



**Board of County Commissioners**  
**Leon County, Florida**  
www.leoncountyfl.gov

**Agenda Item**  
**Executive Summary**  
**June 22, 2010**

**Title:**

Option for Including a Compressed Work Week and Alternative Work Schedules in Current Flextime/Staggered Work Hours Policy

**Staff:**

Parwez Alam, County Administrator  
Lillian Bennett, Director of Human Resources

**Issue Briefing:**

At the October 13, 2009 Board Meeting, Commissioner Bill Proctor requested staff prepare a board retreat item re-addressing the four day work week and consider having Friday off. At the December 7, 2009 Board Retreat, staff submitted an Agenda Item outlining for consideration a Compressed Four-Day Work Week (Attachment #1). The Board requested staff prepare an agenda item regarding options for employees to work 4 days per week with one day off and also working 4 ½ days per week with ½ day off.

This Budget Discussion Item seeks Board approval to include in the Flextime/Staggered Work Hours Policy the option for employees to work a compressed workweek of Four-Ten Hour Days or Four Nine Hour Days and One Half Day during the work week.

**Fiscal Impact:**

This item has no fiscal impact, however, there could be future costs on communications to external customers on potential change of hours of operation, printing costs, staff time for communications.

**Staff Recommendation:**

Option #1: Approve Amending Personnel Policies and Procedures Section 7.01 Flextime/Staggered Work Hours to include Compressed and Alternative Work Schedules and amend related Personnel Policies that affect employees working those schedules. For any of the work schedules, County offices will remain open.

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## Report and Discussion

### Background:

In 2008, with gas prices nearing around \$4 a gallon, staff submitted for consideration a budget discussion item on July 8, 2008, to convert most county operations to a compressed work week. (Attachment #1). The Board decided at that time to not move forward with the compressed work week. At the October 13, 2009 Board Meeting, Commissioner Bill Proctor requested staff prepare a board retreat item re-addressing the four day work week and consider having Friday off. At the December 7, 2009 Board Retreat, staff submitted an Agenda Item outlining for consideration a Compressed Four-Day Work Week (Attachment #1). The Board requested staff prepare an agenda item regarding options for employees to work 4 days per week with one day off and also working 4 ½ days per week with ½ day off.

As indicated in the previous Budget Discussion Item and Board Retreat Item (Attachment #1), approximately 167 employees are currently working a 4-day work week. Some employees are working Monday through Thursday and others are working Tuesday through Friday. Approximately 104 of those employees work in Public Works' Operations Division, which adopted the 4-day work week during the 1970s energy crisis when fuel became scarce and prices soared. Approximately 63 other employees are working a flexitime/staggered work schedule consistent with the Board's personnel policies. The following Divisions currently have the flexibility to offer staff the availability of working 3 or 4 days per week: Emergency Medical Services, Public Works Engineering Survey section, Public Works Solid Waste, Public Works Operations, Public Works Parks and Recreation Greenway staff and the Library for part time staff.

In the previous budget discussion item, Staff identified the potential benefits and potential drawbacks of a condensed workweek based on a review of articles found on the subject; the estimated savings and reduced greenhouse emissions, as well as the results of an informal alternative work schedule employee survey. Staff also provided an option for a compressed work week schedule. In the Budget Discussion Item of July 8, 2008, staff estimated the savings to the County of going to a compressed four day work week and closing offices to be approximately \$159,850. (For detail, see Attachment #1, Table on page 7 Titled Condensed 4-day Work Week-Estimated Savings and Reduced GHG Emissions of the attached Budget Discussion Item of July 8, 2008)

### Analysis:

The Board's current personnel policies authorize the County Administrator and Department/Division management to determine the hours of operation for each County Department/Division, in accordance with the needs of the County (Attachment #2). The policies further authorize supervisors to allow employees to work around traffic congestion, school and day care schedules, etc. through the approval of flexitime/staggered work schedules for employees. However, the supervisors are required to assure the operational needs of the County

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are met, and that sufficient numbers of employees are at their work stations during normal work hours to perform routine work functions and provide services to the public.

**Comparison of Alternative Work Arrangements**

The Office of Progm Policy Analysis and Government Accountability of the Florida Legislature prepared the attached report (Attachment #3 ) on how alternative work arrangements can reduce costs and provide employee benefits. The State of Florida has had since 2008, a policy on ~~Variable Workweeks and Flexible Work Schedules~~ which allows the following options: (Attachment #4):

- 1.) A four-day workweek consisting of a combination of four workdays of ten hours each day;
- 2.) A five-day workweek consisting of four workdays of nine hours each and a workday of four hours; or
- 3.) A nine-day, biweekly work period consisting of a combination of eight workdays of nine hours and one workday of eight hours.

Staff also conducted an informal compressed work week survey among other counties and cities. (Attachment #5). There are a number of counties and cities that offer the compressed work week as one of their options for a flexible work week. Gulf county was the only county that actually closed their offices for one day during the week. A summary of the County responses is reflected in Table 1.

Table 1  
 County Responses to Compressed Work Week Survey

County	4-10 hour days	Govt. Offices Closed	Day Closed	Rotate/Stagger Option	4 ½ day work week available	Govt. Offices Closed
Alachua	Yes	No		Yes	Yes	No
Gulf	Yes	Yes	Friday	NA	No	
Lake*	Yes	No		Yes	No	
Manatee	Yes	No		Yes	Yes	No
Marion	Yes	No		Yes	No	
Okaloosa	Yes	No		Yes	No	
Taylor	Yes	No		Yes	No	
Monroe	Yes	No		Yes	Yes	No
Washington*	Yes	Yes	Friday	No	No	

\*Lake County only offers the compressed work week to Road Operations, Solid Waste and Code Enforcement. Washington County only offers the compressed work week to Public Works and Parks & Recreation.

The following Counties responded that they did not have a compressed work week: Escambia, Flagler, Pasco, Glades, Nassau, St. Lucie, Volusia.

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Commissioner Bill Proctor requested staff re-address the four day work week and consider having Friday off. Staff met with a number of Division Directors and Managers on the impacts of implementing the compressed work week and alternative schedules for their employees. Most of the Directors and Managers were very open to providing the compressed 4-10 hour work day option or the alternative 4 ½ day work week option just as long as they were meeting the needs of their external and internal customers. If Board offices closed down one day per week, a number of our buildings would still need to remain open due to our external customers having offices and conducting business such as the Courts (Courthouse), Clerk of Courts (Courthouse & BOA Building), Supervisor of Elections, Property Appraiser & Tax Collector (BOA Building), Private lease clients of BOA Building, City of Tallahassee (Renaissance Building). Some of our Divisions that support other entities would still need to maintain some operations such as MIS/GIS, Facilities, Pre Trial Release, Probation. Directors and Managers expressed some concerns about making a compressed work week mandatory due to meeting the needs of their external customers as well as the other family and personal obligations employees have outside of work hours.

**Employee Impacts of Mandatory Closing Offices One Day or ½ Day Per Week**

There are some issues that will need to be addressed if the Board would like to pursue the mandatory closing of all County offices one day or ½ day per week. There will be a number of employees who will not be able to work 9 or 10 hour days due to other personal obligations such as child care, elder care, taking classes at the university, medical issues or appointments, sports activities, church or civic activities, etc. If an employee is not able to work 40 hours per week, then their earnings will be reduced based on the number of hours they can work. If the County went to a mandatory compressed work week of 4-10 hour days an employee who could only work 8 hours per day would only be paid for 32 hours instead of 40 hours per week. The other issue involves Employee Benefits. Currently, our eligibility to participate in full-time insured benefits is working 40 hours per week. We would need to determine if all of our insurance vendors would allow us to change our eligibility for full time benefits to at least an employee working 32 hours per week. This would also affect compensation earned that is reported to the Florida Retirement System (FRS). The employee accrual of sick and annual leave is also reduced based on actual hours worked.

**Staff Recommendation:**

Offering flexibility in working schedules is a work-life benefit that can assist employees in balancing their work and personal responsibilities. It can also be a tool in recruitment and retention efforts. The County can support and encourage the use of alternative work schedules by offering on an individual basis the use of flexible work arrangements.

In order to maintain the diverse operational needs of our divisions and also to meet the unique needs of our diverse employee population, staff recommends expanding our current Flextime/Staggered Work Hours policy to include a variety of alternative work schedules for Divisions to consider. County offices would remain open under any of the alternative schedules.

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The use of alternative schedules is managed on a division-by-division basis according to the unique needs of the individual divisions. Division Directors may approve an employee working a compressed or alternative schedule as long as it does not impact the operations of County services. Compressed work schedules may be discontinued, suspended and/or altered if the schedule is not permitting the County to operate effectively or if changes in circumstances necessitate the return to a different schedule, with reasonable notice where possible.

~~For Divisions implementing a compressed work week, schedules could be staggered so that all days of the week are open for operation. For example, some employees could work a 4 day work week schedule that would include working Monday through Thursday and other employees could work Tuesday through Friday. Division Directors will approve which day the employee does not work.~~

Examples of alternative or compressed work schedules are outlined in Attachment # 6.

Alternative work schedules can include work schedules that are: 1.) Four (4), ten (10) hour days or; 2.) Four (4), nine (9) hour days and one ½ day. Lunch breaks may be one-half hour to one-hour lunch break, consistent with the needs of the organization and with their supervisor's approval. Other alternative schedules can be approved by the Division Director.

Division Directors will determine their core hours of operation. The Director will approve the employee's starting and ending times of work based on the needs of their division. When selecting a work schedule, an employee's starting time, ending time, and weekday off should stay constant from pay period to pay period. As needed, Directors can require employee schedule changes. Employees will need to adjust their work schedules to meet Division needs. In the event an employee works on their regularly scheduled day off, the Manager may allow the employee to take another day off within the same week. Non-exempt employees under the FLSA will be compensated for all time actually worked.

If an employee's compressed day off falls on a holiday, with Manager approval, the employee may:

1. Work a non-compressed schedule during the pay period in which the holiday occurs (example: 8 hours per day for 5 days/week) or;
2. Work a compressed schedule, but take another day off in lieu of their normal day off.

Employees will sign an agreement indicating that they have read, understood and agree to the guidelines for their alternative/compressed work week schedule. The agreement will include the starting and ending times as well as the working days. In addition, the Director must sign the agreement. The agreement will be filed in the employee's personnel file.

Human Resources will need to review and update some of our current policies to accommodate additional alternative/compressed work schedules: Paid Leave, Holidays, Employee Benefits, Attendance, Pay Policies and Performance Measurement. If approved by the Board, staff will bring back an agenda item to adopt the new policies.

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Staff is recommending Option #1.

**Options:**

1. Approve Amending Personnel Policies and Procedures Section 7.01 Flextime/Staggered Work Hours to include Compressed and Alternative Work Schedules and amend related Personnel Policies that affect employees working those schedules. For any of the work schedules, County offices will remain open.
2. Adopt a Four Day Workweek and Close County Offices on Fridays.
3. Adopt a Four Nine Hour Days and ½ Day Workweek and Close Offices ½ Day on Fridays.
4. Do Not Approve Amending Personnel Policies and Procedures Section 7.01 Flextime/Staggered Work Hours to include Compressed and Alternative Work Schedules and do not amend related Personnel Policies that affect employees working those schedules.
5. Board Direction.

