

EVALUATION OF THE GEOLOGICAL SURVEY'S
EXPERIMENTS WITH ALTERNATIVE WORK SCHEDULES

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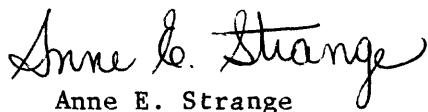
Compressed Work Schedule Experiment 111

Preface

The success of this evaluation has been dependent on the cooperation and support of the employees of the Computer Center Division, Conservation Division, Geologic Division, National Mapping Division, and the Water Resources Division.

We appreciate the extra time and effort put into this evaluation by the On-Site Coordinators for all the experimenting organizations, the time-keepers in each work unit who collected much of the data, the supervisors and employees who were kind enough to participate in on-site interviews, and to all the Survey employees who answered our many questionnaires. We especially want to thank Robert K. Miller of the Computer Center Division for his help in designing the evaluation plan, his assistance in conducting the on-site interviews, and for his help with the data analysis.

Project Leader, Branch of Management Analysis


Anne E. Strange

I. INTRODUCTION

INTRODUCTION

In September 1978, the Flexible and Compressed Work Schedules Act (Public Law 95-390) was passed to allow Federal agencies to experiment with "alternative work schedules," a term used to describe a variety of non-traditional working hour arrangements that include 3- or 4-day workweeks as well as working hours that may vary from day to day within specified limits. The Act requires a 3-year experimental period (Mar. 1979-Mar. 1982) during which the Office of Personnel Management (OPM) must evaluate the results of the experiments and submit a report to Congress which will recommend permanent working hour policies for Federal agencies. Congress must reach some decision on permanent alternative work schedules legislation by March 1982.

Under current legislation, Federal agencies are allowed to conduct one or more experiments with two general types of alternative work schedules--Flexible Work Schedules and Compressed Work Schedules. These two work schedules are different in concept, structure, and most importantly, they are different by law. Flexible schedules--Variable Day, Variable Week, and Maxiflex--allow employees to vary their arrival and departure time from work, to work more than 8 hours per day if desired, and to earn "credit hours" which can be carried over from one pay period to the next. Compressed schedules--Three-Day Week, Four-Day Week, 5/4/9 Plan--require fixed prescheduled hours of work, but enable employees to complete their 80-hour work requirement per pay period in less than 10 days.

In August 1978, the Director of the Geological Survey made a decision, based upon the recommendation of the Executive Committee, to allow five

Survey organizations to conduct experiments with two types of alternative work schedules: Variable Week Schedule (a form of Flexible Work Schedules) and Four-Day Week Schedule (a form of Compressed Work Schedules). The primary objective for participating in the alternative work schedules experiments was to gain experience with different types of work schedules and to determine what impact they would have on Survey operations and personnel.

Experimenting Organizations

Selection of the experimenting organizations was based on willingness to participate, the types of jobs and operations, and opportunities for improving productivity and service. All Survey experiments began on October 1, 1979, and were to last until March 31, 1981, but this date was extended by OPM until March 1982. The organizations, the type of experiment, and the number of employees participating in the Alternative Work Schedules Experimental Program are listed below:

<u>Organization</u>	<u>Type of Experiment</u>	<u>Number of Employees</u>
<u>1</u> /Computer Center Division	Variable Week Schedule	86
Reston, Virginia		
Flagstaff Field Center		224
Flagstaff, Arizona		
Rolla Field Center		436
Rolla, Missouri		<u>746</u>
<u>2</u> /Denver Central Laboratory	Four-Day Week Schedule	77
Arvada, Colorado		
USGS Marine Facility		35
Redwood City, California		<u>112</u>
		TOTAL 858

1/The Variable Week Schedule, which is being used in conjunction with Flexitime, allows employees to earn credit hours. Credit hours are those hours in excess of an employee's basic work requirement which an employee elects to work in order to vary the length of a subsequent workday or workweek. Employees in the Computer Center Division and Flagstaff Field Center can earn 2 credit hours

Methodology Used to Evaluate the Experiments

While OPM is conducting a government-wide evaluation from the total Federal perspective to determine what impact alternative work schedules have on: efficiency of government operations, service to the public, mass transit facilities, energy consumption, increased job opportunities, and quality of life for individuals and families, (and the Survey has collected information about these areas for OPM), Survey management decided to conduct its own evaluation in order to analyze specific Bureau level experiences with the Variable Week Schedule and the Four-Day Week Schedule. The purpose of the Survey's evaluation was to determine what impact these work schedules have had on the experimenting organizations, and if the work schedules can be used successfully by other Survey organizations. Seven areas of interest were identified for evaluation.^{3/} Each area was investigated in terms of a specific set of questions designed to ascertain the impact of the Variable Week Schedule and Four-Day Week Schedule on Survey operations and personnel. The evaluation areas were analyzed using data collected from employee/supervisor questionnaires, customer service surveys, archival data record reports, organization and work unit characteristic forms, and on-site interviews. In

per day while employees at the Rolla Field Center can earn 1 (See appendices A, C, and E).

