

FOUR- DAY WORKWEEKS:

Current Research and Practice



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AGENDA

Current Research: Lori Wadsworth

Four Major Research Projects
Overview of Findings

Practice: Rex Facer

Implementation Framework
State of Utah

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FACER & WADSWORTH: Current Research

1. Initial Research

Employee Survey
Citizen Survey

2. Municipal HR Directors

Random sample of **151** cities with populations over **25,000**

3. Extended Employee Survey

Over **1,300** municipal employees in **5** states

4. State of Utah

3 rounds of surveys

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INITIAL RESEARCH: Employee Survey

Rex L. Facer II & Lori L. Wadsworth. *Alternative Work Schedules and Work-Family Balance*, *Review of Public Personnel Administration*, June 2008, pp. 166-77

79% reported a positive experience with **4/10**.

63% reported increased productivity.

64% stated that citizen access had improved.

3% felt that childcare arrangements were more difficult.

Employees working **4/10** schedule report lower levels of work-family conflict and higher levels of job satisfaction. Work-family conflict is related to decreased productivity, and increased absenteeism and turnover.

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INITIAL RESEARCH: Citizen Survey

Chyleen A. Arbon, Rex L. Facer II & Lori L. Wadsworth. *Of Citizen Preferences and Alternative Work Schedules: The Tale of One Western City*, Working Paper.

When asked if it was easier to access city services with the **4/10** schedule:

33% agreed/strongly agreed

33.5% neutral

33.5% disagreed/strongly disagreed

35% prefer **4/10** schedule

44% prefer traditional schedule

44% like extended hours of service

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HUMAN RESOURCE DIRECTORS

Rex L. Facer II, Lori L. Wadsworth, and Chyleen A. Arbon. (2009). *Cities leading the way: The use of alternative work schedules*. *Municipal Year Book 2009*, 28-33.

151 HR Directors at cities across the U.S.

53% of cities report using some type of AWS

Compressed workweek: **46%**

Flextime: **34%**

Telecommuting: **10%**

Job sharing: **9%**

Other: **8%**

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HUMAN RESOURCE DIRECTORS

Factors Influencing the Adoption of AWS		
	Number	Percent
Improve employee morale	41	48%
Support employee work-life balance	39	46%
Increase productivity	37	44%
Extend business hours	34	40%
Reduce costs	26	31%
Decrease absenteeism	25	29%
Increase ability to attract talented employees	24	28%

HUMAN RESOURCE DIRECTORS

Perceptions of Organizational Benefits From AWS		
	Number	Percent
Improved employee morale	54	64%
Improved employee work-life balance	46	54%
Improved customer service	39	46%
Increased productivity	35	41%
Increased ability to attract talented employees	27	32%
Decreased absenteeism	24	28%
Reduced costs	22	26%
Other	14	17%

HUMAN RESOURCE DIRECTORS

Perceptions of Organizational Drawbacks From AWS		
	Number	Percent
Increased scheduling difficulty	33	39%
Decreased face-time with employees	20	24%
Decreased productivity	8	9%
Decreased employee morale	7	8%
Increased absenteeism	5	6%
Increased customer service complaints	5	6%
Increased overhead costs	3	4%
Other	21	25%

HUMAN RESOURCE DIRECTORS

Perceptions of Employee Benefits From AWS		
	Number	Percent
Improved work-life balance	63	74%
Decreased stress	33	39%
Reduced personal costs (commuting, dry cleaning, etc.)	33	39%
Increased job autonomy	28	33%
Reduced daycare costs	27	32%
Other	16	19%

HUMAN RESOURCE DIRECTORS

Perceptions of Employee Drawbacks From AWS		
	Number	Percent
Longer work days	32	38%
Increased isolation from colleagues	9	11%
Decreased face-time with employer	6	7%
Increased daycare costs	6	7%
Increased limitation on career advancement	1	1%
Other	19	22%