**Recommendation:**

Option # 1

**Attachment(s):**

1. Board Retreat Agenda Item December 7, 2009 on Consideration of Compressed Four-Day Work Week (includes Budget Discussion Item July 8, 2008 on Approval of a Compressed Work Week)
2. Personnel Policies and Procedures Section 7.01 Flextime/Staggered Work Hours
3. Office of Program Policy Analysis & Government Accountability Report on Some Alternative Work Arrangements Can Reduce Costs and Provide Employee Benefits
4. State of Florida Policy on Variable Work Weeks and Flexible Work Schedules
5. Compressed Work Week Survey Of Counties and Cities
6. Examples of Compressed/Alternative Work Schedules

PA/LB/AC

VII (C) (1) – Consolidated 4-Day Workweek



**Board of County Commissioners**  
**Leon County, Florida**  
www.leoncountyfl.gov

**Board Retreat Agenda Item**  
December 7, 2009

**Title:**  
Consideration of Compressed Four-Day Work Week

**Staff:**  
Parwez Alam, County Administrator  
Lillian Bennett, Human Resources Director

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**Issue Briefing:**

In 2008, with gas prices nearing around \$4 a gallon, staff submitted for consideration a budget discussion item on July 8, 2008, to convert most county operations to a compressed work week. (Attachment #1). The Board decided at that time to not move forward with the compressed work week. At the October 13, 2009 Board Meeting, Commissioner Bill Proctor requested staff prepare a board retreat item re-addressing the four day work week and consider having Friday off.

The Board's current personnel policies authorize the County Administrator and Department/Division management to determine the hours of operation for each County Department/Division, in accordance with the needs of the County (Attachment #2). The policies further authorize supervisors to allow employees to work around traffic congestion, school and day care schedules, etc. through the approval of flextime/staggered work schedules for employees. However, the supervisors are required to assure the operational needs of the County are met, and that sufficient numbers of employees are at their work stations during normal work hours to perform routine work functions and provide services to the public.

As indicated in the previous Budget Discussion Item (Attachment #1), approximately 167 employees are currently working a 4-day work week. Some employees are working Monday through Thursday and others are working Tuesday through Friday. Approximately 104 of those employees work in Public Works' Operations Division, which adopted the 4-day work week during the 1970s energy crisis when fuel became scarce and prices soared. Approximately 63 other employees are working a flextime/staggered work schedule consistent with the Board's personnel policies. The following Divisions currently have the flexibility to offer staff the availability of working 3 or 4 days per week: Emergency Medical Services, Public Works Engineering Survey section, Public Works Solid Waste, Public Works Operations, Public Works Parks and Recreation Greenway staff and the Library for part time staff.

In the previous budget discussion item, Staff identified the potential benefits and potential drawbacks of a condensed workweek based on a review of articles found on the subject; the

estimated savings and reduced greenhouse emissions, as well as the results of an informal alternative work schedule employee survey. Staff also provided an option for a compressed work week schedule.

If the Board wants to pursue a formal compressed work week, Human Resources will work with Directors and propose policy changes to institute the compressed work week. It is anticipated that the policy would address, but not be limited to the following guidelines:

1. Hours: Standard hours of operation, permitting employees to schedule a one-half to one-hour lunch break, consistent with the needs of the organization and with their supervisor's approval.
2. Eligibility: Identify which employee groups participate.
3. Impact on Paid Leave, Holidays, Employee Benefits, Attendance Policies, Pay Policies and Performance Measurement: Address what the impact will be on compressed workers for these matters.
4. Management Rights: State that compressed work schedules may be discontinued, suspended and/or altered if the schedule is not permitting the County to operate effectively or if changes in circumstances necessitate the return to a different schedule, with reasonable notice where possible.

**Options:**

1. Direct staff to bring back a Board Agenda Item on changing Leon County to a compressed work week with Friday's off.
2. Maintain current policy of the Flextime/Staggered Work Hours which gives Group and/or Division Directors flexibility to implement a compressed work week based on the needs of their area.
3. Board direction

**Staff Recommendation:**

Board Direction

**Attachments:**

1. Budget Discussion Item of July 8, 2008 with Attachments
2. Personnel Policies and Procedures-Section VII-Attendance and Leave, Flextime/Staggered Work Hours

**Board of County Commissioners  
Budget Discussion Item**

Date of Meeting: July 8, 2008  
Date Submitted: July 2, 2008  
To: Honorable Chairman and Members of the Board  
From: Patweez Alam, County Administrator *PA*  
Vince Long, Deputy County Administrator *VSL*  
Alan Rosetzweig, Assistant County Administrator *AR*  
Kim Dressel, Management Services Director *KD*  
Subject: Approval of a Compressed Work Week and a Change to Board Meeting Schedules

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**Statement of Issue:**

This Budget Discussion Item seeks Board approval to convert most County operations to a compressed work week; to reduce the number of Board meetings from twice a month to once a month; and to reschedule the Board meeting day from Tuesday to Thursday.

**Background:**

With gas hovering around \$4 a gallon, up some 30% from a year ago, according to the American Automobile Association (AAA), government agencies from the Florida capital to Miami-Dade County are trying to help workers deal with the high cost of fuel by having them drive to the office less often. The state is encouraging some employees to work a four-day week with longer days or to work from home; Florida school districts, including Bay and Hernando, are discussing shortening the school week for the 2009-2010 school year; and Brevard, Hernando, and Putnam Counties are offering a 4-day schedule to employees on a voluntary basis as an effort to help employees cope with rising fuel costs. "The price of gasoline is doing what it's doing, saving one day of driving hundreds of thousands of miles on a statewide basis can result in some very significant cost savings," said Ruth Melton, director of legislative relations for the Florida School Boards Association.

Currently, approximately 167 of the Board's 817 FTE are on a 4-day work week. Roughly, 104 of those employees work in Public Works Operations Division, which adopted the 4-day work week during the 1970's energy crisis when fuel became scarce and prices soared. Approximately 63 other employees are working a flextime/staggered work schedule consistent with the Board's personnel policies.

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The Board's personnel policies authorize the County Administrator and Department/Division management to determine the hours of operation for each County Department/Division, in accordance with the needs of the County. The policies further authorize supervisors to allow employees to work around traffic congestion, school and day care schedules, etc. through the approval of flextime/staggered work schedules for employees. However, the supervisors are required to assure the operational needs of the County are met, and that sufficient numbers of employees are at their work stations during normal work hours to perform routine work functions and provide services to the public.

In response to the 30% increase in gasoline prices, which is not anticipated to abate, a 4-day work schedule is recommended to be adopted by the Board as the standard for the County. Such a schedule would permit employees to finish their usual number of working hours in 4 work days, at the rate of 10 hours per work day (a 4/10 schedule). Under this plan, employees would work the usual 40 hours on Tuesday through Friday, with most County offices closed on Monday. Services to the public would be available from 7 am to 6 pm on Tuesday through Friday. While the Fair Labor Standards Act (FLSA) does not require employees take a meal break during the day, it is recommended that employees do so, with that break ranging from one-half to one hour per work day. On that basis, employees' work days may range, for example, from 7 am to 6 pm with a one-hour lunch, or from 7:30 am to 6 pm or 7 am to 5:30 pm with a one-half hour lunch, consistent with the needs of the organization and with their supervisor's approval.

Staff is also seeking Board approval to change its regular meeting day from Tuesday to Thursday, so that the Board's schedule is not in conflict with the School Board's schedule, and to begin meeting monthly rather than twice a month.

**Analysis:**

In the past month, the average price of regular gasoline crept up over \$4 a gallon for the first time. According to a recent report given by the U.S. Energy Department's statistical agency, the Energy Information Administration, motorists should expect gasoline prices to peak at \$4.15 in August and remain close to \$4 a gallon through 2009; other sources have predicted \$5 per gallon prices this summer.

As gasoline prices continue to rise, more employers are offering additional benefits to help employees offset those costs. A 2007 survey by the Society of Human Resource Management (SHRM) found 38% of companies offering alternative work schedules for some employees as part of flexible work benefits, with the compressed four-day week being among many options being used by employees and employers in the U.S. to keep transportation costs down. SHRM's most recent survey, "What Employers Are Doing to Help Their Employees with High Gas Prices in 2008", showed that the most common approach (42%) was to raise the mileage reimbursement to the IRS maximum. Other benefits include offering a flexible work schedule (26%), telecommuting (18%), public transportation discounts (14%), and rewarding employee performance with a gas card (14%). "Rising gas prices are cutting into everyone's personal budgets, so employees are taking a closer look at benefits such as compressed work weeks and public transportation discounts to reduce their costs," said Susan R. Meisinger, president and CEO of SHRM.

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According to a recent survey conducted by the Florida Association of Counties (FAC), 64% of counties surveyed, including Bay, Brevard, Charlotte, Putnam and Sarasota, are either offering a four-day work week or beginning to explore the possibility. In addition, state agencies such as the Florida Attorney General's Office and the Department of Health are encouraging some employees to work a four-day week or to work from home to help reduce their commute expenses.

Employees pay, on average, approximately \$23.10 per week to commute to and from work. This estimate assumes: (1) the average round trip employee commute is 22.58 miles (based on a survey of mileage estimates through the GIS system); (2) an average of 19.8 miles per gallon (based on the most recent estimate provided by the U.S. Department of Transportation, Federal Highway Division); and (3) a cost of \$4.05 per gallon of gasoline. Reducing the work week from five to four days would be comparable to reducing employees' commute costs by approximately \$231/year and giving them a \$3.00 pay increase, adjusting for payroll taxes. For the average employee, earning \$19.41 per hour, this is comparable to a 0.75% pay increase.

It is important to note, however, that many employees' commutes fall far beyond the average, for example: 64 employees commute more than 50 miles round trip, 3 of whom travel approximately 125 miles (at an estimated cost of \$26/day), and one employee commutes approximately 160 miles round trip (at an estimated cost of \$33/day).

From a recent article in the Review of Public Personnel Administration, *Alternative Work Schedules and Work Family Balance: A Research Note*, noted that research conducted on the use of alternative work arrangements in the private sector showed significant relationships between alternative work arrangements and decreased employee turnover, increased productivity and job performance, decreased levels of work-family conflict, as well as an indirect relationship with job satisfaction and general health. More specifically, according to the report, research shows that employees participating in a compressed work week (4 days/week, 10 hours/day) schedule report increased job satisfaction and decreased levels of perceived anxiety and stress. In addition, reported organizational benefits associated with compressed work weeks include decreased absenteeism, increased productivity, and more favorable employee attitudes regarding both job and coworkers (Attachment #1). Regarding their 4/10 work week experience:

- \* More than three-fourths of the employees responding to the research survey reported a positive experience with the 4/10 work week (62.8% strongly agreed and 15.7% agreed);
- \* More than 60% reported that they agreed (15.3%) or strongly agreed (46.7%) that, as a result of the 4/10 work week, they were more productive at their job;
- \* Few employees reported they had experienced inefficiencies because of other coworkers' not being available on Fridays (1.5% agreed or strongly agreed);
- \* Employees reported fairly strong agreement that citizen access had improved (63.9% agreed or strongly agreed); and
- \* Very few employees reported that childcare arrangements were more difficult under the 4/10 work week (2.7% agreed or strongly agreed).

