



**City of Laredo  
Human Resources Department**

**Policy 2025-007**

**Compressed Workweek Policy**

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City Manager

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10/1/2025

City of Laredo  
Human Resources  
Laredo, TX  
10/1/2025

## **Compressed Workweek Policy**

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### **Summary**

The purpose of this policy is to formally establish a Compressed Workweek structure within the City of Laredo.

This policy aims to provide our employees with a balanced work-life arrangement while maintaining high levels of performance, productivity, and customer service.

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### **Applicability**

The policy applies to all eligible, full-time City of Laredo employees across all departments and locations unless specific operational requirements and functions necessitate alternative arrangements. Contract employees, part-time employees, elected officials, and members covered under a collective bargaining agreement are excluded unless explicitly covered in their employment agreements.

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### **Distribution**

This policy is available in hard copy and in electronic media on the City of Laredo's website under the City Manager's Department category and in the Human Resources Department category.

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### **Timing and Implementation**

The Compressed Workweek Policy is implemented based on the policy activation mechanism as outlined below. This policy shall take effect immediately upon passage and will be reviewed annually by the City Manager's Office and Human Resources Department to ensure continued legal compliance and organizational relevance.

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### **Communications Plan**

The Human Resources Department will provide regular communication via email, mail-outs, flyers, posted flyers, text messaging, and newsletters will keep employees informed about program updates and deadlines.

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## **Policy Statement:**

It is the policy of the City of Laredo to establish a Compressed Workweek Plan for its employees in order to provide our employees with a balanced work-life arrangement while maintaining high levels of performance, productivity, and customer service to the citizens of Laredo. This policy aligns with the enabling resolution adopted by the City Council.

The philosophy of the City is:

*“We believe, the City of Laredo is committed to aligning with our commitment to improve employee morale, while fostering a flexible, supportive, and innovative work culture where employees are empowered to perform at their best, while also enjoying enhanced personal time, and improved well-being. Ensuring that business operations and services to our constituents will continue efficiently.”*

## **SECTION 1. WORKWEEK OPTIONS**

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### **Overview**

To support organizational flexibility and employee work-life balance, the Department Director may choose from several approved compressed workweek schedules for eligible staff within their department. These options are designed to allow full-time employees to complete a standard 40-hour workweek over fewer days, while still ensuring consistent operational coverage and service delivery.

A. Department Director will select one of the options listed:

#### **Option 1: 4/10 Schedule**

- Description: Employee works four 10-hour days (Monday–Thursday or Tuesday–Friday)
- Workweek: 40 hours
- Off Day: One fixed weekday off per week (usually Friday or Monday)
- Lunch: 1-hour unpaid break required
- Daily Hours: 7:00 AM – 6:00 PM (example; subject to department variation)

#### **Option 2: 4.5 Schedule**

- Description: Employee works four 9-hour days and one 4-hour day per week
- Workweek: 40 hours
- Half Day: Typically scheduled on Friday (subject to department needs)
- Lunch: 1-hour unpaid break required on 9-hour days; no lunch break required on 4-hour days
- Ideal For: Departments that benefit from partial staffing on one day while maintaining full-time coverage throughout the rest of the week

- B. Team Rotation:
- Teams alternate their off-days to ensure continuous business coverage.
  - This approach is ideal for client-facing or support functions.
- C. Important Notes:
- Directors are responsible for determining which model applies best within their divisions/departments.
  - Any changes to work schedules must be documented and submitted for approval by the Human Resources Department and City Manager.
  - Department Directors may adopt a compressed workweek schedule provided it complies with cost-neutrality, maintains public service levels, and demonstrates sufficient supervisory coverage.