EXTENDED EMPLOYEE SURVEY

Five cities in five states

More cities have agreed to participate

1,301 Completed surveys

46% Traditional work schedule

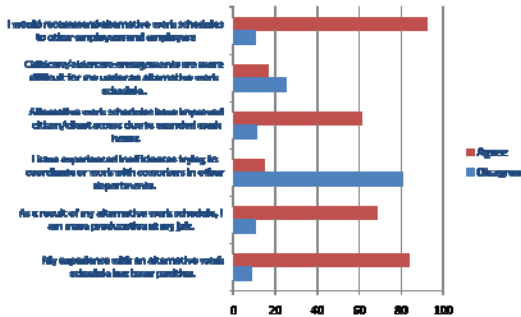
54% Alternative work schedule

43% on **4/10** work schedule

Preliminary results

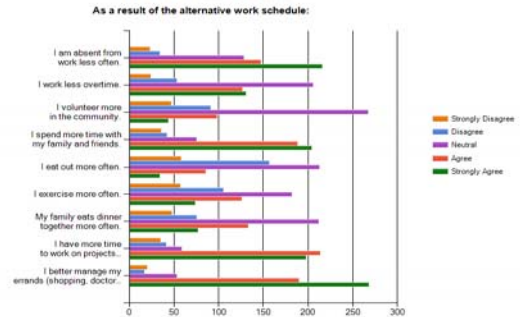
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EES: Satisfaction with AWS

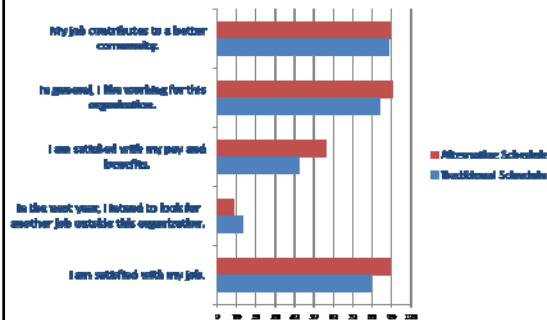


EES: Impact of AWS

Please select the options that most accurately describe your experience with the alternative work schedule.

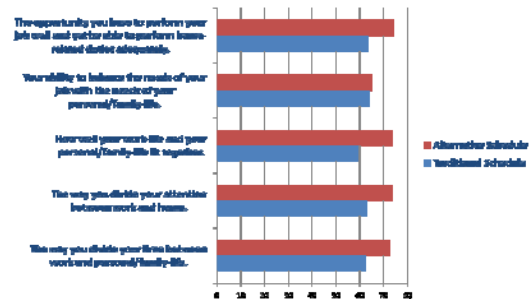


EES: Job Satisfaction



EES: Work-Family Balance

How satisfied are you with the following?



PRACTICE: Implementation Framework

Chylene A. Arbon, Rex L. Facer II & Lori L. Wadsworth. (forthcoming). *Compressed workweeks: Strategies for successful implementation*. Accepted for publication at *Public Personnel Management*.

- 1) People
- 2) Purpose
- 3) Process
- 4) Perceptions
- 5) Performance

PRACTICE: State of Utah

- 1) In late June **2008** Governor John Huntsman announced that Utah would start a mandatory **4** day workweek for state employees.
- 2) About **18,000** of Utah's **25,000** employees are affected by the schedule change.
- 3) The program officially started August 4, 2008 and was scheduled to last for a year.

PRACTICE: Implementation

Following the announcement in late June, departments only had one month to prepare for the shift.

“We can study this for another 6 months or we can do it, and figure it out as we go,”
Gov. Jon M. Huntsman Jr., July 2008

PRACTICE: Implementation

Challenges Facing Utah



PRACTICE: Implementation

Governor directed all agencies to identify:

- exemptions for essential services and locations
- specific strategies that ensure maximum benefit
- efforts they will make to mitigate the impact on their employees
- how they will communicate and monitor impact on customers
- efforts to ensure agency productivity

PRACTICE: Implementation

**NEW HOURS.
BETTER ENERGY.
MORE ACCESSIBILITY.**

BEGINNING MONDAY, AUG. 4, 2008
OUR OFFICE HOURS ARE CHANGING

EXTENDED HOURS TO BETTER SERVE YOU.
MONDAY - THURSDAY | 7 am to 6 pm

CLOSED FRIDAYS!

If you need emergency assistance on Friday
please call our Working 4 Utah hotline at 801-538-1808.

Department of Human Resource Management
State 2120 Phone: 801-538-9327
State Office Building Fax: 801-538-5901
Salt Lake City, UT 84143 Email: working4utah.gov

More than 800 government services
are available to you by visiting www.utah.gov



PRACTICE: Implementation

Assess Concerns: In order to understand employee attitudes and concerns the state conducted a survey in July.

Provide Exemptions: recognizing that the 4/10 schedule might provide some undue hardships the state provided a process for exemptions. Individuals granted exemptions were provided an off-site work location for their Friday work.