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Staff identified the following potential benefits and potential drawbacks of a condensed work week based on a review of articles found on the subject. It appears that most, if not all, of these indicators are anecdotal, and not based on facts or study.

Potential Benefits and Drawbacks Identified from Staff's Review of Articles	
Potential Benefits	Potential Drawbacks
Reduced work commute costs	Some employees may have reduced productivity at the end of the shift
Reduced greenhouse gas emissions related to work commutes	Employee child care coverage may be a challenge to adjust
Increased productivity, including less time spent during the week to start up and close down work production	Some employees, who regularly interact with outside agencies that are on a 5-day work week, may have difficulties in scheduling meetings
Extended blocks of time to complete projects without interruption	While there are 3 full days per week to complete personal errands, after hours time during the 4 days of work are reduced for completing such activities
Full day off while preserving income	There may be a public perception that employees are working less for the same pay
Higher employee job satisfaction	
Increased employee morale	
Enhanced employee recruitment and retention	
Reduced absenteeism as more appointments can be scheduled during the employee's day off	
Increased ability to balance family and work needs	
Reduced commute time (as commute would not occur during peak travel times)	
Reduced road congestion	
Increased availability to the public before and after work	

Attachment #2 details estimated cost savings and reductions in greenhouse gas (GHG) emissions that are anticipated to be realized with the transition to the 4-day compressed work week by all County offices with the exception of: EMS, the Main Library, health departments, some Parks and some Supervised Pretrial Release employees. Those estimated cost savings and GHG reductions are summarized as follows:

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Condensed 4-day Work Week - Estimated Savings and Reduced GHG Emissions.						
Item	Employees		County		Total	
	Cost Savings	GHG Reductions (tons eCO2)	Cost Savings	GHG Reductions (tons eCO2)	Cost Savings	GHG Reductions (tons eCO2)
1. Reduced Vehicle Miles Traveled						
a. Reduced Fuel Costs	\$97,955 (\$231 per employee)		\$138,064		\$236,019	
b. Reduced GHG Emissions Due to Reduced Fuel Consumption		285.4		412.2		697.6
2. Uniform Cleaning			\$2,897		\$2,897	
3. Custodial Services			\$10,387		\$10,387	
4. Utility Costs			\$8,502		\$8,502	
5. Reduced GHG Emissions Due to Reduced kWh Consumption				47.2		47.2
<b>GRAND TOTAL</b>	<b>\$97,955</b> <b>(\$231 per employee)</b>	<b>285.4</b>	<b>\$159,850</b>	<b>453.39</b>	<b>\$257,805</b>	<b>738.8</b>

Overall, the majority of employees reported that they support a 4-day work week. In June 2008, staff sent out an informal Alternative Work Schedule Employee Survey to current employees to determine their opinion on converting to a 4-day compressed work week (with most County offices would be closed one day during the regular workweek). Approximately 71% of 383 out of 517 Board employees responded to the survey. A summary of the survey results are outlined as follows:

- 86% of the employees responding to the survey were either strongly supportive, supportive or somewhat supportive of the County converting to a 10 hour day/4 days per week work week. Only 9% were not supportive.
- 79% of respondents indicated that a 4-day, 40 hour work week would benefit them and 81% felt that it would assist them in reducing travel to work and the amount of fuel used in their personal vehicles weekly.
- 88% of respondents indicated that they would be able to work a schedule of 10 hours per day/4 days per week and 10% could not.
- 75% of respondents would prefer to work 10 hours per day/4 days per week and 19% of respondents would prefer to maintain their current work schedule.

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- 68% of respondents would not have any family/personal issues which would prevent them from working 10 hours per day/4 days per week, however 12% would experience problems with child pick up/drop off.
- 88% of respondents did not feel that a 4 day, 32 hour work week would benefit them and only 7% felt that it would benefit them.
- 60% of respondents, if given a choice, would prefer that County offices are closed on Friday, 35% would prefer Monday.

Overall, employees seemed to be positive about changing to a 4-day compressed work week. Attachment #3 provides the full results of the survey and comments made by employees.

If a compressed work week is approved, Human Resources will propose policy changes to institute the 4/10 work week. It is anticipated that the policy would address, but not be limited to the following guidelines:

1. Hours: Standard hours of operation, permitting employees to schedule a one-half to one hour lunch break, consistent with the needs of the organization and with their supervisor's approval.
2. Eligibility: Identify which employee groups participate;
3. Impact on Paid Leave, Holidays, Employee Benefits, Attendance Policies, Pay Policies and Performance Measurements: Address what the impact will be on compressed workers for these matters.
4. Management Rights: State that compressed work schedules may be discontinued, suspended and/or altered if the schedule is not permitting the County to operate effectively or if changes in circumstances necessitate the return to a different schedule, with reasonable notice where possible.

Regardless of whether the Board approves the condensed work week schedule, staff recommends that the regular Board meeting day be moved to Thursday. The School Board meets on Tuesday and the City of Tallahassee meets on Wednesday. A Thursday meeting day would enable the public to attend any of the local government meetings without conflict. Further, meeting on the same day as the School Board has posed scheduling conflicts, particularly with the Budget.

Transitioning from two to one meeting per month was raised by Board members during a recent Board meeting. Such a transition would result in savings to the County in terms of reduced travel costs (estimated at 483.56 miles per year) and productivity. Approximately forty-two County employees attend Board meetings, including the Commission Aides. Scheduling one meeting per month would result in savings, in terms of time recovered for other County business, of \$7,287 per meeting (based on gross salary, with fringe benefit costs). The reduction of nine meetings per year would result in the production realignment of approximately \$80,152 annually for other County business.

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Staff recommends the closure of offices on Monday, rather than Friday:

1. The branch libraries are closed on Monday.
2. For Leon County Growth and Environmental Management, direct customer service interaction seems to be more intense on Fridays than on Mondays. The major customer initiatives include picking-up permits that are ready for issuance. Contractors indicate a need to get the permit in order to make final arrangements to dispatch sub-contractors for projects tentatively scheduled to start the following week, and/or to keep construction crews busy as may be necessary over the weekend. Another major contractor activity on Friday is obtaining approved final inspections in order to get certificates of occupancy issued which are necessary to close construction loans which are necessary to make payroll.
3. Local businesses with a weekday closure often choose Monday to close.

Staff has compiled a list of agencies that are implementing or considering the compressed work week (Attachment #4).

Staff recommends that these proposed Board meeting changes be effective beginning in October 2008 and the compressed work week be effective the first full pay period, October 13, 2008.

Options:

1. Adopt a standard work week of four days per week, ten hours per day for most County operations, with most offices closed on Monday.
2. Adopt standard public service office hours of 7 am to 6 pm, Tuesday through Friday.
3. Schedule Board meetings on Thursday.
4. Convert to one Board meeting per month.
5. Do not modify the standard public service office hours of 8 am to 5 pm, Monday through Friday.
6. Do not change the Board meeting day from Tuesday to Thursday.
7. Do not convert to one Board meeting per month.
8. Board Direction.

Recommendation:

Options #1, #2, #3 and #4.

Attachments:

1. Review of Public Personnel Administration, Alternative Work Schedules and Work Family Balance: A Research Note
2. Condensed 4-day Work Week, Estimated Savings and Reduced Greenhouse Gas Emissions
3. Employee Survey Results
4. Agencies Implementing or Considering a Compressed Work Week

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## Alternative Work Schedules and Work Family Balance: A Research Note

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# Alternative Work Schedules and Work-Family Balance

## A Research Note

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For many years, employers have sought to improve employee productivity and work environments. One common strategy is alternative work arrangements, which include flextime, job sharing, telecommuting, and a compressed workweek. In this article, the authors examine the effects of implementing a compressed workweek (four 10-hour days) for employees in city government. This study examines the impact of the compressed workweek schedule on the job satisfaction and work-family conflict of the participating employees. Employees perceived that the alternative schedule increased their productivity and their ability to serve the citizens. Additionally, the authors report that employees working the 4/10 workweek experience lower levels of work-family conflict than their counterparts who are working other schedules, but no significant difference for most measures of job satisfaction. Overall, the authors argue that the impacts of alternative work schedules need more careful study.

**Keywords:** *work-family balance; work schedules; compressed work schedules; job satisfaction*

In recent years, changes in the world of work and workers' attitudes have made studying the relationship between work and family more important. Researchers in both the public and the private sector have shown increased interest in learning how the work and family domains interact and in understanding the extent to which these two domains affect each other, specifically in the area of work-family conflict (e.g., Ezra & Deckman, 1996; Kossek & Ozeki, 1998; Saltzstein, Ting, & Saltzstein, 2001).

For many years, employers have sought to improve employee productivity and work environments. Evidence has shown that the activities and experiences in the family domain can influence employee experiences and productivity within the work domain. In response, many organizations have sought to assist employees in balancing their demands from work and family. One way that has found increased usage in the workplace has been offering alternative work arrangements, which include flextime, job sharing, telecommuting, and compressed workweek. In this article, we examine the effects of implementing a compressed workweek (four 10-hour days) for employees in

city government. This study examines the impact of the compressed workweek schedule on the job satisfaction and work-family conflict of the participating employees.

## Literature Review

### Alternative Work Arrangements

Although public sector organizations have led the way in offering alternative work arrangements and other family-friendly programs, Durst (1999) found that very few public organizations actually perform an evaluation of the benefits of these policies. However, notable exceptions do exist (Duxbury & Haines, 1991; Silverstein, 1995).

In contrast, research has been conducted on the use of alternative work arrangements in the private sector, showing significant relationships between alternative work arrangements and decreased employee turnover intentions (Cohen, 1997), increased productivity and job performance (Lynch, Eisenberger, & Armeli, 1999), and decreased levels of work-family conflict (Shockley & Allen, 2007), as well as an indirect relationship with job dissatisfaction and general health (Thomas & Ganster, 1995).

More specifically, research shows that employees participating in a compressed workweek schedule report increased job satisfaction (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Ivancevich, 1974) and decreased levels of perceived anxiety and stress (Ivancevich, 1974). In addition, reported organizational benefits associated with compressed workweeks include decreased absenteeism (Tippins & Stroh, 1993), increased productivity (Duxbury & Haines, 1991; Tippins & Stroh, 1993; Vega & Gilbert, 1997), and more favorable employee attitudes regarding both job and coworkers (Tippins & Stroh, 1993).

