

REPORT ON
FOUR-DAY WORK WEEK
For
PORTIONS OF OKALOOSA COUNTY EMPLOYEES

September 1998

Preface

The Okaloosa-Walton Community College=s Institute for Senior Professionals (ISP) is an organization committed to providing a means for talented retired individuals to continue to make contributions to the community through participation in community problem solving, participation in economic development of the college district, and through volunteer participation in the college=s educational programs.

Since its inception, the ISP has become involved in such topics as educational funding, governmental consolidation, transportation, county fee structure, county facility needs for the future, and management of the county school system among others.

This report, *Four-Day Work Week for Portions of Okaloosa County Employees*, was accomplished by the ISP at the request of the Okaloosa County Manager to whom this report is presented.

Eddie E. Phillips
Chairman

I. Introduction

The Okaloosa County Manager requested that the Institute for Senior Professionals (ISP) at Okaloosa-Walton Community College study the advantages and disadvantages of a four-day work week for portions of his organization. Specifically, the charge to the ISP was to evaluate the advantages and disadvantages of a four-day work week vis-a-vis a five-day work week for those departments of the Okaloosa County government presently utilizing a four-day work week. Thus, the ISP was not in a position to fully examine the disadvantages of 5/8 in the view of employees nor explore the desirability of 4/10 on the part of 5/8 employees. Throughout this report the contractions 4/10 are used for the four-day-ten-hours-per-day work week, and 5/8 for the five-day-eight-hours-per-day work week.

The ISP requested and was provided voluminous data on the applicable (4/10) departments/organizations: Public Works, Water and Sewer and Fleet Operations. Members of ISP met with the County Manager, the Administrative Services Director and members of his staff, and the applicable Department Directors and members of their staffs to include individual workers. It became evident early in the discussions with organizational chiefs that the primary concerns dealt with (1) costs; (2) productivity; (3) employee morale; and (4) services to the public. Each of these concerns had subsets which will be dealt with in this report.

The ISP found that the county does not maintain a central depository of data of all facets of employee utilization, productivity, costs of operation, and services to the public. Thus, this study had to depend on the individual departments for data.

II. Findings/Conclusions

1. There are significant advantages in retaining the four-day-ten-hours-per-day work week (4/10.)
 - > Cost savings of at least \$150,000 per year
 - > Increased productivity and service to the public
 - > Beneficial to employees

2. Employee morale would be adversely impacted by elimination of 4/10.

III. Background

It is understood that 4/10 for all Okaloosa County employees came into being as a result

of the OPEC oil embargo in the 1970's. The rationale was that a savings in fuel usage would result both for county vehicles and employees commuting to work. Over the ensuing years, the number of employees on 4/10 has been reduced much to the dissatisfaction of the bulk of the affected employees. Most, if not all, 4/10 employees were hired with 4/10 as a condition of employment. Approximately 22 percent of county employees are assigned to 4/10.

For the majority of organizations utilizing 4/10, senior management personnel work the 5/8 schedule and therefore are accessible to the public throughout the five-day work week.

IV. Costs

Identifiable quantifiable savings to the county resulting from the use of 4/10 rather than 5/8 for applicable organizations total \$158,616 per year (see Appendix 1 for breakdown.) There

are additional estimated (extrapolated by ISP) savings of \$13,560 per year. In addition to these savings to the county, there would be a significant savings for personal transportation to and from work for affected personnel. While the ISP could not quantify these costs, they would undoubtedly be considered significant by the individuals concerned.

Procedures in place in applicable departments adjust schedules so that time-off for holidays does not result in added costs to the county for 4/10 employees.

The use of 4/10 does not result in added costs for overtime or stand-by.

V. Productivity

In the applicable portions of Public Works and Water and Sewer Departments the 4/10 results in an increased time on the job site of approximately two hours per work day (see Appendix 2) and reduces the calendar time to complete each job thus reducing the length of time

the public is inconvenienced by road closings, etc. (This does not apply to Solid Waste, Mosquito Control, Parks, nor Fleet Maintenance.) While these inconveniences cannot be quantified, they certainly are factors in how the tax payers perceive the effectiveness of county government.

