members will follow their CBAs.

#### **Non-represented and Exempt Staff**

- When a holiday falls on the employee's scheduled workday, that day will be considered the holiday.
- When a holiday falls on the employee's scheduled day off, the agency will treat the employee's workday before or after as the holiday.

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- c. Employee may request an alternate day off as their holiday if the requested day off falls within the same pay period as the holiday. The supervisor may approve or disapprove the request.
- d. Paid holidays during the employee's regular work schedule are considered time worked.

### 8. Outlook and Phone Messaging

The below guidelines relate to employee communication within 9/80 work schedule.

Employees on a 9/80 work schedule must:

- a. Have their Outlook calendar updated and clearly identify the scheduled day off.
- b. Activate their out of office reply during the designated day off and include the name and contact number of the covering designee. This also applies to the voice mail system.
- c. Employees on a 9/80 work schedule must have shared permission with their immediate supervisor that includes a detail view. Immediate supervisors may require the employee to share their calendar with others at their discretion.

### 9. Annual Review

The supervisor and the employee must review and evaluate the 9/80 agreement annually, and as needed.

### 10. Databases Requiring Schedule Updates

- a. **TEMS** (updated by Employee):

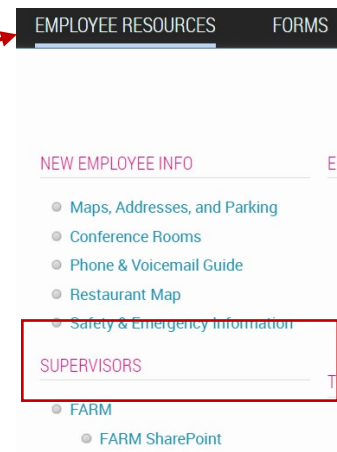
Updating a TEMS profile – [Travel Expense Management System](#)

- 1) Log into TEMS.
- 2) Click on the Profile tab.
- 3) Click the Edit button.
- 4) Make the necessary changes.
- 5) Click Save to save the changes made.

- b. **FARM** (updated by Supervisor):

Updating a FARM profile – [FARM Quick Reference Guide](#)

- 1) Enter FARM from ALTSA Intranet link by hovering over Employee Resources and selecting FARM.
- 2) Click above Quick Reference Guide link.
- 3) Follow directions given in guide.





## Part II: Appendices

### A. Forms

- [Work Schedule / Shift Change Notice form \(DSHS 03-138\)](#)
- [Telework Application \(DSHS 17-199\)](#)
- [Telework Review Checklist \(DSHS 17-239\)](#)
- [Telework Application Disposition \(DSHS 17-200\)](#)
- [Telework Application Withdrawal \(DSHS 17-201\)](#)
- [Telework Safety Assessment \(DSHS 17-202\)](#)
- [Telework Site Agreement \(DSHS 17-203\)](#)
- [Telework Participant Agreement \(DSHS 17-204\)](#)
- [Telework Employee Self-Assessment \(DSHS 17-205\)](#)
- [Telework Application Score Sheet \(DSHS 17-240\)](#)
- [Telework Candidate Qualities Assessment Addendum \(DSHS 17-240A\)](#)

### B. Resources

#### 9/80 Alternate Schedule Guidelines

- [Training Slides](#)
- [Training Q&A](#)
- [Leave Tracker Tips and Tricks](#)
- [FARM Quick Reference Guide](#)
- [Travel Expense Management System \(TEMS\)](#)
- [DSHS Travel Website](#)
- [WFSE Collective Bargaining Agreement \(CBA\)](#)
- [SEIU Collective Bargaining Agreement \(CBA\)](#)

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### C. Related Policies, RCWs, and WACs

#### 1. Policies

- a. [Executive Order 16-07](#), Building a Modern Workforce
- b. [Administrative Policy No. 14.18](#), E-Mail & Voice Mail Greetings and Responses
- c. [Administrative Policy No. 18.28](#), Compensation Policy
- d. [Administrative Policy No. 18.31](#), Holidays and Leave
- e. [Administrative Policy No. 18.58](#), Washington Management Service Department of Social and Health Services
- f. [Administrative Policy No. 18.64](#), Standards of Ethical Conduct
- g. [Administrative Policy No. 18.87](#), Modern and Mobile Workplace Policy

#### 2. RCWs

- a. [RCW 41.04.390](#), Flexible-time work schedules
- b. [RCW 42.04.060](#), Business Hours
- c. [RCW 42.52.160](#), Use of persons, money, or property for private gain
- d. [RCW 42.56.070](#), Public Records Act

Each division/unit will establish core working hours in guidance with [RCW 41.04.390](#), Flexible-time work schedules.

[RCW 41.04.390 \(3\)](#), Flexible-time work schedules states that the appointing authority may assign or reassign any employee or group of employees to a flex-time schedule for business need or emergencies.