### Work-Family Conflict

Role conflict theory suggests that participation in one role makes it difficult to participate simultaneously in an additional role because of the potentially conflicting expectations from these different roles (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Mitchell (1968) describes role conflict as an "incompatibility between performing certain prescriptions of one of [an individual's] roles and carrying out those of another of [that same individual's] roles" (p. 151). Work-family conflict is a form of role conflict in which the demands of one role (e.g., that of worker) interfere with the demands of another role (e.g., that of family member). Greenhaus and Beutell (1985) define work-family conflict as the degree to which "role pressures from the work and nonwork domains are incompatible in some respect" (p. 77). Work-family conflict can often carry additional weight when compared with other forms of role conflict, because family and work are often considered a person's most important domains (Rane & McBride, 2000; Wadsworth & Owens, 2007). Recent research in this area has found work-family conflict to be

directional, with both work-to-family conflict and family-to-work conflict (Carlson, Kacmar, & Williams, 2000; Frone, Russell, & Cooper, 1992; Netemeyer, Boles, & McMurrian, 1996; Wadsworth & Owens, 2007).

Previous research has shown that work-family conflict is related to decreased productivity, absenteeism, and turnover (Glass & Estes, 1997), increased psychological distress (Frone et al., 1992), and life stress (Parasuraman, Greenhaus, & Granrose, 1992). Each of these outcomes can be detrimental not only to individuals but also to organizations. In the current study, we look at the relationship between the compressed workweek schedule and the levels of work-family conflict experienced, both work-to-family conflict and family-to-work conflict.

### Job Satisfaction

Satisfaction has been researched and studied extensively in many fields. A measure of job satisfaction is often included in studies within the field of management and organizational behavior. Previous research has shown a negative relationship between job satisfaction and turnover intentions (Busch, Fallan, & Pettersen, 1998; Trevor, 2001) and between job satisfaction and absenteeism (Busch et al., 1998). In addition, Judge, Heller, and Mount (2002) found a strong positive relationship between job satisfaction and job performance. Lambert, Kass, Piotrowski, and Vodanovich (2006) found a significant positive relationship between job satisfaction and organizational commitment. Kossek and Ozeki (1998) found a negative relationship between work-family conflict and job satisfaction. The current study will consider this relationship but will also include the relationship between the compressed workweek and job satisfaction.

### Method

Data for this study were collected from a small growing community in the West. This city has a current population of nearly 30,000, having increased in population by more than 170% since 1990. As the city has grown rapidly, many service delivery issues have arisen. The city provides a full range of urban services, including garbage collection, pressurized irrigation, cable television, and high-speed Internet service. In an effort to enhance service delivery and minimize costs, the city adopted a modified work schedule in 2003 for some departments. Employees who are on the compressed workweek schedule generally work Monday through Thursday, 7:30 a.m. to 6:00 p.m., with offices closed on Fridays.

This research uses data from an employee survey to explore the impact of alternative work schedules on other issues, ranging from work-family issues to perceptions of employee productivity and job satisfaction. Surveys were administered to employees in their place of work. Survey packets were prepared by the research

**Table 1**  
**Descriptive Statistics for Survey Respondents**

Variable	Frequency (%)	Mean
Compensation	Hourly: 62.8 Salary: 37.2	
Work status	Full-time: 83.3 Part-time: 16.7	
Marital status	Single: 7.7 Married: 89.2 Divorced: 3.1	
Number of dependents at home	0: 5.2 1-2: 40.5 3-4: 39.7 5-7: 14.7	2.8
Ethnicity	White: 96.2 Minority: 3.8	
Age	20-29: 21.1 30-39: 30.5 40-49: 23.4 50-66: 25.0	39.5 years
Gender	Male: 73.5 Female: 26.5	
Length of service to date	5 years or less: 45.1 6-10 years: 28.7 11-15 years: 6.6 16-20 years: 8.2 21-33 years: 11.5	9.4 years

team and distributed to department heads at their weekly meeting. A disclaimer that clearly indicated that participation was completely voluntary was included in the survey materials. The department heads then distributed the survey to employees, who were given work time to complete the 30-item survey instrument. Employees placed their completed survey in an envelope, which was then returned to the research team. Completed and usable surveys were received from 132 full-time and part-time employees. The response rate from full-time employees was 76%. Table 1 presents basic descriptive statistics for survey respondents. It should be noted that the ethnicity statistics are similar to the ethnicity for the general population of the city. According to the 2000 U.S. Census, 95.5% of the population is White, and 4.5% is minority.

One purpose of this research note is to discover if employees on the alternative 4/10 work schedule experience different levels of work-family conflict and job satisfaction than those who are on a more traditional work schedule. The following section explores whether statistically significant and meaningful differences exist among employees, specifically comparing employees who work the 4/10 workweek

with all other employees. For each variable of interest, we discuss the general findings and then include a comparison between the 4/10 and non-4/10 employees.

### 4/10 Workweek Experience

Because the impetus of the data collection focused on the experience with the alternative work schedule, we asked several questions about the employees' experiences with the 4/10 workweek. Sixty percent of responding employees indicated they work a 4/10 schedule. Eighty-five percent of respondents (85.3%) indicated that they work the same number of hours as they had when working the traditional workweek, whereas 5.2% of employees reported working more and 9.5% reported working fewer hours. All employees were asked to evaluate their experience with the 4/10 workweek.

More than three fourths of responding employees reported a positive experience with the 4/10 workweek (62.8% strongly agreed and 15.7% agreed). More than 60% of employees reported that they agreed (15.8%) or strongly agreed (46.7%) that, as a result of the 4/10 workweek, they were more productive at their job. Few employees reported that they had experienced inefficiencies because of other coworkers' not being available on Fridays (11.5% agreed or strongly agreed). Employees reported fairly strong agreement that citizen access had improved (63.9% agreed or strongly agreed). Finally, very few employees reported that childcare arrangements were more difficult under the 4/10 workweek (2.7% agreed or strongly agreed).

*Differences between 4/10s and non-4/10s.* We asked all employees several questions about their experiences with the alternative work schedule. This was important to gauge whether the 4/10 schedule created problems for those employees who were not working the 4/10. First, we asked employees whether the 4/10 workweek changed the number of hours they work. Only 2 (1.7%) of those not working 4/10s reported that they now have to work more hours; none reported working fewer hours. For employees on the 4/10 schedule, 15 (14.1%) reported that their work hours had changed, with 4 (3.5%) working more hours and 11 (9.6%) working fewer hours.

Employees were then asked five different questions about their experience with the 4/10 workweek (see Table 2). Overwhelmingly, employees working the 4/10 had strong positive experiences with the 4/10 schedule. Employees not working the 4/10 had slightly positive experiences with the schedule. Overall, 4/10 employees perceived that they were more productive at their jobs as a result of the 4/10; non-4/10 employees, however, were neutral about how their individual productivity related to the 4/10 workweek. Nearly all 4/10 employees disagreed that they experienced inefficiencies as a result of colleagues being gone on Fridays. Interestingly, non-4/10 employees were neutral about inefficiencies. The largest difference between employees' perceptions relates to citizen access. Employees on the 4/10 schedule perceived that citizen access improved as a result of the 4/10, whereas non-4/10 employees felt neutral about citizen access. Finally, one might conclude that the 4/10 workweek

**Table 2**  
**4/10 Experiences: *t* Test for Differences**

	4/10 Employee	Non-4/10 Employee	Sig.
4/10 experience positive	4.7	3.5	.000
As a result of 4/10, I am more productive	4.4	3.0	.000
As a result of 4/10, experience inefficiencies	1.5	2.8	.000
4/10 improved citizen access	4.4	3.0	.000
Childcare under 4/10 more difficult	1.8	2.6	.000

Note: Variables based on a 1 to 5 Likert-type scale with 1 = *strongly disagree* and 5 = *strongly agree*.

would create additional childcare challenges. However, employees working the 4/10 did not perceive this challenge. Perhaps more interesting is that non-4/10 employees perceived that childcare would be a more significant challenge.<sup>1</sup> As illustrated by these findings, it is clear that employees working the 4/10 reported very positive experiences with the 4/10 schedule and its impact on their jobs.

### Job Satisfaction

Overall, employees reported extremely high levels of satisfaction with their jobs. Ninety-five percent of responding employees strongly agreed (63.8%) or agreed (31.5%) that they were satisfied with their jobs. When asked if they liked working for the city, slightly more respondents indicated that they agreed (27.5%) or strongly agreed (67.9%) than when asked about general job satisfaction. Employee satisfaction with pay and benefits was much lower though still quite positive. Slightly less than two thirds of employees (64.9%) reported that they agreed or strongly agreed that they were satisfied with their pay and benefits. However, that lower level of satisfaction does not translate into employees' wanting to leave their employment with the city. Slightly more than four fifths (80.9%) of responding employees disagreed or strongly disagreed that they intended to look for another job outside of the city in the next year. Using the four variables mentioned, we created the job satisfaction scale shown in Table 3 (intention to look for another job was reverse coded). The combined scale had a modest but reasonable alpha score (.667). High scores on the scale indicate high levels of job satisfaction as measured by four independent variables.

*Differences between 4/10s and non-4/10s.* Of the four satisfaction variables we explored, only the question "I like working for the city" demonstrated statistical differences (see Table 3). The overall job satisfaction scale approaches a statistically significant difference at  $p = .077$ . In general, employees working the 4/10 reported higher levels of satisfaction than their peers who were not working 4/10s, though not at statistically significant levels. Employees working the 4/10 reported that they were less likely to look for another job in the next year, although this difference was not

**Table 3**  
**Job Satisfaction: *t* Test for Differences**

	4/10 Employee	Non-4/10 Employee	Sig.
Job satisfaction scale	17.6	16.8	.077
Satisfied with job	4.6	4.5	.363
Intend to look for another job	1.5	1.9	.076
Satisfied with pay and benefits	3.7	3.6	.554
I like working for the city	4.7	4.4	.013

Note: Variables based on a 1 to 5 Likert-type scale with 1 = *strongly disagree* and 5 = *strongly agree*.

**Table 4**  
**Work-Family Balance: *t* Test for Differences**

	4/10 Employee	Non-4/10 Employee	Sig.
Work-to-family conflict scale	6.3	8.2	.000
Come home too tired	2.2	2.7	.005
Work takes away from personal interests	2.1	2.6	.013
Work takes time I'd like to spend with family/friends	2.0	3.0	.000
Family-to-work conflict scale	4.7	5.8	.004
Too tired at work because of home	2.0	2.0	.959
Personal demands take away from work	1.6	2.0	.006
Personal life takes up time I'd like to spend at work	1.6	1.7	.166

Note: Variables based on a 1 to 5 Likert-type scale with 1 = *strongly disagree* and 5 = *strongly agree*.

statistically significant at  $p = .076$ . The other two variables, general job satisfaction and satisfaction with pay and benefits, did not approach any statistically significant difference, even though 4/10 employees reported higher levels of satisfaction on both measures. Accordingly, although 4/10 employees reported higher levels of satisfaction on all four job satisfaction measures, only the measure of satisfaction of working for the city was statistically significant.

### Work-Family Conflict

The six items in the work-family conflict scales were taken from Gutek, Searle, and Klepa (1991)—three items each for work-to-family conflict and family-to-work conflict (see Table 4). Cronbach's alpha for the two scales are .77 and .86, which are well within accepted norms for reliability. High scores on these scales indicate high levels of conflict between work and family or personal demands.

