

BOOSTING MORALE, PERFORMANCE AND SAVINGS VIA COMPRESSED WORK WEEKS



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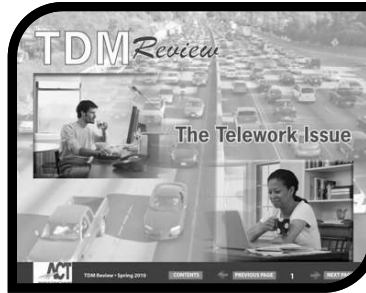
- Advocates for TDM
- Provides professional growth and networking opportunities
- Communicates the latest information on TDM best practices and industry news via **TDM Review** and e-Alerts.
- Annual conference
 - August 29-September 1, 2010**
- For more info, visit www.actweb.org



Co-sponsored by:
ACT Telework and Alternative Work Arrangements Council

Council Focus:

Addresses and shares information related to telework and alternative work arrangements



JOIN US!

Chair:

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- Contributes information to ACT's journal *TDM Review*,
- Sponsors periodic conference calls,
- Organizes special sessions during the ACT Conference
- Promotes public policies in support of telework and alternative work arrangements like compressed work week programs

Sponsored by:
National Center for Transit Research



Technical Assistance

- National TDM and Telework Clearinghouse Help Desk
 - www.nctr.usf.edu/clearinghouse
 - TRANSP-TDM listserv
- Best Workplaces for Commuters
 - www.bestworkplaces.org

Commuter Choice Training Certificate

- Online courses (1.25 hr per week)
- Free for Florida residents
- Out of State residents
 - \$50 for 2 credit course
 - \$100 for 4 credit course
- www.commuterservices.com



NCTR is located at the Center for Urban Transportation Research (CUTR) at the University of South Florida



Agenda

- Introductions
 - Donna Smallwood, MassRides/URS (5 min)
- Polls (10 min)
- Presentations (30 min)
 - Pier Simeri, City of Avondale, AZ
 - Jeff Herring, State of Utah
- Q&A (30 min)



Speakers

Pier Simeri, City of Avondale



Jeff Herring, State of Utah



Netconference Evaluation

Please complete an evaluation of today's netconference at

<http://www.surveymonkey.com/s/cww>

* You also can receive credit under the Commuter Choice Certificate program by completing this evaluation by June 30, 2010.





***Green Friday – One City’s Success
with the Four Day Work Week***

Pier Simeri, City of Avondale, AZ
psimeri@avondale.org
www.avondale.org

Four Day Work Week Concept

- **Not new but seeing a resurgence**
 - rising gas prices
 - downturn in economy
 - Gen X & Gen Y demands
 - an employee benefit
 - It’s a “*green thing*” to do

Four Day Work Week Concept

- **Research conducted on city government agencies ***
- **Four-day work week found to reduce absenteeism, boost morale, increase productivity, good for customer service, improve work-life balance**

* *Cities Leading the Way: The Use of Alternative Work Schedules* by Rex L. Facer, Lori Wadsworth, and Chyleen Arbon, Romney Institute of Public Management, Brigham Young University

Avondale's Green Friday

- **Pilot program in June 2008; adopted in Oct. 2008**
- **First city in metro-Phoenix**
- **City Hall hours are 7 a.m. to 6 p.m. Monday-Thursday; closed Friday. City Court also closed**
- **40 hours a week; essential services not affected**
- **Other AZ cities – Queen Creek, Buckeye, Mesa, Fountain Hills, Peoria, Surprise**



Avondale's Green Friday

- **An idea proposed by the Employee Retention & Recruitment Committee**
- **A different kind of alternative work schedule; an innovative, “*thinking outside the box*” proposal**
- **60% of employees were already working some form of alternative work schedule**



Avondale's Green Friday

- **Committee came up with term “*Green Friday*” because of heavy focus on environmental stewardship**
- **Allows Avondale to conduct business in an environmentally friendly manner, while expanding customer service opportunities**

Making the Case for Green Friday

- **Enhanced customer service** – longer City Hall hours Monday through Thursday
- **Ensure that Avondale meets its trip reduction goal for City Hall**
- **Driving to work one less day** – personal cost savings, cuts down on associated trips (driving to the daycare) – overall better for the environment
- **Savings - janitorial services, electrical/water use at City Hall**
- **Reduce carbon footprint at City Hall**



Findings/Outcomes

- **Cost savings:** Approximately \$65,000 in energy savings and janitorial costs
- **Trip Reduction** – 200 vehicles off the road on Friday during peak hours
- **3,014 miles a day driven by employees = 144,672 miles a year saved NOT commuting to work**
- **Resident Satisfaction** – 82% surveyed said keep Green Friday schedule. No complaints!