Telephone discussions with management personnel of the Florida Department of Transportation, District 3, and the Escambia County Division of Public Works revealed that they use 4/10. In each case, they emphasized the distinct increase of time on the job site and, therefore, increased overall productivity. Both were quite clear in their conviction that 4/10 is highly preferable to 5/8. Santa Rosa County also uses 4/10 for their Public Works Department. Review of the literature shows that the use of alternate work schedules is increasing in both public and private sectors and is advantageous.

Some 5/8 organizations (e.g. Personnel, Purchasing, and Planning and Inspections) sometimes are inconvenienced by their inability to obtain information from 4/10 organizations on the fifth day. This sometimes has an adverse impact on their productivity. More coordinated joint planning could reduce this loss of productivity.

VI. Employee Morale

While employee morale cannot be quantified, there can be no doubt that it is an important consideration in any venture, be it business or government. Throughout the ISP discussions with managers, first-line supervisors, and employees, it was made abundantly clear that 4/10 is highly desirable to employees and considered a benefit. Several employees stated

that 4/10 was considered the second most desirable benefit, ranking only behind insurance. Managers of organizations which had employees on both 4/10 and 5/8 were emphatic in stating that those employees on 5/8 highly desire 4/10. All managers stated strongly that a change from 4/10 to 5/8 would be unpopular with employees.

Early in the study, managers indicated a concern that a change to 5/8 might substantially increase the probability of a movement to a union. However, during discussions with 4/10 employees, it was repeatedly stated that a change to 5/8 would not result in any significant move to unionization.

Based on less than complete data, it would appear that approximately 50 percent of 4/10 personnel are employed elsewhere for supplemental income. This supplemental income averages approximately 21 percent of their income from the county (see Appendix 3), and its loss if they were changed to 5/8 would be significant. It is therefore understandable that they have serious concerns about any change in their work week.

Literature documents that 4/10 reduces the use of sick leave (appointments are scheduled on the day off) and helps two-worker families cope with child care. Interviews showed conclusively that this is the case with Okaloosa County employees.

VIII. Service to the Public

Those organizations on 4/10 provide a skeleton staff to cover the fifth day in order to be able to respond to emergency or time sensitive situations. Also, some organizations have personnel on stand-by to respond to emergency calls. Personnel on stand-by are not paid for their time.

No data was provided or available on the quality of services to the public on the fifth day
(Friday.)

Appendix 1

Savings per year using 4/10 rather than 5/8

Public Works:

Facility Maintenance Division

Personnel	\$17,150
Fuel	3,931
Vehicle Depreciation	14,000

Road Division

Personnel	\$48,318
-----------	----------

Fuel	2,265
Vehicle Depreciation	6,496

Engineering Division	
Personnel	\$10,827
Sub Totals:	
Personnel	\$76,295
Fuel	6,196
Vehicle Depreciation	<u>20,496</u>
Total:	\$102,987

Water & Sewer:

Personnel	\$45,189	
Fuel		\$ 3,148 (Extrapolated)
Vehicle Depreciation		<u>10,412</u> A
Total:	\$45,189	\$13,560

Fleet Operations:

Personnel	\$ 4,950
Fuel	615
Vehicle Depreciation	<u>4,875</u>
Total:	\$10,440

Grant Total:	\$158,616	\$13,560
---------------------	------------------	-----------------

Appendix 2

PUBLIC WORKS

FACILITY MAINTENANCE DIVISION

Personnel Cost:

Electrical, Mechanical Structural Sections

Mobilization	:20
Travel	:30
Setup	:15
Breakdown	:15
Travel	:30
Total non-productive time per day = 1:50 hour	