A significant source of conflict for individuals comes from the impact of work on family issues. However, only 13% (13.2%) agreed or strongly agreed that they were too tired when they came home. Slightly fewer (12.5%) agreed or strongly agreed

that they had so much work that it took away from their personal interests. Nearly 18% (17.8%) agreed or strongly agreed that work takes up time that they would like to spend with family/friends.

The other source of conflict we examined is family-to-work conflict. Only 3% agreed or strongly agreed that they were too tired at work because of activities they have to do at home. Slightly fewer employees (2.3%) indicated agreement or strong agreement that their personal demands were so great that they took away from work. Finally, only one respondent agreed and none strongly agreed that their personal life took up time that they would like to spend at work. Family-to-work conflict, although reported with less frequency by our respondents, is still an important source of role conflict.

*Differences between 4/10s and non-4/10s.* For each variable examined, with the exception of being too tired at work because of home, employees working the 4/10 schedule reported lower levels of work-family conflict. The differences were statistically significant for four of the six variables examined, as shown in Table 4. Additionally, the two scales for work-to-family conflict and family-to-work conflict both demonstrate significant differences between 4/10 and non-4/10 employees, with non-4/10 employees reporting higher levels of work-family conflict.

### Multivariate Analysis

What impact do any of these differences hold? We used ordinary least squares (OLS) regression to examine the relationships among variables on the job satisfaction and the two work-family conflict scales. The previous analysis suggests that those employees on the 4/10 workweek differed from non-4/10 workweek employees on some measures of job satisfaction and the two work-family conflict scales. How do other factors influence these variables? This section uses OLS multivariate regression to explore the impact of work schedule, compensation structure (salaried vs. hourly employees), tenure with the city, and the number of dependents at home on each of these scales.

The job satisfaction model explains very little of the variance using the variables displayed in Table 5. Notably, the overall model only approaches significance. The only individual variable to approach any significant influence is the family-to-work conflict scale ( $p = .072$ ). When holding constant the other features, this suggests that employees with low levels of family-to-work conflict will perceive high levels of job satisfaction. However, because the model is not significant, we cannot express any confidence in these relationships. Next, we explore the two work-family conflict models to see if any organizationally controllable or individual factors influence work-family conflict.

To explore this issue, we modeled the two work-family conflict scales using the same set of variables and included job satisfaction (see Tables 6 and 7). The overall model for work-to-family conflict is statistically significant, explaining about 21%

**Table 5**  
**Regression Analysis: Dependent Variable—Job Satisfaction Scale**

Independent Variables	B	SE B	$\beta$	Sig.
(Constant)	20.026	1.642		.000
4/10 work schedule	0.28	0.557	.057	.617
Work-to-family conflict	-0.152	0.106	-.171	.157
Family-to-work conflict	-0.242	0.133	-.208	.072
Compensation structure	0.302	0.539	.063	.577
Tenure with city	0.031	0.035	.112	.377
Number of dependents	0.014	0.16	.009	.931
Age	-0.023	0.028	-.103	.412

Note:  $R^2 = .125$ , Adj.  $R^2 = .05$  ( $F = 1.672$ ,  $p = .127$ ).

**Table 6**  
**Regression Analysis: Dependent Variable—Work-to-Family Conflict Scale**

Independent Variables	B	SE B	$\beta$	Sig.
(Constant)	9.313	2.634		.001
4/10 work schedule	-1.311	0.554	-.238	.020
Family-to-work conflict	0.382	0.132	.291	.005
Job Satisfaction	-0.16	0.112	-.142	.157
Compensation structure	1.027	0.542	.192	.062
Tenure with city	0.045	0.036	.146	.206
Number of dependents	0.049	0.165	.029	.765
Age	-0.039	0.029	-.153	.179

Note:  $R^2 = .272$ , Adj.  $R^2 = .21$  ( $F = 4.386$ ,  $p = .000$ ).

of the variation in work-to-family conflict. Specifically, two variables are significant, and one approaches significance. Holding other factors constant, employees working the 4/10 work schedule exhibit lower levels of work-to-family conflict ( $p = .020$ ). Also, employees with higher levels of family-to-work conflict exhibit higher levels of work-to-family conflict ( $p = .005$ ). The variable approaching statistical significance is compensation structure, with employees who are salaried demonstrating higher levels of work-to-family conflict ( $p = .062$ ). Interestingly, other variables, such as job satisfaction, the number of dependents at home, the length of time employed with the city, and the employee's age, did not exhibit a significant influence on work-to-family conflict.

The final model explores family-to-work conflict (see Table 7). This model explains 14% of the variation in family-to-work conflict. Only one variable is significant, work-to-family conflict ( $p = .005$ ), and only one approaches significance, job satisfaction ( $p = .072$ ). Holding other factors constant, employees with higher

**Table 7**  
**Regression Analysis: Dependent Variable—Family-to-Work Conflict Scale**

Independent Variables	B	SE B	$\beta$	Sig.
(Constant)	7.235	2.101		.001
4/10 work schedule	-0.414	0.453	-.098	.364
Work-to-family conflict	0.241	0.084	.317	.005
Job satisfaction	-0.161	0.088	-.188	.072
Compensation structure	-0.524	0.437	-.129	.234
Tenure with city	-0.005	0.029	-.022	.857
Number of dependents	-0.009	0.131	-.007	.944
Age	-0.012	0.023	-.059	.619

Note:  $R^2 = .207$ , Adj.  $R^2 = .14$  ( $F = 3.066$ ,  $p = .006$ ).

levels of work-to-family conflict will exhibit higher levels of family-to-work conflict, a mutually reinforcing set of stressors. Additionally, employees with high levels of job satisfaction appear to be less likely to have high levels of family-to-work conflict. Other variables, such as age, the number of dependents, or tenure with the city, do not have a significant influence on family-to-work conflict.

### Conclusion

What are the implications of this study? First, the exercise of critically exploring employee responses to changes in management practices is profitable both from a practical and from an academic perspective. It is important for organizations to assess the benefits and potential costs of changes as they are made in the organization, particularly in light of future decisions. As alternative work arrangements increase in popularity and usage in the workplace, the impact of these programs should be evaluated. Are these programs meeting the expected benefits for the employees and the organization?

Second, there are lessons that can be learned from assessing employee perceptions of the 4/10 workweek. It appears, for example, that employees working the 4/10 workweek experience lower levels of work-family conflict than their counterparts who are working other schedules in the city. Given the relationship between both directions of work-family conflict, this finding clearly influences the productivity and satisfaction of employees. This is especially important as high levels of work-family conflict are related to decreased productivity, absenteeism, and turnover (Glass & Estes, 1997), all significantly negative outcomes for any organization. It should be noted that the relationship between the 4/10 workweek and work-to-family conflict is stronger than between the 4/10 workweek and family-to-work conflict. This finding is similar to previous research on the use of two forms of alternative work arrangements, namely flextime and flexplace (Shockley & Allen, 2007).

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This research is one of a limited group looking at the impact of a compressed workweek on work-family conflict and job satisfaction. In particular, there is little research on this topic in the public sector domain. In addition, the study includes both directions of work-family conflict, namely work-to-family and family-to-work conflict. The generalizability of the current study is limited, because of the use of employees of only one city. Although this is acceptable for exploratory research, future studies would benefit from multiple workplace settings.

We understand that employees on a compressed workweek schedule experience lower levels of work-family conflict, but further research is needed to understand why that relationship exists. What is it about the compressed workweek schedule that leads to lower levels of work-family conflict? In addition, further research on alternative work schedules would help us better understand the relationship between work-to-family conflict and family-to-work conflict and how organizationally controllable factors affect these issues. Another avenue of future research would be to study levels of customer/client satisfaction with alternative work schedules. Clearly, there are benefits of alternative work schedules for the employees, but are the needs of the citizens (who serve as customer/clients in the public sector) being met?

We believe this brief analysis is one step in the right direction to understanding one controllable factor and its influence on work-family conflict and job satisfaction.

### Note

1. There was a very small negative nonstatistically significant correlation between childcare responses and the number of children at home ( $r = -.75$ ). Additionally, there was no statistical difference between the childcare responses of male and female employees or married and unmarried (either single or divorced) employees.

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Condensed 4-day Work Week - Eliminated Savings and Reduced Greenhouse Gas (GHG) Emissions

	Employee			County			Grand Total	
	Basis	\$ Savings	Reduced GHG Emissions (tons eCO <sub>2</sub> )	Basis	\$ Savings	Reduced GHG Emissions (tons eCO <sub>2</sub> )	\$ Savings	Reduced GHG Emissions (tons eCO <sub>2</sub> )
<b>1. Reduced Vehicle Miles Traveled</b>								
Miles/Commute	22.58							
Miles/Year/Employee (30 wks)	1,129							
# Employees Transitioning to 4-day Work Week	424.18							
Total Reduced Vehicle Miles Traveled	478,855			460,701				
<b>2. Reduced Gasoline Costs</b>								
Miles/Per Gallon	19.8							
Cost Per Gallon	\$4.05			\$3.95				
Total Gasoline Cost Savings		\$97,955			\$138,054			\$236,019
Savings/Employee	\$231							
<b>3. Reduced GHG Emissions due to Reduced Vehicle Miles Traveled</b>								
eCO <sub>2</sub> /Gallon	23.6			23.6				
Total Gallons	24,186			34,933				
Pounds Reduced eCO <sub>2</sub>	570,800			826,424				
Tons Reduced eCO <sub>2</sub>			285.4			412.2		697.6
*19 pounds eCO <sub>2</sub> /gallon for tanks-wheels-fuel use and 4.6 pounds eCO <sub>2</sub> /gallon for up-to-tank use								
<b>4. Reduced Uniform Cleaning</b>								
					\$ 2,897			\$2,897
<b>5. Reduced Custodial Services</b>								
					\$ 10,387			\$10,387
<b>6. Reduced Utility Bills</b>								
					\$ 8,502			\$8,502
<b>7. Reduced GHG Emissions from Reduced Kwh</b>								
Reduced Kwh				62,689				
Kwh FY 06/07				26,192,010				
Tons eCO <sub>2</sub> from Buildings FY 06/07				17,203.7				
% Reduction				0.2393%				
Tons eCO <sub>2</sub> Reduced from Energy to Operate Buildings						41.2		41.2
<b>Total Savings and GHG Reductions:</b>								
		\$ 97,955	285.4		\$ 139,850	453.39	\$ 257,805	738.79
<b>Total GHG Emissions, FY 06/07</b>								
								22,549,130
<b>*% GHG Emission Reductions</b>								
								3.28%

\* Note: Assumptions regarding employee commutes are more precise with difficulty in the estimate of GHG emissions from employee commutes than with the GHG inventory; therefore, total GHG emission reduction from FY 06/07 are overstated.