Employee Satisfaction

- **Employees love it!**
- **Scheduling doctor/dental appointments on Friday minimizes time off during the week**
- **Employees save on commuting, child care, lunch, GAS!**
- **More family and personal time**
- **Its been good for morale**
- **Arguably – more productive**

Cons to Green Friday

- **Employees initially cited difficulty with meeting kids' school & daycare schedules; attending night school; "too long of a day"**

Factors for Success

Progressive Leadership

- Are those at the top open to making a change?



Avondale City Hall

Understand customers needs

- Survey your customers – internal and external; conduct ongoing evaluation
- May not work across the organization
- Make expectations clear
- Allow for flexibility



Brand the concept

- A logo and a name goes a long way
- Tout the benefits



Get the word out

- Early and Often!
- Your employees are your PIOs and ambassadors of good will
- Work with your media
- Incorporate the message in everything you send out

Timing matters!

- Is your organization ready for it?





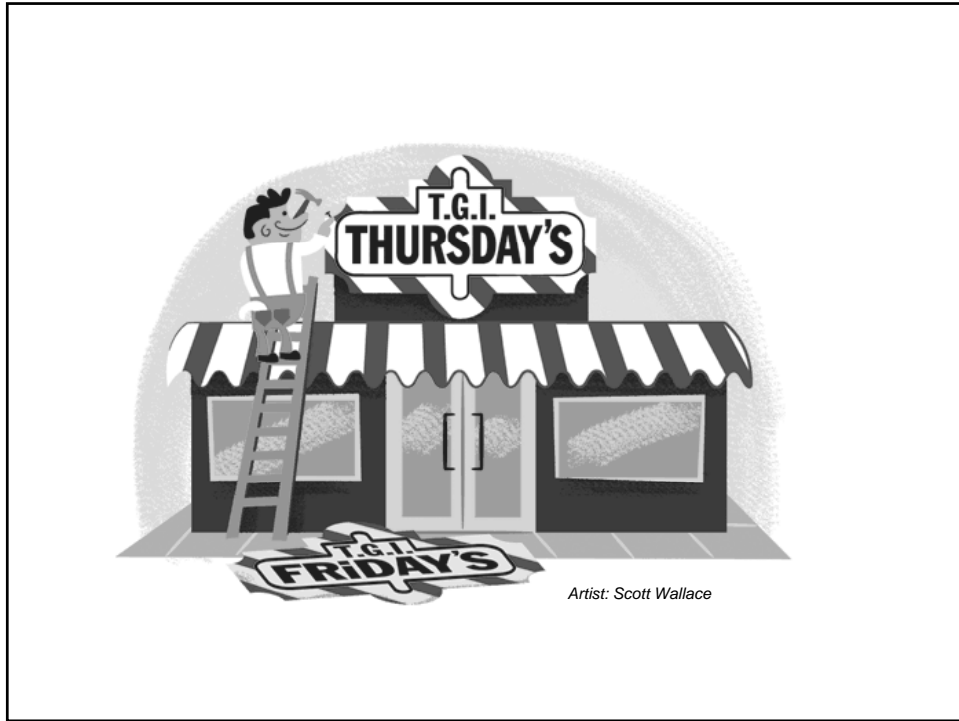
On-Line Offerings

- Enhance technology to minimize impact of Friday closure – online bill payment, class registration etc.



Positive Outcomes

- Positive press 
- Viewed as a “progressive” city; a good place to work
- Happy employees
- Satisfied citizens
- Leadership award for “Clean Air” 



Artist: Scott Wallace



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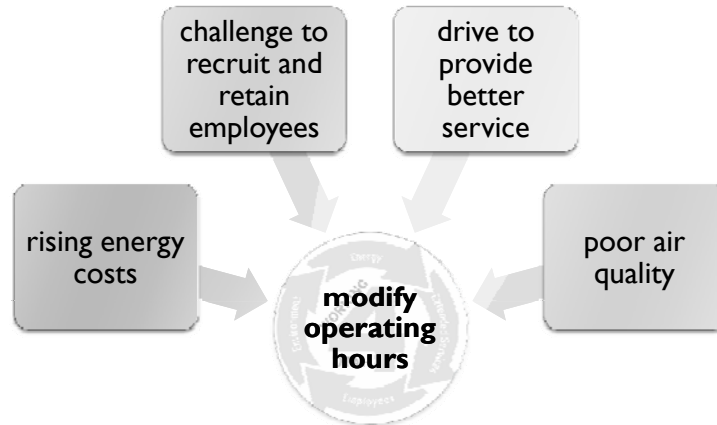
Implementation Timeline

