



Chapter 08: Administrative and Financial

10. Team Member Scheduling and Timekeeping

Manage team member scheduling and timekeeping to optimize staffing and ensure accurate payroll processing.

Purpose

Establish systematic scheduling and timekeeping procedures that ensure adequate staffing for all operational needs, maintain accurate time records for payroll processing, and support team member work-life balance while meeting client service requirements.

Roles and Responsibilities

Finance Leader:

- Review and approve billing policies and procedures
- Oversee invoice accuracy and accounts receivable
- Monitor financial performance and budgets
- Ensure compliance with financial regulations
- Coordinate with external accounting services

Operations Leader:

- Oversee daily operations and coordinate between departments
- Authorize emergency response procedures and resource allocation
- Monitor safety compliance and operational excellence
- Coordinate scheduling across departments for operational coverage
- Review billing disputes and approve service adjustments
- Ensure regulatory compliance across all operations

Process Steps

Schedule Planning Phase

- **Assess staffing requirements** - Determine minimum staffing needs by department and shift

- **Review historical patterns** - Analyze seasonal trends and operational demands affecting staffing
- **Coordinate department needs** - Balance staffing across line service, maintenance, flight training, and administration
- **Plan for special events** - Adjust schedules for air shows, training events, and peak operational periods

Schedule Creation Phase

- **Develop master schedule** - Create monthly schedules ensuring adequate coverage for all operations
- **Assign specific shifts** - Match team member qualifications and availability to operational needs
- **Build in flexibility** - Include provisions for schedule adjustments and emergency coverage
- **Communicate schedules** - Distribute schedules to team members with adequate advance notice

Timekeeping Management Phase

- **Record time worked** - Capture accurate start and end times for all team members
- **Track break periods** - Monitor meal breaks and rest periods per labor regulations
- **Document overtime hours** - Record and approve overtime work with proper authorization
- **Process time-off requests** - Handle vacation, sick leave, and personal time requests

Schedule Adjustment Phase

- **Handle schedule changes** - Process requests for schedule modifications and coverage arrangements
- **Manage call-outs** - Coordinate emergency coverage for unexpected absences
- **Monitor attendance patterns** - Track attendance trends and address chronic issues
- **Update schedule records** - Maintain accurate records of all schedule changes and adjustments

Process Mapping

```mermaid

flowchart TD

A[Monthly Planning] --> B[Assess Needs]

B --> C[Create Schedule]

C --> D[Assign Shifts]

D --> E[Communicate Schedule]

E --> F[Daily Timekeeping]

F --> G[Monitor Attendance]

G --> H{Changes Needed?}

H -->|Yes| I[Adjust Schedule]

H -->|No| J[Process Payroll]

I --> F

...

## Tools and Resources

---

- **Scheduling Software:** Digital scheduling system with mobile access
- **Timekeeping System:** Electronic time clocks or mobile time tracking
- **Staffing Matrix:** Minimum staffing requirements by department and time period
- **Time-Off Tracking:** Vacation and sick leave accrual and usage tracking
- **Overtime Authorization Forms:** Approval documentation for overtime work
- **Schedule Templates:** Standard shift patterns and coverage models

## Success Metrics

---

- **Completion Time:** Monthly schedules published 2 weeks before start of month.

**Quality Standard:** 98% schedule adherence with minimal last-minute changes or coverage gaps.

**Safety Standard:** Minimum staffing maintained for all safety-critical operations without exception.

**Client Satisfaction:** Adequate staffing supports 95% client satisfaction with service availability and response times.

## Common Issues and Solutions

---

- **Issue:** Difficulty finding coverage for unexpected absences affecting service delivery
- **Solution:** Maintain on-call list of qualified team members and cross-train personnel for multiple roles. Establish clear call-out procedures and response expectations.

**Issue:** Overtime costs exceeding budget due to scheduling inefficiencies

**Solution:** Analyze overtime patterns and adjust base schedules to reduce regular overtime needs. Implement scheduling software to optimize shift assignments and minimize gaps.

**Issue:** Timekeeping errors causing payroll inaccuracies and team member concerns

**Solution:** Implement digital timekeeping systems with supervisor approval workflows. Provide training on proper time recording and establish error correction procedures.

## Safety Considerations

---

⚠ **WARNING:** Ensure minimum staffing levels are maintained for all safety-critical operations including fuel handling and aircraft marshalling

⚡ **CAUTION:** Monitor team member fatigue and ensure adequate rest periods between shifts per aviation safety standards

i **NOTE:** Schedule coordination is essential for maintaining safety coverage during shift changes and breaks

✅ **BEST PRACTICE:** Use scheduling software to optimize coverage while controlling labor costs and supporting team member preferences

## Regulatory References

---

- **Fair Labor Standards Act (FLSA)** - Federal wage and hour regulations including overtime requirements
- **OSHA 29 CFR 1910** - Occupational Safety Standards (work hour limitations and rest requirements)
- **14 CFR Part 91** - General Operating Rules (crew duty time limitations for flight operations)
- **State Labor Laws** - Applicable state regulations for work schedules and time-off benefits