## ***SECTION 2. ELIGIBILITY AND PARTICIPATION***

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This policy applies to:

- A. All full-time regular employees across all departments and locations, unless specific operational requirements and functions necessitate alternative arrangements.
- B. Elected officials, contract employees, part-time employees, interns, co-op, temporary and employees covered by a collective bargaining agreement are excluded.
- C. No department may implement a compressed schedule that increases the cost to any City fund. The department's request must include a cost neutrality certification signed by the Department Director and reviewed by Budget.

## ***SECTION 3. PROCEDURES***

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For compressed workweek schedules request, the following procedures shall be followed:

- A. The Division Manager may formally request a compressed workweek schedule that meets all staffing and operations criteria.
- B. Approval by the Department Director.
- C. Department requests must include:
  - a. a service continuity plan demonstrating how resident-facing services will be maintained or improved, including digital or alternate service methods where needed.
  - b. Organizational staffing charts proving supervisory and management staff availability during all operating hours, not just employee shifts.
  - c. Schedule listing hours of operation that totals 40 hours, locations, and assigned personnel.
- D. Review and approval by the Human Resources Department, accompanied by appropriate documentation
- E. Final review and approval by the City Manager.
- F. Once approved, the department may implement the schedule on a trial basis for 90 days (3 months).

- G. During the trial period, operational impacts will be evaluated, and the division manager or Department Director must solicit feedback from staff. Feedback will be documented and considered, but lack of employee consensus shall not block implementation if operational needs and cost/service standards are met.
- H. Trial evaluation criteria will explicitly measure service delivery impacts, cost neutrality, staff supervision, and employee experience.
- I. If the process is determined to be functioning effectively, the Department Director may submit a formal request for final implementation to the Human Resources Director.
- J. The Human Resources Director will review the final recommendation and, with the approval of the City Manager, approve or deny the long-term continuation of the compressed schedule.

### **Supervisor Responsibility**

Supervisors play a key role in the successful implementation and maintenance of compressed workweek schedules. They are responsible for ensuring that operational needs are met while supporting employee participation in the program. Supervisors must actively monitor performance, workload distribution, and customer service standards to ensure the compressed schedule does not negatively affect departmental efficiency or service delivery. Each supervisor will be required to:

- A. Maintain adequate staffing coverage during core business hours (8:00 AM – 5:00 PM or extended hours of operation)
- B. Ensure that work assignments and deadlines are met without requiring employees to work additional hours outside their approved schedule.
- C. Monitor schedule adherence, attendance, and timekeeping entries for accuracy.
- D. Communicate clearly with employees about performance expectations and operational needs.
- E. Address any scheduling or performance issues promptly, documenting actions taken.
- F. Collaborate with the Department Director to evaluate the effectiveness of the schedule during the trial period and provide input for the final implementation decision.

### **Holidays and Leave**

The City of Laredo recognizes that holidays and personal leave must be applied fairly for employees working a compressed schedule. Because compressed schedules involve varying daily hours, holiday pay is adjusted to reflect the actual hours an employee would normally work on that specific day. This ensures employees receive the same benefit as if they were working a standard schedule, without requiring them to use personal leave to make up the difference.

This section outlines how paid holidays and leave are credited and recorded for employees on an approved compressed workweek. It also ensures that leave usage aligns with the employee's scheduled hours and complies with applicable state and federal labor laws.

- A. When a recognized paid holiday falls on a scheduled workday, the employee will be credited for the number of hours they were scheduled to work that day under their approved compressed schedule (i.e., 8, 9, or 10 hours)
- B. Employees will not be required to use vacation, compensatory time, or other accruals to account for any difference in hours due to a holiday falling on a longer workday

### **Revocation or Modification**

The City of Laredo reserves the right to revise, suspend, or terminate compressed workweek schedules at any time if operational needs, staffing changes, service delivery requirements, or performance concerns make continuation impractical. While the City supports flexible scheduling as a benefit to employees, it must never compromise the efficiency, safety, or quality of public services.