Working 4 Utah

ACT/ NCTR
Working 4 Utah
June 24, 2010

Jeff C. Herring,
Executive Director
Utah Department of HR Management

Challenges Facing Utah



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Advantages of Modifying Service Hours

- ▶ **Energy:**
 - ▶ State savings on building operational costs, as well as spreading the load on transportation infrastructure
- ▶ **Extended Service:**
 - ▶ improved availability of State services beyond the traditional workday
- ▶ **Employees:**
 - ▶ quality of life benefit to existing State employees, as well as an increased ability to recruit new talent
- ▶ **Environment:**
 - ▶ reduced energy usage correlates to reduced CO2 emissions

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Phases of Working 4 Utah Initiative



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Initial Roles



- ▶ **Governors Office of Planning and Budget**
 - ▶ responsibility to coordinate and manage the overall effort
 - ▶ explored performance metrics for overall impact
 - ▶ utilized expertise from other agencies

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Energy Research



- ▶ **Department of Administrative Services**
 - ▶ evaluated (using six sample buildings) potential statewide cost avoidance and energy reduction
 - ▶ began identifying what state agencies and services could potentially close on Friday
 - ▶ compiled information on what other states and local governments were doing



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Environmental Research



- ▶ **Department of Environmental Quality**
 - ▶ provided expertise in calculating potential
 - ▶ greenhouse gas emissions
 - ▶ air pollution emissions



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Employee Research



- ▶ Department of Human Resource Management
 - ▶ surveyed employees to provide sample data personal impact
 - ▶ commute
 - ▶ dependent care
 - ▶ lifestyle
 - ▶ addressed fiscal impact of holiday and excess leave



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Working 4 Utah Announced



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Working 4 Utah Announced

- ▶ Awareness campaign
- ▶ Public and employee comments
- ▶ Inquiries
 - ▶ Media
 - ▶ Other jurisdictions

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General Strategies



- ▶ “We can study this for another 6 months or we can do it, and figure it out as we go,” Gov. Jon M. Huntsman Jr., July 2008
- ▶ Governor directed all agencies to identify:
 - ▶ exemptions for essential services and locations involved
 - ▶ specific strategies that ensure maximum benefit
 - ▶ efforts they will make to mitigate the impact on their employees
 - ▶ how they will communicate and monitor impact on customers
 - ▶ efforts to ensure agency productivity

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Agency Specific Strategies



- ▶ Agencies directed to evaluate and identify:
 - ▶ essential programs (24/7)
 - ▶ participating programs
 - ▶ non-participating programs

- ▶ Develop implementation plan and metrics
 - ▶ employee impact
 - ▶ customer impact
 - ▶ public notification



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Exemptions



- ▶ Governor's office review process
 - ▶ agencies submitted justification for non-participating programs
 - ▶ requests must come from Agency Executive Director
 - ▶ details provided
 - ▶ Governor's Chief of Staff approves non-participating programs



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Reporting Energy Impact



- ▶ Reporting process for tracking energy impact
 - ▶ agencies responsible for gathering and reporting of data
 - ▶ data to reside in EPA Energy Portfolio Manager
 - ▶ FY07 & FY08 data to set benchmark
 - ▶ monthly data entered by agency



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Employee Survey



- ▶ Department of Human Resource Management
 - ▶ Statewide survey conducted to measure potential impact on employees
 - ▶ employee work preference
 - ▶ commuting
 - ▶ employee issues
 - ▶ organizational impacts



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Implementation



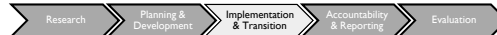
- ▶ Agencies directed to ensure compliance
 - ▶ address employee scheduling needs
 - ▶ 4/10 building systems adjustment
 - ▶ monitor utility information
 - ▶ agreement adjustments
 - ▶ service contracts
 - ▶ lease agreements

- ▶ Governor's repeated call for flexibility to minimize negative impacts on employees



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Initiative Performance Metrics



- ▶ Agency-specific performance metrics
 - ▶ customer wait times
 - ▶ customer satisfaction
 - ▶ time-of-day access
 - ▶ monitor utilization of online services, web hits



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Parallel Efforts



- ▶ Energy savings metrics
 - ▶ maintenance adjustments (mechanical systems changed)
 - ▶ current utility information monitored
 - ▶ service agreements adjusted (lease and service contracts)

- ▶ Other state-wide efforts
 - ▶ established an information hotline and ombudsman
 - ▶ coordinate public transportation services with new business hours
 - ▶ continued solicitation of public and employee feedback
 - ▶ continued measurement of impact on agencies