Estimate 65% of work is construction appropriate to the above

Total 23 employees @ \$288.43/hour

Unproductive 5th day: $\$288.43 \times 1.83 \times 65\% = \$343/\text{week}$

50 weeks = $\$17,150/\text{year}$

Fuel Cost: Total annual fuel used for transportation vehicles = \$15,725
Fuel cost on a 5-day week: $\$15,725 \times 5/4 = \$19,656$
Additional fuel cost for the 5th day = \$3,931/year

Vehicle Depreciation:

Transportation vehicles will require replacement 25% sooner

Estimate replacement cost for 16 vehicles = \$336,000

Assume a life of 8 years. A 25% increase yields a life of 6.0 years.

So, $\$336,000 \times 25\%/6 = \$14,000$

PUBLIC WORKS

ROAD DIVISION

Personnel Cost:

Bridge Crew/New Construction:

Mobilization :20

Travel :30

Setup :15

Breakdown :15

Travel :30

Total non-productive time per day 1:50

$\$247.95/\text{hour}$ (22 employees) $\times 1.83 = \$453.75/\text{week}$

50 weeks $\times \$453.75 = \$22,687/\text{year}$

District 1 and 3 and South maintenance

$\$280.12/\text{hour} (28 \text{ employees}) \times 1.83 = \512.62
 $\$512.61/\text{week} \times 50 \text{ weeks} = \$25,631/\text{year}$

Fuel Cost:

Total annual fuel cost used for 9 transport vehicles is \$9,061.30
(25% increase anticipated)
 $\$9,061.30 \times 25\% = \$2,265.33$

Vehicle Depreciation:

Transportation vehicles will require replacement 25% sooner
Total cost of 9 transport vehicles = \$155,899
Assuming a life cycle of 8 years for these vehicles, a 25% increase will decrease the life cycle to 6 years, with an increased cost of \$6,495.79

PUBLIC WORKS

ENGINEERING DIVISION

Personnel Costs:

Survey employees: assume the 1:50 hours per day of unproductive time
9 employees = $\$118.33/\text{hour} \times 1.83 = \216.54
X 50 weeks = \$10,827 per year

Fuel Cost:

An increase in fuel costs would occur as a result of the extra work day. It is difficult to quantify this amount.

Vehicle Depreciation:

An increase in the weekly mileage would require earlier replacements. Once again, it is difficult to quantify this extra cost.

**Okaloosa County Water & Sewer
Productive Hours**

**Time Factors
4/10**

Mobilization 20 min
 Travel 30 min
 Set up 15 min
 Breakdown 15 min
 Cleanup 30 min
 Travel 30 min

Unproductive Time: 2 hrs 20 min per day

Productive Time: 7 hrs 40 min per day

Week 30 hrs 40 min
Year 1533 hrs 20 min

**Time Factors
5/8**

Mobilization 20 min
 Travel 30 min
 Setup 15
 Breakdown 15 min
 Cleanup 30 min
 Travel 30 min

Unproductive Time: 2 hrs 20 min per day

Productive Time: 5 hrs 40 min per day

Week 28 hrs 20 min
Year 1416 hrs 40 min

1533.33 hrs-1416.67 = 116.66 hrs x {36 personnel @ \$10.76/hr (avg)} = \$45,189/yr savings

Appendix 3

Okaloosa County Pay

Department	No. 4/10 Employees	Annual Pay
Facility Maintenance	23	\$576,860
Road	78	\$1,616,360
Engineering	9	\$236,660
Water & Sewer	36	\$774,720
Fleet Operations	2	\$47,520
Total	148	\$3,252,120
Average		\$21,974

Outside Income

Department	Number 4/10 Employees	Earned Per Year
Facility Maintenance	17	\$68,220
Road	44	\$204,000
Engineering	12	\$75,500
Fleet Maintenance	2	\$7,320
Total	75	\$355,040
Average		\$4,734

Outside Income = 21.5 percent of pay