



# Guidelines for Managing Working Hours

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Aim	To provide guidelines for managing working hours of academic employees (including researchers) and support services employees
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*The English version of this document is the operative version and the Afrikaans version is a translation thereof.*

## **The core of the guideline**

To set out the official working hours of employees at Stellenbosch University.

### **1. Introduction**

Stellenbosch University (SU) strives to be the employer of choice in the South African Higher Education sector. In order to attract and retain talented employees, innovative initiatives to create an enabling working environment can contribute to optimal performance. SU acknowledges that regulated flexibility regarding working hours is one such initiative.

The official working hours must be maintained in order to ensure the smooth and efficient running of all university activities. SU therefore supports the concept of flexible working hours where and to the extent this can be accommodated within its operations. It is therefore a reality that the option of flexible working hours cannot be extended to all employees as the requirements for some job functions precludes such an arrangement.

### **2. Purpose**

The purpose of this document is to set out:

- 21 SU's official working hours per appointment category, and
- 22 The principles governing SU's employees' flexible working hours.

### **3. Application of the guidelines**

These guidelines apply to all employees and must be read in conjunction with any other relevant arrangements applicable to employees.

### **4. Definition of flexible working hours**

It refers to flexible arrangements in terms of working hours within the parameters of SU's official working hours based on an agreement between the employee and the line manager.

## **5. Presence at the workplace**

- 5.1 Staff are expected to be on University premises and at the workplace assigned to them on working days unless they are on leave or on leave for the purposes of studies or research.
- 5.2 If employees have to perform their duties at some location other than their normal workplace, they must make adequate arrangements with their line manager and/or apply for leave of absence.
- 5.3 The core principle that must be applied rigorously is that employees must apply for leave for working days on which they do not attend to University-related duties.

## **6. Official Working hours at SU**

SU's official working hours for academic employees (including Researchers) and Support Services employees are as set out below. All employees are expected to work outside of their fixed hours of employment, should circumstances make this necessary.

### **6.1 Academic employees including Researchers**

- 6.1.1 Line managers may grant academic employees permission to perform their duties at locations other than the workplace, subject to the following general guidelines:
  - 6.1.1.1 In the normal course of things, academic employees must spend a number of hours between 08:00 and 17:00 at their usual workplace(s), in total at least 30 hours a week – among other things, to be available to colleagues and students.
  - 6.1.1.2 Line managers may grant academic employees permission to work at some location other than their usual workplace (e.g. at home) at regular agreed-upon times, if the line manager is of the opinion that such an arrangement will improve an employee's productivity and that it will not hamper the uninterrupted flow of University activities.
  - 6.1.1.3 If a line manager deems it to be in the University's interest that an academic employee should be present at the workplace at certain times, they may

request it.

6.1.2 Sometimes academic employees are forced to work long hours due to tasks that are tied to deadlines, e.g. to mark examination scripts or to supervise at tests. Line managers should consider such factors when considering requests to be absent from the workplace for some part of the working day.

## 6.2 Support services employees

<b>Appointment Category</b>	<b>Total number of working hours per week</b>	<b>Working hours per week (including a lunch break)</b>	<b>Additional comments</b>
Administrative	37 ½ hours	Mondays to Fridays: 08:00 – 12:45 and 13:45 – 16:30	A variation of half an hour before 08:00 and half an hour after 16:30 may be allowed, depending on operational requirements.
Technical- /Electronic- /Mechanical	40 hours	Mondays to Fridays: 08:00 - 13:00 and 14:00 - 17:00	A variation of half an hour before 08:00 and half an hour after 17:00 may be allowed, depending on operational requirements.
Technical Assistants	42½ hours	As per operational requirements	
Assistants	44 hours	Mondays to Thursdays: 07:30 - 13:00 and 14:00 - 17:30  Fridays: 07:30 - 13:00 and 14:00 - 16:30	
Facilities Management - Property Services	40 hours	Mondays to Fridays: 07:45 - 12:45 and 13:30 – 16:30	