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Data Collection



- ▶ Public impact and acceptance

- ▶ Employee impact and acceptance

- ▶ Energy reduction

- ▶ Environmental impacts



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Performance Reporting



- ▶ Status report to Governor and Legislature
- ▶ Agencies enter current data into EPA Energy Portfolio Manager program
- ▶ Fine tuning of agency operations



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Governor's One-Year Evaluation



- ▶ Performance data will be presented to the Governor
 - ▶ public impact and acceptance
 - ▶ employee impact and acceptance
 - ▶ energy reduction and cost avoidance
 - ▶ environmental impacts



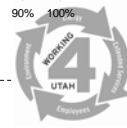
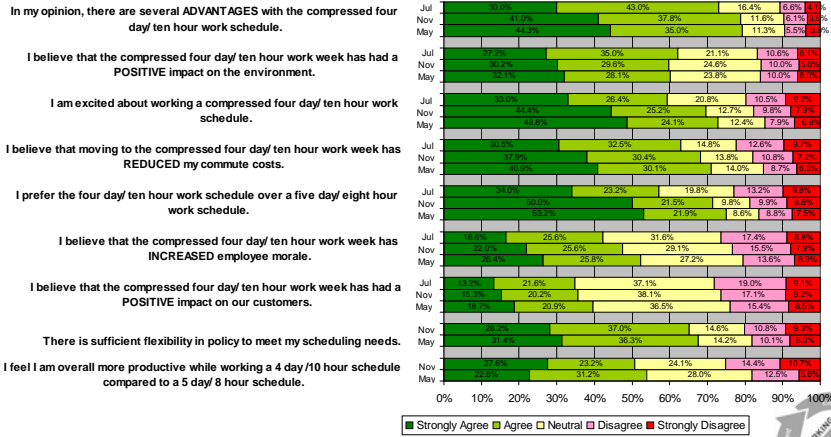
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Employee Survey Results

Positively Worded Statements Toward 4/10s:

Only Employees working the 4/10 Schedule

(Red represents concerns regarding 4/10s)

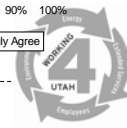
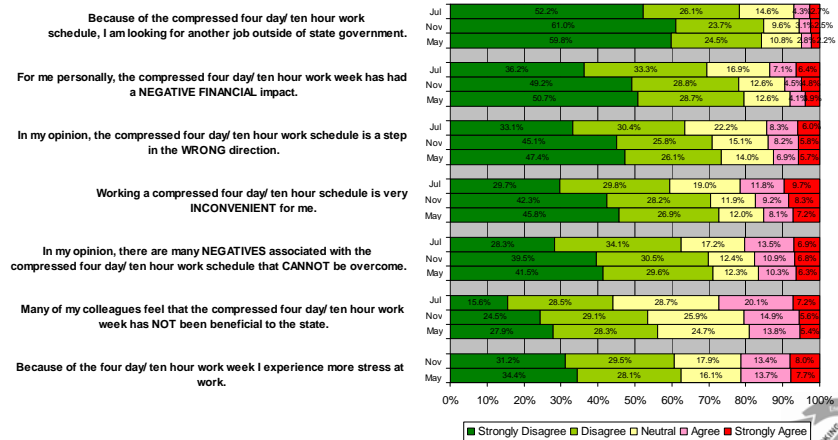


Employee Survey Results

Negatively Worded Statements Toward 4/10s:

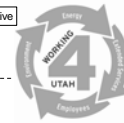
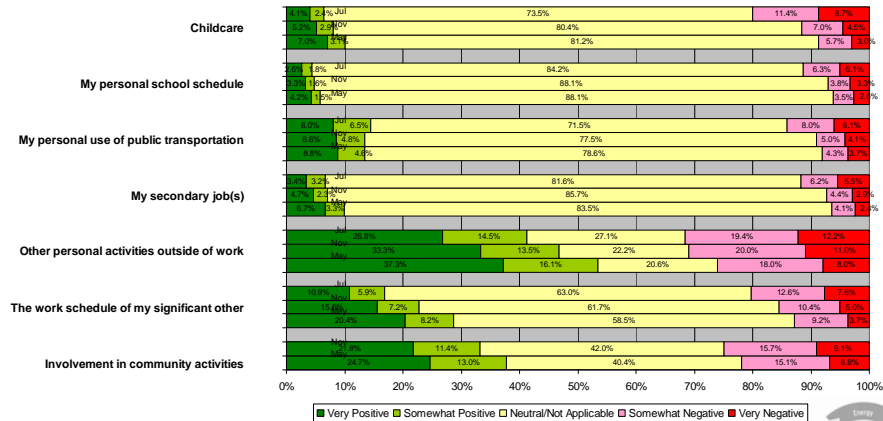
Only Employees working the 4/10 Schedule