## Alternative Schedule Work Survey

Employee Survey

In June 2008, staff sent out an informal Alternative Work Schedule Employee Survey to current employees to determine their opinion on converting to a 4 day compressed work week. County offices would be closed one (1) day during the regular workweek. Approximately seventy-one (71%) percent of 583 out of 817 Board employees responded to the survey. A summary of the survey results are outlined as follows:

- 86% of the employees responding to the survey were either strongly supportive, supportive or somewhat supportive of the County converting to a 10-hour day/4 days per week work week. Only 9% were not supportive.
- 79% of respondents indicated that a 4 day, 40 hour work week would benefit them and 81% felt that it would assist them in reducing travel to work and the amount of fuel used in their personal vehicles weekly.
- 88% of respondents indicated that they would be able to work a schedule of 10 hours per day/4 days per week and 10% could not.
- 75% of respondents would prefer to work 10 hours per day/4 days per week and 19% of respondents would prefer to maintain their current work schedule.
- 68% of respondents would not have any family/personal issues which would prevent them from working 10 hours per day/4 days per week, however 12% would experience problems with child pick up/drop off.
- 88% of respondents did not feel that a 4 day, 32 hour work week would benefit them and only 7% felt that it would benefit them.
- 60% of respondents, if given a choice, would prefer that County offices are closed on Friday, 35% would prefer Monday.

Overall, employees seemed to be positive about changing to a 4 day compressed work week.

## Employee Alternative Work Schedule Survey

Attachment #

2

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All Divisions

1. How supportive are you with the County converting to a 10 hour day/4 days per week work week?
  - 18 - No Opinion
  - 54 - Not Supportive
  - 86 - Somewhat Supportive
  - 112 - Supportive
  - 301 - Strongly Supportive
  - 12 - Didn't Answer
2. Would a 4 day, 40 hour work week benefit you?
  - 463 - Yes
  - 110 - No
  - 10 - Didn't Answer

If yes, please check how:

  - 392 - Reduced fuel costs
  - 331 - More personal time
  - 67 - Reduced child care costs
  - 282 - More time with family
  - 54 - Other:

[Click here to View Responses](#)
3. Would a 4 day, 32 hour work week benefit you? (regular gross pay reduced from 40 hours per week to 32 hours per week)
  - 46 - Yes
  - 514 - No
  - 23 - Didn't Answer

If yes, please check how:

  - 34 - Reduced fuel costs
  - 33 - More personal time
  - 5 - Reduced child care costs
  - 22 - More time with family
  - 14 - Other:

[Click here to View Responses](#)
4. Would the 4 day compressed workweek assist you in reducing travel to work and reduce the amount of fuel in your personal vehicle used weekly?
  - 470 - Yes
  - 96 - No
  - 17 - Didn't Answer
5. Can you work a schedule of 10 hours per day/4 days per week?
  - 512 - Yes
  - 61 - No
  - 10 - Didn't Answer
6. What family/personal issues do you have which would prevent you from working 10 hours per day/4 days per week:
  - 398 - None
  - 71 - Child pick up/drop off
  - 5 - Elder parent or relative pick up/drop off
  - 5 - Medical Appointments (self or family)

1

- 28 - Sports Team Activities (self or children)
- 7 - Volunteer/Mentor Activities
- 32 - Church, Civic group or other meetings/activities
- 17 - Education/School
- 45 - Other:

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[Click here to View Responses](#)

7. If you had a choice, which work schedule would you prefer:

- 437 -10 hours per day/4 days per week with a 3 day weekend.
- 17 - 8 hours per day/4 days per week with a 3 day weekend.  
 (regular gross pay would be reduced from 40 hours per week to 32 hours per week)
- 112 -Maintain current work schedule and days
- 17 - Didn't Answer

8. If you had a choice, which day of the week would you prefer County offices to be closed?

- 205 -Monday
- 353 -Friday
- 25 - Didn't Answer

9. What time do you normally begin work each day?

- |                   |              |                    |
|-------------------|--------------|--------------------|
| 1 -Before 6:00 AM | 91 -7:30 AM  | 9 -9:30 AM         |
| 3 -6:00 AM        | 164 -8:00 AM | 4 -10:00 AM        |
| 11 -6:30 AM       | 36 -8:30 AM  | 13 -After 10:00 AM |
| 175 -7:00 AM      | 64 -9:00 AM  | 12 -Didn't Answer  |

10. What time do your normally leave work each day?

- |                   |              |                   |
|-------------------|--------------|-------------------|
| 7 -Before 3:00 PM | 159 -5:00 PM | 0 -7:30 PM        |
| 1 -3:00 PM        | 146 -5:30 PM | 6 -8:00 PM        |
| 24 -3:30 PM       | 77 -6:00 PM  | 12 -After 8:00 PM |
| 51 -4:00 PM       | 15 -6:30 PM  |                   |
| 64 -4:30 PM       | 8 -7:00 PM   | 13 -Didn't Answer |

11. How frequently do you have to stay at work after hours (after 5:00pm or after your shift was scheduled to end)

- 89 - Not Applicable
- 283 -Rarely
- 161 -Weekly
- 36 - Monthly
- 14 - Didn't Answer

12. How many miles is it from your home to your work site/office (one-way)?

- |        |         |         |         |        |        |        |                    |  |
|--------|---------|---------|---------|--------|--------|--------|--------------------|--|
| 0 - 6  | 10 - 51 | 20 - 23 | 30 - 19 | 40 - 6 | 50 - 4 | 60 - 0 | 70 - 0             |  |
| 1 - 14 | 11 - 9  | 21 - 1  | 31 - 1  | 41 - 1 | 51 - 0 | 61 - 0 | Over 70 - 1        |  |
| 2 - 19 | 12 - 36 | 22 - 7  | 32 - 5  | 42 - 2 | 52 - 0 | 62 - 0 |                    |  |
| 3 - 32 | 13 - 15 | 23 - 8  | 33 - 0  | 43 - 0 | 53 - 0 | 63 - 0 | Didn't Answer - 16 |  |
| 4 - 23 | 14 - 14 | 24 - 7  | 34 - 2  | 44 - 0 | 54 - 0 | 64 - 0 |                    |  |
| 5 - 34 | 15 - 34 | 25 - 22 | 35 - 1  | 45 - 2 | 55 - 1 | 65 - 0 |                    |  |
| 6 - 27 | 16 - 9  | 26 - 7  | 36 - 1  | 46 - 0 | 56 - 0 | 66 - 0 |                    |  |
| 7 - 38 | 17 - 11 | 27 - 4  | 37 - 0  | 47 - 0 | 57 - 0 | 67 - 0 |                    |  |
| 8 - 31 | 18 - 12 | 28 - 7  | 38 - 0  | 48 - 2 | 58 - 0 | 68 - 0 |                    |  |
| 9 - 16 | 19 - 2  | 29 - 0  | 39 - 0  | 49 - 0 | 59 - 0 | 69 - 0 |                    |  |

13. What division are you in?

- 35 -County Administration (also includes Commission Aides, Support Services, PIO, Intergovernmental Affairs, OMB, HR)

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- 7 -Tourist Development
- 9 -County Attorney
- 59 -Management Services (also includes Support Services, MIS, GIS)
- 42 -Facilities Management
- 13 -Probation
- 11 -PreTrial Release
- 10 -Purchasing & M/WSBE (also includes Warehouse)
- 10 -Cooperative Extension
- 5 -EMS
- 11 -Health & Human Services (also includes Veterans, Housing, Social Services & Volunteer Center)
- 86 -Library Services
- 59 -Growth and Environmental Management
- 19 -Planning Department
- 6 -Animal Control
- 30 -Public Works Engineering
- 9 -Fleet Management
- 15 -Mosquito & Stormwater
- 85 -Public Works Operations
- 27 -Solid Waste
- 22 -Park & Recreation
- 3 -Public Works Administration
- 10 -Didn't Answer

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All Divisions

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How would a 4 day, 40 hour work week benefit you?

More time to take care of housework, lawn care, etc. Also, the opportunity to take mini-vacations.

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I currently spend \$16.00 per day in fuel cost commuting to and from work. This would be a great personal savings as well as savings for the County in reducing electric/fuel/and maintenance costs.

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I could schedule all appointments on that day off so I would not have to take any time off from work, unless I am sick.

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ability to use day of for appointments that would normally require tome off from work.

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Would prefer 4 day, 36 hour work week.

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Take care of personal business that is hard to do during the week on a 1 hr lunch break.

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Opportunity for second or part time job.

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---

Reduces Leave (Annual + Sick)taken for Dr.'s Appointments,and miscellaneous appointments during the work week. So far, attempts to schedule appointments after my shift ends (7:00AM to 4:00PM)has not been very successful.

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---

Volunteer time part time job

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---

This would give us a day to take care of personal business and appointments that we normally have to take annual leave for.

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---

leaving a business work week day off to conduct personal business (banking, bill paying, and appointments

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Less time taking off work for medical appointments and personal appointments during working hours. I'm in favor of working 7:00 AM - 5:30 PM with a 30 minute lunch like Public Works does.

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---

REDUCE WEAR AND TEAR ON VEHICLE.

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---

I'm not certain if I would qualify for a change in work hours being senior mgmt status, but is the option of telecommuting being considered? Work at the office four days and work from home one day.

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---

Please do not let a few staff members personal reasons for not changing stop what is good for the county and most individuals. Thank you

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Would be able to make appointments on day off, instead of through the work week.

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More time to relax and alleviate stress in order to get ready for the next work week.

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It takes me 45 minutes to arrive at my office every morning. My son's before school program does not open until 7:00 a.m. and they close promptly at 6:00 p.m.--with late fees for every minute after 6:00 p.m. There is no possible way I could get to work by 7:00 and leave work in time to pick up my child by 6:00 p.m.

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---

The county would be helping reduce CO2 emissions by not operating its fleet on Fridays and from the X number of employees not making the additional journey to work that one extra day. Additional savings would be created with the decreased amount of utility consumption with county buildings not operating that day. One day off per week would save me (based on the type of vehicle I drive and miles per gallon used), based on my trip to daycare and journey to work, approximately \$3.73 that one day off (in fuel savings) which would equate to \$14.92 a month...

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---

CAN ARRANGE DOCTORS APPOINTMENT AND OTHER APPOINTS ON DAY OFF INSTEAD OF USING SICK OR ANNUAL TIME.

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---

i would have more time to devote to community service activities. and less travel time due to less traffic at these hours.

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Can get more work done in the field with a longer day

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---

I may actually be able to use annual leave for rest, recuperation, and spending time with family instead of appointments (i.e. termite inspection, air conditioning maintenance, other personal business, or house maintenance and repairs).

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---

none of the above

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---

I'm doing 4 day 10 hours

[View This Survey](#)

---

7:00 am to 5:30 pm 1/2 lunch break 2-15 min breaks

[View This Survey](#)

---

already doing

[View This Survey](#)

---

This is a great Idea and should be applied across the board.

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---

Less overhead costs to my program.

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---

An all around saving for everyone!

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---

Car Pooling would become an option if Mondays were the day off.

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---

Less tired. I currently work 8 days in a row, have a single day off, work 2 days and have 3 days off.

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---

I am already on the 10 hour work day and it does help in all of the above.

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---

LESS STRESS

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---

40 hour work week would be hard to adjusted being that my job is shift work.