Department Directors have the authority to end or alter an employee's compressed schedule without advance notice if circumstances require immediate change. Whenever possible, reasonable notice should be given to affected employees, and any changes must be communicated to the City Manager and Human Resources Director to ensure proper documentation and compliance with City policy.

This section ensures that compressed schedules remain adaptable to changing organizational needs while maintaining fairness and transparency in how changes are applied.

### **Recordkeeping**

Accurate and consistent recordkeeping is essential for ensuring compliance with federal, state, and City policies related to compressed workweeks. This section outlines the responsibilities of supervisors and employees in maintaining precise time and attendance records, verifying schedule adherence, and documenting any schedule adjustments.

- A. Time must be accurately recorded and approved in the City's official timekeeping system. All hours worked, including overtime, must be properly documented to reflect the employee's compressed schedule.
- B. Supervisors are responsible for ensuring compliance with the Fair Labor Standards Act (FLSA) and applicable state labor laws, which include:
  - 1. Ensuring non-exempt (hourly) employees are not allowed to work outside of scheduled hours—including during lunch breaks—without prior authorization
  - 2. Preventing any off-the-clock work, including responding to emails or calls outside of scheduled hours
  - 3. Accurately tracking and approving any overtime, which must be compensated in accordance with federal and state law
  - 4. Ensuring meal and rest periods comply with Texas Labor Code requirements and that unpaid breaks (such as the 1-hour lunch) are free of work duties

5. Monitoring daily and weekly total hours to avoid violations of maximum hours or minimum rest period requirements
6. Verifying that exempt (salaried) employees are not docked for partial-day absences in alignment with salary basis rules, unless using accrued leave
7. Any deviation from the approved schedule, including additional hours or adjustments, must be properly documented and communicated to the Department Director and Human Resources.

### **Overtime and Compensatory Time**

Overtime and compensatory time must be administered in compliance with the Fair Labor Standards Act (FLSA), the Texas Labor Code, and City of Laredo policies. Compressed workweek schedules do not change overtime eligibility requirements or the way overtime is calculated.

### **Non-Exempt Employees (Hourly)**

- A. Overtime is paid at one and one-half times (1 ½) the employee's regular hourly rate for all hours worked over 40 in a defined workweek.
- B. A compressed schedule may result in longer daily hours, but overtime pay is only triggered when total hours in the workweek exceed 40 hours, unless otherwise required by law.
- C. All overtime must be pre-approved by the supervisor or Department Director before it is worked.

### **Compensatory Time in Lieu of Overtime**

- A. With prior approval, eligible non-exempt employees may receive compensatory time off instead of paid overtime.
- B. Compensatory time is accrued at one and one-half (1 ½) hours for each overtime hour worked, in compliance with FLSA regulations.
- C. Accrued compensatory time must be used within the time limits established by City policy and may be scheduled based on departmental operational needs.

### **Exempt Employees (Salaried)**

- A. Exempt employees are not eligible for overtime pay or compensatory time under FLSA.
- B. Departments may authorize flexible scheduling for exempt employees to accommodate extended workdays in a compressed schedule without additional compensation.

### **Executive Oversight**

Executive Oversight: Supervisors must maintain documentation to demonstrate compliance and be prepared to provide records upon request by the Human Resources Director, the City Manager's Office, or internal or external auditors.

#### ***SECTION 4. COMPENSATION AND BENEFITS***

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- A. Compressed Workweek must not alter salary, benefits, or leave accruals and must not generate any additional cost to any City fund.
- B. All covered employees will be paid in accordance with the City's wage schedule, as referenced in the most up-to-date City's Wage Schedule located on the Human Resources Department webpage.

#### ***SECTION 5. COMMUNICATION AND COLLABORATION PROTOCOLS***

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##### **Monitoring and Review**

To ensure the policy's effectiveness, each immediate supervisor and corresponding supervisor shall:

- A. Collect quarterly surveys of employee feedback, coverage compliance, cost neutrality, and resident-facing service levels.
- B. Key Performance Indicators (KPIs) such as productivity, customer satisfaction, absenteeism, and turnover will be tracked.
- C. The policy will undergo a formal review every six months.