#### 3. WACs

- a. [WAC 357-28-225](#) through [WAC 357-28-240](#)



### D. Glossary of Terms

**9/80 schedule** – Eight 9-hour days, one 8-hour day, and one day off in a 2-week period. Under a typical 9/80 arrangement, employees work four 9-hour days each week and one 8-hour workday every other week with one day off every other week.

**Agency** – State agency.

**Alternative work schedules** – the period on either side of the core business hours during the pay period where employees can vary their arrival and departure time.

**Core business hours** – hours during which all full-time employees must be on duty when scheduled to work eight hours or more, unless in an approved leave status. RCS core hours are Monday thru Friday, 8:00 AM to 5:00 PM. Employees can flex hours based on business need.

**Department** – This term refers to the Washington state Department of Social and Health Services (DSHS).

**Flexible work schedule** – an overarching term referencing different work schedules within DSHS. These schedules include flex time, compressed workweek, and telework schedules.

**Flextime** – daily work schedule which contains a core time of required hours during which an employee subject to the schedule is required to be present for work and designated hours before and after the core time during which an employee, with the approval of his or her agency, may elect a time of arrival to work and departure from work. Flex time is allowable under [RCW 41.04.390](#).

**Mobile work** – The ability to work in a variety of locations. Mobility also encompasses work that is functionally required of certain jobs, such as fieldwork.

**Pay period** – stretch of time over which employee work hours are compiled for inclusion in a paycheck.

**Revised Code of Washington (RCW)** – The compilation of all permanent laws now in force. It is a collection of Session Laws (enacted by the Legislature, and signed by the Governor, or enacted via the initiative process), arranged by topic, with amendments added and repealed laws removed. It does not include temporary laws such as appropriation acts.

**Telework** - A program where at least once every two weeks, the employee performs work duties normally performed at the employee's duty station from their home, from an office near the employee's home, or an alternative location identified in a teleworking agreement, rather than the employee's official duty station.

**Telework Participant Agreement** - A written plan detailing the understanding of, and commitment to, teleworking as mutually agreed upon by the employee, supervisor, and appointing authority.

**Washington Administrative Code (WAC)** – Regulations of executive branch agencies issued by authority of statutes. Similar to legislation and the Constitution, regulations are a source of primary law in Washington State. The WAC codifies the regulations arranging them by subject or agency.

**Work Environment** - Everything that shapes the employee's involvement with the work itself, including the organizational culture, physical space, safety considerations, technology and tools, and interactions with co-workers and supervisors.

**Work schedule** – schedule that is assigned to an employee in the Human Resources Management System (HRMS) and notates the planned start and end times that an employee is expected to work on specific days of the week. (Hours an employee is scheduled to work within the workweek)

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**Work Schedule Change Request** – means a request by an employee to change their current work hours, using the [Work Schedule / Shift Change Notice \(DSHS 03-138\)](#) form.

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**Working days (business days)** – defined as Monday through Friday, excluding federal and state holidays.

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**Workplace** - The physical location where an employee works.

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**Workplace strategy** - The alignment of an organization's work patterns with the work environment to enable peak performance and reduce costs while maintaining or improving business operations, customer service and employee engagement.

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**Workweek** – fixed regular recurring period of 168 hours beginning at a time determined by the appointing authority and continuing for seven consecutive 24-hour periods. The workweek may begin on any day and at any hour of the day.

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### E. Acronym List

ALTSA	Aging and Long-Term Support Administration
AP	Administrative Policy
CBA	Collective Bargaining Agreement
DSHS	Department of Social and Health Services
EMS	Exempt Management Services
FARM	Flexible Agency Resource Management
FM	Field Manager
FSA	Field Services Administrator
HQ	Headquarters
HRD	Human Resources Division
HRMS	Human Resources Management System
RCS	Residential Care Services
RCW	Revised Code of Washington
SOP	Standard Operating Procedures
TEMS	Travel Expense Management System
WAC	Washington Administrative Code
WD	Working Day
WFSE	Washington Federation of State Employees
WMS	Washington Management Services



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### F. Change Log

Eff. Date	Chapter/ Section #	Description of the Change	Reason for Change	Communication and Training Plan
01/17/2025	Entire Chapter	Formatting updates	Comply with new DSHS branding	N/A
04/26/2024	Part 1 & 2	Added Telework Section 9/80 Section Moved from Chapter 1	New Content  9/80 Section moved to align with new chapter focus	MB <a href="#">R24-039</a> Weekly Update Article on SOP Revisions
04/26/2024	Full Chapter	Chapter Number reassigned	Former Chapter title and content were retired.	MB <a href="#">R24-039</a> Weekly Update 2/23 review of SOP changes

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