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---

I think we would spend one day recovering, and then maybe more driving?

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---

I'm not sure how it benefit the Library because we are open for the Public and we want to make it convenient for the public and Staff. So if the hours are from 7-6 how will this benefit the public - Library and branches. Our Schedules varies so we may come in at 9 am - 6 or we may work at 11 am and leave at 8 pm

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---

Fridays would allow me to attend Saturday personal workshops out of town without taking a personal day off.

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---

I am enrolled in Grad school and hence need more time for studying.

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---

I would like a 4-day, 40-hr work week personally. However, as a library employee and manager, I work occasional Saturdays and evenings. Working 4 days and 40 hours consistently would be difficult for me. Also, I live only 2.5 miles from the main library so fuel costs aren't such a big consideration.

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---

I am a 20-hour employee. I would vote for a 4-day week that was: Tuesday, Wed., Thurs., Fri.

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---

One less day that I have to see Alan Rosenzweig!

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---

I already work four days a week.

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---

No fuel savings because I live only 1/2 mile from work, so I walk to and from work everyday.

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---

Less stress, health benefit

[View This Survey](#)

---

However, child care becomes a problem. 36 hr or a 4 day / 9 hr day is workable.

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---

I would even be in favor of two 15 hour days and a 10 hr day I have to travel 50 miles one way per day and paying 130.00 per week for gas

[View This Survey](#)

---

3 DAY WEEKENDS ARE GREAT.LIKE HAVING A MINI VACATION EVERY WEEK PLUS I SET ALL DR. APPOINTMENTS ON MY DAY OFF

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---

Would not have to bear personal work expense 1-day a week (bath,clothes,etc)

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---

Task effuency- move hrs consective to spen on a project.

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---

While it will not offer me any fuel savings (my wife and I commute together a few days each week, but the change in hours of operation will make it impractical), it will provide me time without distractions to complete publications and other project in a quiet environment.

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---

Right now I work 2-ten hour days, 2-eight hour days and 1-4 hour day, and the new schedule would allow me to have a more regular routine. I am anxiously waiting to hear the decision whether we will be changing or not. I think it would be a positive move for the County.

[View This Survey](#)

---

the cockeyed greenhouse gas foolishness has nothing to do with my decision

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---

already work 4 day

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---

Already work a four day work week

[View This Survey](#)

---

improved morale and reduced stress

[View This Survey](#)

---

It would actually increase costs. My child would have to begin to participate in the Before School Program at an additional \$80 a month. The earliest this program begins is 7:00 a.m. His school begins at 8:35 a.m. This expense is in addition to the expense of the After School Program of \$145 a month - which I already use (and my child has to be picked up by 6:00 p.m.). So I think this would offset any savings in fuel I might have by not coming in one day a week. These programs are the Leon County "Before School" and "Extended Day Care" or After School Program. The costs are pretty much the same within \$5 to 10\$ a month from school to school for all Elementary schools in Leon County.

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---

It will reduce the cost of fuel, allow me to have a day for personal priorities such as doctor/ dental appointments without having to take a day from business hours and allow me to spend more quality and not rushed time with family and friends.

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---

When I have to change to driving my vehicle instead of the County vehicle home, it will cost me less.

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---

unsure, possibly more personal time

[View This Survey](#)

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---

I all ready work 4-10's

[View This Survey](#)

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Comments; As an Aide for over 9 years, I have found that my working hours are spread over 7 days per week and not restricted to 8 AM - 5 PM. We serve at the pleasure of our individual commissioners. I work over half my hours from home, with Commissioner Rackleff's permission and encouragement. This reduces my energy costs, though that was not the original objective. I will continue to work all 7 days, regardless of whether this measure passes or not. I will still need to access my office in the courthouse, even if the HVAC is off on one day per week, as I have done in the past, on weeknights and weekends.

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---

How would this change affect part time or 20hour week?

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If employees were allowed to work from home one day of the week that would assist with the cost that it takes to run the county. Additionally, it would not be totally effective unless the other governmental agencies were on board with doing the same thing. A four day work week would not keep employees at home and off the road, it only increase the number of citizens hanging out in town, shopping, running errands, etc. during the day. Traffic on the weekend is often times worse than weekdays because everyone is out around the same time of the day. Regardless of the situation with the high price of gas and electricity, the bottom line is that many people really don't care and will continue to do what we have always done, complain about it, but continue to spend money.

[View This Survey](#)

---

Days to take care bizz

[View This Survey](#)

---

Why not let each department be in charge of there own schedules. It does not serve well the citizens if all offices are closed on Friday. This could be addressed by each department staying open the entire week, but having split staff on 4 day work weeks(mon-thur and tues-fri)

[View This Survey](#)

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66 Record(s) Listed

2

Attachment #

Page

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All Divisions



[Question 2](#)

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[Question 6](#)

**How would a 4 day, 32 hour work week benefit you?  
(regular gross pay reduced from 40 hours per week to 32 hours per week)**

It would reduce my pay!

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Would prefer 4 day, 36 hour work week.

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I could not afford to lose 8 hours pay a week. That would be 32 hours a month. That would be over 300.00 a month. Who could afford this?

[View This Survey](#)

same comment as #4.

[View This Survey](#)

I already work two days per week just to pay for the gas to come to work. When I figure that out a few weeks ago, I was quite depressed. While reduced hours would result in a lower paycheck, it might not be so bad if I didn't have to drive out here every day. Would the county consider telecommuting or alternative office sites? Since my work laptop is setup to do everything I do at work (check email, access to g drive, web updates, etc.), I could easily set up at home or at a nearby, un-occupied office/space in a branch library.

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Need 40 hours

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This would be a good option during certain life events such as needed family or personal care. While my finances are not set up to handle this at this time, the option would be desirable.

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---

Cannot afford the reduction in pay.

[View This Survey](#)

---

How about working 8 hour days/4 days per week and 1 / 8 hour day telecommuting

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I could not afford that change in my budget.

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Not sure, need the money, like the personal time, but may spend it driving around doing errands.

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As a part time employee do not feel justified in answering these questions as they would not impact me as they would full time staff..as a part timer I would prefer 4 five hour days as opposed to 5 four hour days. The impact of these changes are very much 'stage of life' and economic issues that could adversely affect family life..on the other hand I like the option of a 32 hr work week as opposed to just the 20 or 40 choice currently available..and on the other third hand feel that library services and hours are doubly important in economically tight times to the public and should be available as much as possible.

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---

Can't afford the reduction in pay but seems a good option for those who can't

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---

Yes, but to restate number 2, a 36 hr work week is a better option.

1

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[View This Survey](#)

---

But will result in less pay....(?)

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---

reduce pay bad but will be good for child care hrs& my education

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---

I don't believe I could afford the cut in pay and the extra expenses that I would have with medical for myself and my child in my employee monthly contribution costs, co-pays of prescriptions and co-pays for office visits. Therefore I would try and work the 4/10 hour days.

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---

Has a 4 day-9 hour work day been considered? Parents could alternate pick-up and drop-off with kids and only lose 4 hours per week of pay? I will have to alter pick-up of my granddaughter to once a week only on Monday.

[View This Survey](#)

---

unsure

[View This Survey](#)

---

part time 20 hour week?

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---

No, but a discounted or free StarMetro pass would be a progressive idea that actually would reduce travel cost and green house gas emissions.

[View This Survey](#)

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21 Record(s) Listed

[Back to Main Menu](#)[All Divisions](#)[Question 2](#)[Question 3](#)[Question 6](#)

**What family/personal issues do you have which would prevent you from working 10 hours per day/4 days per week?**

Weekly civic organization meeting ends at 8 AM. I will be President next year.

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I have a daughter currently in a preschool that does not take children until 7:45 a.m. Pick up time is preferred by 5:15 p.m. but no later than 5:30 p.m. I CANNOT work a 10-hour work day nor can I afford to take a paycut. This schedule would pose a threat to my livelihood as well as what I feel is in the best interest of my daughter. I strongly oppose this proposition.

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I think that the library employees should have a choice of 4 or 5 days a week since we will not just be open 4 days. I also think that since we are different...perhaps we could have schedules between 7am and closing for those of us not in public service areas. Flexing schedules for public service areas could make it easier to cover the hours we are open.

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It may prove difficult to maintain a high level of concentration in reviewing plans for 10-hours straight. I would be willing to try the alternative schedule, just hard to evaluate since fairly significant departure from previous work schedules. Any consideration to 9-hr days Mon-Thur w/ every other Friday off.

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2nd job

[View This Survey](#)

only work 20 hours per week

1

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I am single, so some personal issues sometimes need direct attention. This can be handled though via annual leave/comp time requests.

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While I could see the benefit to the organization and the additional free time, scheduling child care and transportation would be difficult. My child depends on me for transportation to school each AM since he is out of his normal school zone due to a disability. In addition, he has routine visits with physicians and counselors. The additional child care costs would eliminate any cost savings from driving. If the change were to occur, I could adjust and make use of the time.

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I coach youth Soccer and Baseball. It might be a struggle to make it to practices and games. Would the county consider allowing leave for such things? With a supervisor's permission, could I make up the hours on other days?

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It may effect my part time job, do not know for sure.

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I supervise a department, and would have to be here 5 days/week, 40 hours at least anyway.

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It would increase my childcare expenses because as it stands now I only have to pay for afterschool care, which ends at 6:00. With the new 4/10 work week, I would have to have before and afterschool care.

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As of now none...minus medical appointments, which cannot be scheduled on the one day that the county choices to be closed

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Prepare dinner for family before evening activities and homework.

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I'm not sure how the library would benefit from this 10 hours a day and open 4 days a week. Our Schedules some work from 11:15- 8 while others work from 9:15 - 6:15 branches

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Church, I am a pastor of a church

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All of Above

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If this becomes policy (which I hope)than none of the above would really matter. I would have to adjust.

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Another job

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The County already offers flex time, if I wanted to reduce my "fuel consumption" I would choose a four day work week. I feel it should be a personal decision not one forced on us.

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family time

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daily work responsibilities around house and property; time for daily physical exercise needed for health; HIGH STRESS JOB - eight hours in one day frequently pushes you to your limits, if not beyond.

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At present I do work an additional part-time position in retail at Gov. Sq., which I report to at 6:00 pm 2 or 3 days during the week and some Saturdays. (hopefully not much longer) I think they could work with me over a few minutes tho.

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There are no family issues; however, I work in the library and currently there are only 8 full time employees in my department. There is no possible way we could maintain the current level of service without altering our hours or adding additional staff. We would need to have either 5 or 6 ten hour days and have different shifts to make the schedule work for it. It would be wonderful!!

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I'm 64 years old and in excellent health due in no small part to the fact that I have been a life-long runner and a physically active person who bikes, skates and does resistance training. These activities must be maintained on a regular daily basis to be of value. I spend at least an hour a day in some physical activity. A 10 hour work day would not give me the time for that hour of physical activity and would therefor be deleterious to my health and emotional well-being. Neither can I afford to take an 8 hour a week pay cut. I work at one of the branch libraries. Surely the commission wouldn't consider having the libraries open only four days a week. I think there would be a huge public outcry if that were to come about.