##### **Adjustments**

- A. Based on data and feedback, the City Manager reserves the right to suspend or revise any schedule that is inconsistent with these standards.
- B. Employees will be given at least 30 days' notice of any significant changes, when applicable.

##### **Roles and Responsibilities**

<b>Role</b>	<b>Responsibility</b>
Human Resources Department	Policy creation, monitoring, and compliance.
Department Directors	Identify the best workweek model to meet their department's needs, notify the Human Resources Department of the model selected, ensure department operation alignment, monitor performance, and distribute and collect the "Compressed Workweek Schedule Agreement" of employees participating in the program.
Employees	Manages workload effectively and provides feedback.
Legal Team	Reviews policy for legal and regulatory compliance.



## ***SECTION 6. LEGAL COMPLIANCE***

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This policy shall be administered in accordance with all applicable local, state, and federal laws, including but not limited to:

- Title VII of the Civil Rights Act of 1964
- Americans with Disabilities Act (ADA)
- Texas Labor Code – Chapter 21
- Equal Employment Opportunity (EEO) Regulations
- Fair Labor Standards Act (FLSA)
- City of Laredo Code of Ordinances
- Compensation and Classification Policy 2025-001

The City of Laredo is committed to fostering a workplace that values fairness, transparency, and equal opportunity for all employees.

### **Severability Clause**

If any provision, section, subsection, sentence, clause, or phrase of this policy, or its application to any employee or set of circumstances, is found to be invalid, unlawful, or unenforceable by a court of competent jurisdiction, such invalidity shall not affect the remaining portions of the policy. It is the intent of the City of Laredo that the remaining provisions shall remain in full force and effect, and that this policy be interpreted and applied in a manner that preserves its overall purpose and integrity to the greatest extent possible.

## ***SECTION 7. DEFINITIONS***

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**Compensatory Time (Comp Time)** – Paid time off granted to a non-exempt employee instead of overtime pay, accrued at one and one-half hours for each overtime hour worked, in accordance with the Fair Labor Standards Act (FLSA) for public sector employers.

**Compressed Workweek:** An alternative work schedule that allows a full-time employee to complete 40 hours of work in fewer than five workdays.

**Workweek:** A fixed and regularly recurring period of 168 hours — seven consecutive 24-hour periods — defined by the City as beginning on Sunday at 12:01 a.m. and ending on Saturday at 12:00 a.m.

**Fair Labor Standards Act (FLSA)** – A U.S. federal law that sets minimum wage, overtime pay rules, recordkeeping requirements, and youth employment standards for most public and private employees. It requires non-exempt workers to be paid at least the federal minimum wage and overtime pay at 1.5 times their regular rate for hours worked over 40 hours in a workweek.

**Full-time Employee:** An employee who is regularly scheduled to work 40 hours per week and is eligible for full benefits.

**Exempt Employee:** An employee who is exempt from the overtime provisions of the Fair Labor Standards Act (FLSA), typically salaried and ineligible for overtime pay.

**KPI (Key Performance Indicator)** – A measurable value that indicates how effectively an individual, team, or organization is achieving specific objectives. KPIs are used to track progress, assess performance, and guide decision-making toward desired goals.

**Lunch Break:** An unpaid meal period of at least one hour, during which the employee is completely relieved of all duties.

**Non-Exempt Employee:** An employee who is subject to the minimum wage and overtime provisions of the FLSA, typically hourly and eligible for overtime pay.

**Overtime:** Hours worked over 40 in a defined workweek by a non-exempt employee, which must be compensated at 1.5 times the regular hourly rate.

## ***SECTION 8. FORMS***

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Request for Compressed Workweek by Department  
KPI (Key Performance Indicators)  
Feedback Form  
Assigned Personnel and Operational Hours