PRACTICE: Implementation

One Year Pilot Program: buildings shut down on Fridays for most state agencies (excluding essential services)

- Corrections and Public Safety not affected
- Adjustments to holiday & leave policy

PRACTICE: Evaluation

State Committed to evaluating the program

- Energy consumption & expenditures
- Leave usage
- Employee attitudes
- Use of public transportation
- Commuting change

Evaluation Surveys

- 3 months
- 9 months

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PRACTICE: Results of the Experiment

Experiment was extended, final decision is still pending



Energy, Extended Service, Employees, and Environment

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RESULTS: Energy

Overall energy use reduction is **10.5 %** in **125** larger state owned buildings that implemented the **4/10** schedule.

- Based on August 15, 2008 through August 15, 2009 utility bill data (with weather normalization adjustment)
- Full year to year comparison using utility bill data (without weather normalization adjustment) showed a **12 %** energy use reduction (down from **9**-month interim report of **13 %**)
- Electric energy use reduction **6 %** (with weather normalized adjustment)
- Natural gas energy use reduction **16.5 %** (with weather normalized adjustment)

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RESULTS: Energy

Overall energy cost avoidance savings is **\$502,000**

Target: **\$3 million** in energy cost avoidance savings

- Target was to close **1,000** buildings and reach a **20%** savings in each building.
- **125** buildings are only partially closed. **4/10** and **5/8** employees share office space.
 - Lab areas and sensitive equipment areas with associated critical **24/7** temperature requirements.
- People left lights & computers on over the long weekend.
- Energy prices fell, while the target estimates assumed steady and rising energy costs.

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RESULTS: Extended Service

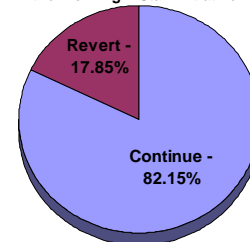
State recently commissioned a public opinion survey: there is some data available

- Wait times at the Department of Motor Vehicles is down from **11.4** minutes to **7.3** minutes with maintained customer satisfaction
- Workforce Services (Central Region) reported **826** people/week served in extended hours
 - **10%** increase in UI filings

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RESULTS: Employees

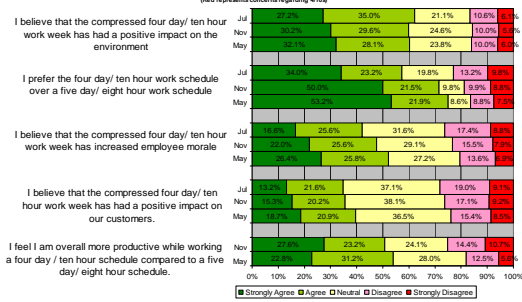
Do you want to continue with the four day/ten hour work schedule or go back to your schedule prior to the Working 4 Utah initiative?



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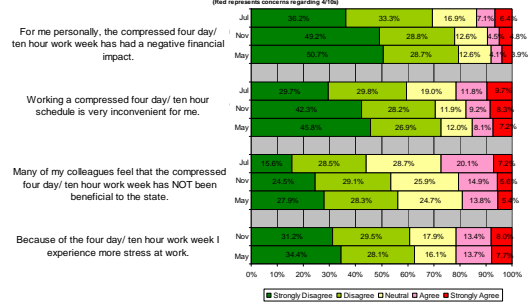
RESULTS: Employees

Positively Worded Statements Toward 4/10s: Only Employees working the 4/10 Schedule



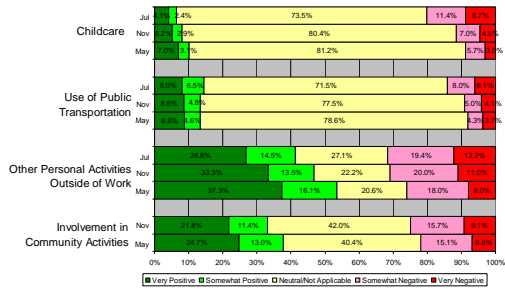
RESULTS: Employees

Negatively Worded Statements Toward 4/10s: Only Employees working the 4/10 Schedule



Results: Employees

Impact of 4/10s on Personal Life: Only Employees working the 4/10 Schedule



RESULTS: Employees

Absenteeism and Overtime

Leave usage down **3.60%**

Paid overtime down **161,000** hours

Comp time & Excess time down **7.3%**

Overtime reduction is a savings of about **\$4.1 million**

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RESULTS: Environment

- The **4/10** work week energy reductions helped avoid the release of **4,546** metric tons of carbon emissions into the air.
- Estimate reduction an additional **8,000** metric tons of greenhouse emissions annually
- Estimated reduction of **744,000** gallons of gasoline consumed annually
- The miles traveled in state vehicles dropped by **3** million miles in the past year, a savings of **\$1.4 million**.

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WHAT NEXT?

- Continuing with the experiment.
- Waiting for a final decision from the Governor.



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