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

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

INITIAL RESEARCH: Employee Survey

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.

INITIAL RESEARCH: Citizen Survey

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

HUMAN RESOURCE DIRECTORS

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%
### Factors Influencing the Adoption of AWS

<table>
<thead>
<tr>
<th>Factor</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve employee morale</td>
<td>41</td>
<td>48%</td>
</tr>
<tr>
<td>Support employee work-life balance</td>
<td>39</td>
<td>46%</td>
</tr>
<tr>
<td>Increase productivity</td>
<td>37</td>
<td>44%</td>
</tr>
<tr>
<td>Extend business hours</td>
<td>34</td>
<td>40%</td>
</tr>
<tr>
<td>Reduce costs</td>
<td>26</td>
<td>31%</td>
</tr>
<tr>
<td>Decrease absenteeism</td>
<td>25</td>
<td>29%</td>
</tr>
<tr>
<td>Increase ability to attract talented employees</td>
<td>24</td>
<td>28%</td>
</tr>
</tbody>
</table>

### Perceptions of Organizational Benefits From AWS

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved employee morale</td>
<td>54</td>
<td>64%</td>
</tr>
<tr>
<td>Improved employee work-life balance</td>
<td>46</td>
<td>54%</td>
</tr>
<tr>
<td>Improved customer service</td>
<td>39</td>
<td>46%</td>
</tr>
<tr>
<td>Increased productivity</td>
<td>35</td>
<td>41%</td>
</tr>
<tr>
<td>Increased ability to attract talented employees</td>
<td>27</td>
<td>32%</td>
</tr>
<tr>
<td>Decreased absenteeism</td>
<td>24</td>
<td>28%</td>
</tr>
<tr>
<td>Reduced costs</td>
<td>22</td>
<td>26%</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>17%</td>
</tr>
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</table>

### Perceptions of Organizational Drawbacks From AWS

<table>
<thead>
<tr>
<th>Drawback</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased scheduling difficulty</td>
<td>33</td>
<td>39%</td>
</tr>
<tr>
<td>Decreased face-time with employees</td>
<td>20</td>
<td>24%</td>
</tr>
<tr>
<td>Decreased productivity</td>
<td>8</td>
<td>9%</td>
</tr>
<tr>
<td>Decreased employee morale</td>
<td>7</td>
<td>8%</td>
</tr>
<tr>
<td>Increased absenteeism</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Increased customer service complaints</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Increased overhead costs</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>21</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Perceptions of Employee Benefits From AWS

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved work-life balance</td>
<td>63</td>
<td>74%</td>
</tr>
<tr>
<td>Decreased stress</td>
<td>33</td>
<td>39%</td>
</tr>
<tr>
<td>Reduced personal costs (commuting, dry cleaning, etc.)</td>
<td>33</td>
<td>39%</td>
</tr>
<tr>
<td>Increased job autonomy</td>
<td>28</td>
<td>33%</td>
</tr>
<tr>
<td>Reduced daycare costs</td>
<td>27</td>
<td>32%</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
<td>19%</td>
</tr>
</tbody>
</table>

### Perceptions of Employee Drawbacks From AWS

<table>
<thead>
<tr>
<th>Drawback</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Longer work days</td>
<td>32</td>
<td>38%</td>
</tr>
<tr>
<td>Increased isolation from colleagues</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td>Decreased face-time with employer</td>
<td>6</td>
<td>7%</td>
</tr>
<tr>
<td>Increased daycare costs</td>
<td>6</td>
<td>7%</td>
</tr>
<tr>
<td>Increased limitation on career advancement</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>19</td>
<td>22%</td>
</tr>
</tbody>
</table>

### 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
**EES: Satisfaction with AWS**

- I could recommend/alternative work schedule to other/department colleagues.
- I consider/alternative work schedule more difficult for the additional/alternative work schedule.
- Allocation work schedule has improved climate/future services during/alternative work schedule.
- I have experienced/alternative work schedule trying to work/labor work with connections to other departments.
- As a result of/alternative work schedule, I am/was/satisfied on job.
- My/alternative work schedule has/has not/changed.

**EES: Impact of AWS**

![Image showing satisfaction levels with AWS](chart_image)

**EES: Job Satisfaction**

![Image showing job satisfaction levels](chart_image)

**EES: Work-Family Balance**

![Image showing work-family balance satisfaction levels](chart_image)

**PRACTICE: Implementation Framework**


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.
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

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

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.

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

**PRACTICE: Results of the Experiment**

Experiment was extended, final decision is still pending

**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)

**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

**RESULTS: Employees**

Do you want to continue with the four day/two hour work schedule or go back to your schedule prior to the Working 4 Utah initiative?
- **Continue - 82.15%**
- **Revert - 17.85%**
I feel I am overall more productive while working a four day/ten hour work schedule.

I believe that the compressed four day/ten hour work week has increased employee morale.

I believe that the compressed four day/ten hour work week has had a positive impact on the environment.

For me personally, the compressed four day/ten hour work week has had a positive impact.

Many of my colleagues feel that the compressed four day/ten hour work week has had a positive impact on our customers.

I feel I am overall more productive while working a four day/ten hour schedule compared to a five day/eight hour schedule.

Estimate reduction an additional energy reductions

Comp time & Excess time down

Paid overtime down

Absenteeism has decreased.

Impact on Personal Life:

Childcare

Use of Public Transportation

Other Personal Activities

Involvement in Community Activities

• 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 metric tons of greenhouse emissions annually
• The miles traveled in state vehicles dropped by 3 million miles in the past year, a savings of $1.4 million.

Overtime reduction is a savings of about $4.1 million.

WHAT NEXT?

• Continuing with the experiment.
• Waiting for a final decision from the Governor.
CONTACT INFORMATION

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