(Red represents concerns regarding 4/10s)



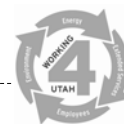
Employee Survey Results

Impact of 4/10s on Personal Life:
Only Employees working the 4/10 Schedule
(Red represents concerns regarding 4/10s)



Leave Usage Reductions

- ▶ Overall leave usage decrease - 3.60%
- ▶ Overtime paid decrease - 22.04% - 30.31%
- ▶ Comp/Excess time decrease - 7.43 %



Energy Data

- ▶ Early energy usage data indicates that there has been a 13% decrease in energy usage.
- ▶ Reduction of \$203,177 in custodial service contracts this year
- ▶ Estimate reduction of 12,652 metric tons of greenhouse emissions annually
- ▶ Estimated reduction of 744,000 gallons of gasoline consumed annually



Extended Service Hours

- ▶ Each agency responsible for its customer metrics
- ▶ Examples:
 - ▶ Workforce Services (Central Region) reported 826 people/week served in extended hours
 - ▶ 10% increase in UI filings
 - ▶ DMV wait times down from 11.4 minutes to 7.3 minutes with maintained customer satisfaction
- ▶ Friday calls down from 70+ to under 10



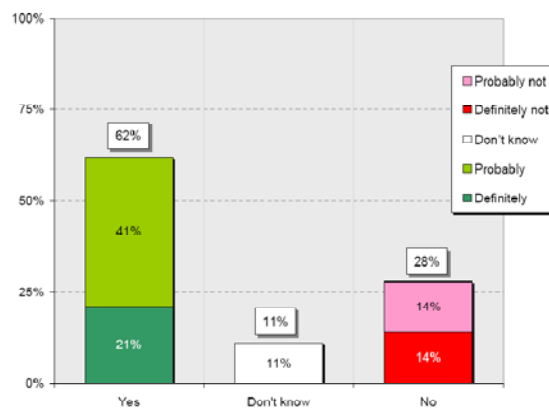
Citizen Survey

- ▶ Dan Jones & Associates conducted a citizen survey in October 2009 to measure opinions about the change to a 4-day workweek
- ▶ Solicit opinions about whether the change was a good thing
- ▶ Examine perceptions about whether the new schedule was saving money
- ▶ Determine whether residents would prefer the state to keep the 4-day workweek or return to a 5-day workweek



Citizen Survey – Key Findings

7. Overall, do you think changing most state offices and agencies to a 4-day, 10-hour workweek was a good idea?

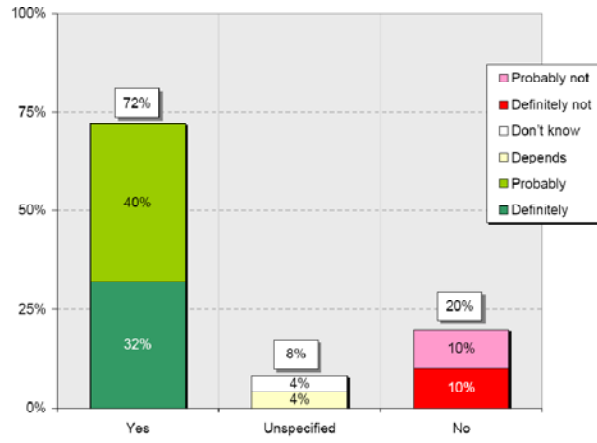


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Citizen Survey – Key Findings

46. In your opinion, is this a good way for the state to try to save money?

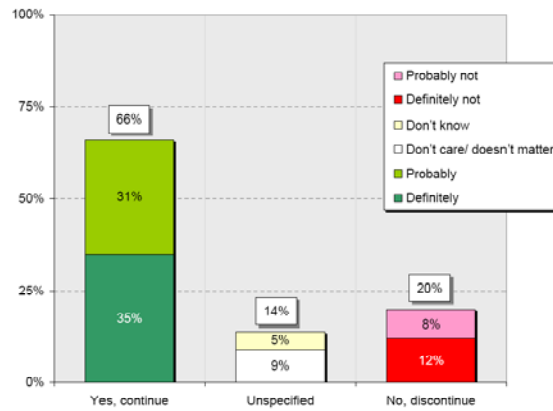


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Citizen Survey – Key Findings

48. In your opinion, should Utah continue the 4-day, 10-hour workweek as currently implemented for most offices and employees?



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Thank You

► Questions?



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