Facilities Management - Risk and Protection Services (not applicable to shift staff)	40 hours	Times of work are determined according to circumstances and includes night duty.	
Maties Sport - Administrative	37 ½ hours	Mondays to Fridays: 08:30 - 12:45 and 13:45 - 17:00	
Botanical Garden		Mondays to Thursdays: 08:00 - 13:00 and 14:00 - 17:30  Fridays: 08:00 - 13:00 and 14:00 - 16:30	Alternating Saturdays and Sundays as well as public holidays and as determined by the line manager.
Music - Assistants		Mondays to Thursdays: 07:30 - 13:00 and 14:00 - 17:30  Fridays: 07:30 - 13:00 and 14:00 - 16:30	Should the circumstances necessitate, employees will be expected to work on Saturdays and to be on duty in the evenings until 22:00.

## 7. Flexible Working Hours

- 7.1 An employee may be allowed to work flexible hours if such a request is approved by the line manager and documented.
- 7.2 Flexible working hours is an internal departmental/divisional/centre practice and is based on a formal agreement between the line manager and the employee.
- 7.3 To ensure service delivery to internal and external clients during SU's official working hours, the employee and the line manager must discuss the details of the proposed flexible working hours in depth.
- 7.4 The line manager has to monitor and manage the practice taking the official working hours of employees into account as well as the operational requirements for the specific department/division/centre.

7.5 SU recognises that there are circumstances when employees could work flexible working hours. However, it should also be kept in mind that it is not possible to offer flexible working hours to all employees as the requirements of some job functions will not be suitable for such arrangements.

### **7.5.1 Principles**

When considering a request for flexible working hours, the line manager must consider the following principles.

- 7.5.1.1 Trust – mutual trust between line manager and employee
- 7.5.1.2 Fairness – these guidelines must be applied in a consistent and fair manner
- 7.5.1.3 Security – adherence to SU’s rules regarding the protection of information and care in the handling of its property
- 7.5.1.4 Standards – service delivery and performance cannot be compromised
- 7.5.1.5 Context – environments have the prerogative to take into account their context in framing the criteria and when considering requests
- 7.5.1.6 Responsiveness and availability – employees need to be responsive and available when the need arises
- 7.5.1.7 Cohesion – managing group dynamics

### **7.5.2 General criteria to determine eligibility for flexible working hours**

The criteria set out below must be complied with as a minimum set of criteria when considering whether an employee is eligible for flexible working hours.

- 7.5.2.1 The required level of face to face contact with students/clients/colleagues
- 7.5.2.2 Potential adverse effects on the level and quality of service
- 7.5.2.3 Impact on the workload of colleagues (especially those remaining in the office)
- 7.5.2.4 The ability to ensure effective communication arrangements between the workplace and the employee
- 7.5.2.5 The extent to which work can be delivered and retrieved electronically
- 7.5.2.6 Management support and agreement

#### 7.5.2.7 Employee's work style, work history and performance

### 7.5.3 Environment specific criteria

SU also recognises that it is not possible to have a one-size-fits-all approach to determine eligibility as circumstances may differ from one environment to the next. Environments are therefore permitted to establish their own environment-specific criteria provided that the principles contained herein are complied with.

### 7.5.4 Process if request for flexible working hours is not approved

If an employee is not satisfied with the outcome of any flexible working hour request, or the agreement is revoked, the employee can follow the grievance procedure.

## 8. Supporting documents

<b>Item no.</b>	<b>Name of document</b>	<b>Status</b> <i>(e.g. identified, in process or approved)</i>
	None	

## 9. Related documents

<b>Item no.</b>	<b>Name of document</b>	<b>Status</b> <i>(e.g. identified, in process or approved)</i>
DV0406	Benefits	Approved
CS0051	Conditions of service for research and support service staff	Approved
CS0053	Conditions of service for lecturing staff	Approved
CS0052	Conditions of service for Temporary staff	Approved