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The Collins Main Library is open seven days and 4 evenings a week. Having us do 4 ten hour days will stretch our staff very thin.

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Less time in the evening with family - Library opens at 10 am. and staff would have to work until 9 pm Friday, Saturday and Sunday are "short" days and a 10 hour day is not possible on those days. An optional plan is best for the library.

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Various school activities for children.

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Only once night per week, however if I could make those hours up on another day I could.

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I think productivity would go down, that is a long day. Whereas now, i rarely take a break, i am sure i would take them with so long a day.

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I would make new arrangements to accomodate our new work schedule. Thanks for offering. It is a progressive idea.

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I have a part time night job two nights a week as well as school one night a week. If it wasn't for these two things I would like the 4 days per week schedule.

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Possible child care issues

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The only way we could make this work would be to get more staff members and/or reduce our operating hours. We are open Mon. - Thurs. 10 AM to 9PM, Fri. 10 AM to 6 PM, Sat. 10 AM to 5 PM, Sun. 1 PM to 6 PM. We are already stretched thin with unfilled positions. Maybe closing on Sundays would help. Also, my child gets on the school bus at 8:15 AM. I commute from Crawfordville, so I work from 9:15 to 6:15, which is about perfect for me. In a few years my child will go to middle school and he will get on the bus earlier so I could cmeto work earlier. But for now I would have to pay extra to drop my child off before work and not see him get on the bus every morning.

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LIBRARY HOURS- IF WE CAN BE CLOSED THE SAME HOURS AS THE BRANCHES, BE CLOSED TWO NIGHTS EARLY TUESDAYS AND THURSDAYS OPPOSITE THE BRANCHES HOURS. ALL LIBRARIES HOURS BE THE SAME 8-5 OR 9-6 MONDAYS THRU FRIDAYS. THE PUBLIC WILL ADJUST.

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I am considering a part-time job which would conflict.

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Library employees need to be at work while the Library is open to the public, in order to staff the buildings and serve library users. The Library schedule would mean that employees would have to work into the evenings, thus losing dinner/family time four evenings a week. This would be a true hardship for employees arranging child care, care of elders in the family, or participating in outside activities at church, school, sports or clubs. Perhaps the 4-day, 40-hr schedule could be optional for employees at the library and other county departments who need to work outside standard office hours.

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The main library hours should be the same as the Branches: Closed Sundays and Mondays, Tuesdays & Thursdays 11am to 8pm, Wednesdays & Fridays 10am to 6pm, and Saturdays 10am to 4pm

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WORK NEEDING TO BE DO AROUND THE HOUSE DURING THE MIDDLE OF THE WEEK

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Would cut into my tai chi practice but would not be an undue burden

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Assuming annual leave and sick leave can still be taken as needed, there will be no conflicts for me.

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Currently, The LeRoy Collins Leon County Public Library (Main) is open 7 days/week. The weekend days are shortened, and we would have to come in a fifth day to make up time...also, we are already short-staffed. This would complicate matters further in terms of scheduling. My full-time team members currently have to take annual leave or come in extra hours during the week to get 40 hours. Obviously, that defeats the purpose of working 4 days a week. In my opinion, the only way this would be easily managed is to close the main Library on Sundays and Mondays, and to be open until 8:00 on Saturday.

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Currently I have my children enrolled in before and after school programs which take in no earlier than 7:00 a.m. and requires that they be picked up before 6:00 p.m. School does not start until 8:50 a.m. and lets out at 3:20 p.m. And I have to take advantage of every minute. I am unaware of any childcare for school age children that take in before 7:00 a.m. and provide transportation to school and after 6:00 pickup times. Also, Activities for Children outside of school such as sports usually start at 6:00 p.m. Is the school board, Parks & Recreation, local daycares and other resources willing to accomodate this?

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To restate, a 36 hr 4day 9hr work week is an option.

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As a person with a disability doing 10 hour days is very difficult to manage.

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pet care and appointments

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Car pool, no w/wife may be violated...(?)

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Wife and I ride together. The State of Florida is on a 5 day workweek.

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Would prevent car-pooling.

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I can only work the 10 hours/4 days per week with the help of my ex-husband picking up our son from school everyday. If that arrangement was not available, or if it should change for any reason I would be in a situation where I would have to try and hire someone to pick up my child from school everyday in addition to the Before and Aftercare Expenses. Has anyone mentioned a 9 hour day as an option? It would be less of a pay cut. Several people in my Division have mentioned it makes for a better alternative than the 32 hours per week - Wondering if that would possibly be less of an increase in medical expense coverages as well that would need to be paid by the employee - Might that be considered?

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My department will most likely not fall into the 7:00 to 6:00 time frame. This means that I will most likely be working a 9:00 to 8:00 schedule 4 days a week. Add to that my travel time of 40 to 60 minutes, and I end up really working four 12-hour days. I can do it if I have to, in order to keep my job, but I would prefer not to work four 12 hour days that end at 8:00 pm.

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i have to cook for my husband

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I am a part-time employee, 20 hours per week.

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I feel that I would tire easily.

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Regulatory Requirement for 5 days/wk inspection of water systems

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Additional comments: I answered "Yes I can work a 4-day, 10hour week." The real answer is "Yes, but it would be painful." I believe that if the standard changes throughout local and state government that the daycare agencies will adapt hours to accommodate. However, it won't be a childcare cost savings because it still requires longer hours for daycare staff and is still at least 40 hours of care. Schools are less likely to adapt to this schedule and this would remain an issue for parents of school-aged children. One more thought is that this makes for a really long day for a small child to be at daycare or school aftercare. Our family would require an adjustment to my spouse's work hours which may not be and for one parent to drop off and the other to pick up (which is what we already do for the most part). For MIS, unless all offices would be closed on the same day, we would need to provide some level of service if some offices were still open. Several years ago, FSU had "summer hours" in order to save energy. We worked 7:30 - 5:00 M-Th, and 7:30 - 1:30 F. The idea was to allow air conditioning reduction on hot summer afternoons. Perhaps someone at FSU could testify to whether or not they felt it was successful. Thanks for the opportunity for input!!

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Health limitations would not allow me to work 10 hour days at any time other than BOCC meeting days. Although I listed 8 AM to 8 PM as "average" workdays, I often start earlier and end later, but have intermittent periods of rest during each work day. I'm assuming that Aides surveys are not being included in the data, as "Commission Office" was not listed on the menu. I felt my feedback may be of use anyway.

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I agree that the compressed work week is a great option, but find there are a number of other factors to consider. How will those with disabilities be affected with longer work hours? What about single parents' obligations for their children? How about those on fixed incomes who cannot work 10 hour days but cannot survive a 20% pay cut? It is common practice by child care providers to require payment for the full month regardless of the number of days a child will be present, ie, there is no cost savings for only needing care 4 days per week.

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part time 20hours per week

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Since mornings are not my favorite time of the day, I would need a grace period to adjust and learn how to get to work so early in the morning.

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60 Record(s) Listed

List of Agencies Implementing or Considering Compressed Work Week					
Agency	Work Four Days		Work Four Days/Open Five Days		Explanation Notes
	Four Day Work Week	Which Employees Participating	Four Day Work Week/Open Five Days	Which Employees Participating	
Bay County, FL	Yes	All Public Works			Public Works only. No fuel cost savings calculations. Savings from reduced mobilization.
Brevard County, FL			Yes	Voluntary	Primarily Road/Bridge and Solid Wastestaffs. Reduce staff fuel costs and reduce traffic congestion
Charlotte County, FL			Yes	Voluntary	Public Works. Other departments are considered if it meets a business need.
Dixie County, FL			Yes	Road Department Only	Savings from transportation reductions due to fewer mobilizations and the ability to complete projects.
Hernando County, FL			Yes	Voluntary	
Miami-Dade County, FL					Resolution on July 4, 2008 Commission agenda to expand an earlier Resolution to direct Mayor or designee to conduct study of four day work week and other flexible hours
Putnam County, FL			Yes	Voluntary	Plan to implement in July. Employee benefit to reduce gas consumption

Washington County, FL	Yes	All			Commission agenda June 19, 2008. Est. 20% savings based on closing buildings one day per week. Employee benefit to provide fuel savings for employees.
State of Florida	No		Yes	Determined by Agency	Each Agency will tell DMS at what level it can participate and that will determine the savings
City of Chipley, FL	Yes	Road Department only			Beginning July 7. No data on fuel savings.
City of Cocodrie Creek, FL	Yes	All except vital services			Saving employees about 20% in commute costs.
Oakland County Michigan			Yes	Voluntary/Pilot	Passed by Commission June 12, 2008. Saving employees about 20% in commute costs.
Seattle Housing Authority			Yes	Voluntary	Employee scheduling flexibility and reduction in traffic congestion.
City of Birmingham, Alabama			Yes	Voluntary	Pilot program until September.
City of Vallejo, California			Yes	Voluntary	Requests are considered by Department based on business needs. Pilot closing City Hall one day resulted in utility savings, but citizens wanted services five days.
Bay County, FL School Board					Considering reducing the school week to four days in School Year 2009-2010.
Hernando County, FL School Board					Discussed among other cost saving options reducing the school week to four days.

**SECTION VII**  
**ATTENDANCE AND LEAVE**

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**7.01 Hours of Operation**

The hours of operation for each Department/Division shall be determined by the County Administrator and Department/ Division management in accordance with the needs of the County. Work schedules may vary according to the needs of the individual organization, subject to the approval of the Division Director.

**7.01.1 Flexitime/Staggered Work Hours**

Flexitime/staggered work hours allow employees to work around traffic congestion, school and day care schedules, etc., when it is not in conflict with the County's operations. While it is desirable to accommodate the work schedule of employees where possible, the operational needs of the County must come first. Supervisors shall ensure that a sufficient number of employees are at their work stations during normal hours to perform routine work functions and provide services to the public. Because of individual work assignments, supervisors and other employees may be subject to special restrictions being applied to their work schedules and flexitime may not be an option. Additional guidelines for EMS employees are found in the Emergency Medical Services Standard Operating Guidelines Manual.

**7.01.2 Procedure: Flexitime/Staggered Work Hours**

- A. All full-time career service employees are subject to working forty hours per week.
- B. In all cases, including flexitime/staggered work hour schedules, adherence to starting times, lunch periods and end of work day is required.
- C. Each Division Director is expected to institute reliable managerial controls to ensure that employees arrive and leave at their appointed time and are involved in performing their assigned duties.
- D. Flexitime/staggered work hours may be altered or canceled by supervisors as is deemed necessary to fulfill the responsibilities of the work unit.
- E. Employee abuse of flexitime/staggered work hours may result in withdrawal of flexitime privileges or more severe disciplinary actions.

**7.02 Attendance and Leave Records**

Finance/Payroll Division shall maintain complete and accurate attendance and leave records. The Department/Division Directors shall be responsible for forwarding all associated documentation of attendance and leave to Finance/Payroll Division. Bi-weekly timesheets are due in to the Finance/Payroll Division by 10:30 a.m. on Monday following the end of the