^{2/} The Four-Day Week Schedule requires employees to work a fixed weekly schedule of four 10-hour days (7:00 a.m.-5:30 p.m.). In each organization the workforce is divided into two groups, so that a 5-day operation (Mon.-Fri.) is maintained. All employees have a 3-day weekend every week (See appendices B and D).

^{3/} The evaluation measured the effects of the new work schedules on: efficiency of Survey operations (productivity, leave use, tardiness/abuses of work hours, employee turnover rate, overtime and communications), management tasks (planning, coordinating and distributing work, timekeeping, recruitment and retention of personnel, office coverage, supervisory coverage and clerical support), service to the public, building operations, transportation and commuting, employee morale, and leisure time.

addition, special studies were conducted which focused on the areas of productivity, customer service, use of credit hours, and flexilunch.

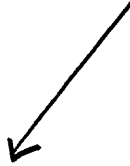
Data on employees' use of sick and annual leave, leave without pay, turnover rate, and number of overtime hours worked and on some productivity rates were collected prior to the start of the experiments. The rest of the data were gathered while the experiments were in progress. Pre-experimental data measuring employees' attitudes were not obtained; therefore, changes in attitudes based on the effects of the experiments could not be obtained. However, most of the data collection devices were administered at least twice, thereby improving the accuracy of the information collected, and control groups^{4/} were used in several of the evaluation areas. Also, statistical tests were performed to determine the validity of the data and to detect changes in responses during the experimental period.

Throughout the alternative work schedules experiments, the Survey has been actively involved in OPM's Alternative Work Schedules Experimental Program. The Survey has collected data from its experimenting organizations for OPM's evaluation, conducted special studies on behalf of OPM in the areas of productivity and service to the public, shared its experiences with the Variable Week Schedule and the Four-Day Week Schedule with other Federal agencies participating in OPM's experimental program, and met with OPM officials on several occasions to discuss permanent alternative work schedules legislation. Since the Survey is one of only a few agencies conducting its own evaluation of alternative work schedules, OPM has come to rely on the Survey for much of the information that it will use in its final report to Congress.

^{4/}Atlanta Central Laboratory - customer service
Rocky Mountain Mapping Center - productivity, leave use, and employee attitudes.

This report presents a brief summary of our findings for each type of work schedule, the specific findings for each of the areas evaluated, and a brief discussion of the status of alternative work schedules in the Federal Government.

PUBLIC LAW 95-390



FLEXIBLE WORK SCHEDULES

COMPRESSED WORK SCHEDULES

TITLE I

Flexitour

Gliding Schedule

Variable Day Schedule

★ **Variable Week Schedule**

Maxiflex

★
Computer Center Division (Reston)
Flagstaff Field Center
Rolla Field Center

TITLE II

Three-Day Week

★ **Four-Day Week**

5/4/9 Plan

★
Denver Central Laboratory
USGS Marine Facility

II. SUMMARY OF FINDINGS

The most significant findings of the 18-month evaluation (Oct. 1979-Mar. 1981) were that both the Variable Week Schedule and the Four-Day Week Schedule had positive effects on the experimenting Survey organizations: increased productivity, decreased overtime costs, and reduced employee use of annual and sick leave. The work schedules also raised employee morale, and a majority of supervisors and employees were in favor of permanently adopting the new schedules once the experiments ended.

We have concluded that both work schedules can be used effectively in Survey organizations without any detrimental effects upon either the operations or the employees. However, before implementing either type of work schedule in other Survey organizations, consideration should be given to matching the type of work schedule with the organization's work environment. Previous studies have shown that flexible work schedules have traditionally done well in organizations that perform a variety of operations in an office-type work setting, while compressed work schedules such as the Four-Day Week have a high success rate in organizations which perform specialized tasks in production-type work environments.

The information summarized here represents highlights extracted from the main body of this report.

VARIABLE WEEK SCHEDULE

Type of Organization

The Variable Week Schedule was tested in three Survey organizations (Flagstaff Field Center, Rolla Field Center, and Computer Center Division) that perform typical Survey operations in office-type environments. For example, the Flagstaff Field Center, which is comprised of personnel from as many as five Survey Divisions, performs such duties as water investigations, map compilation, computer and administrative support services, and geologic studies. Approximately 750 people are employed in the three organizations, and all had the opportunity to participate in the Variable Week Schedule experiment.

Flexitime/Variable Week Schedule

Each organization had been on Flexitime prior to the start of the experiments, so employees were accustomed to the opportunity for varying work hours. The Variable Week Schedule, which was used along with Flexitime, provided employees with additional opportunity to increase the amount of flexibility they had in their jobs by allowing them to earn credit hours at their own discretion. All the organizations appear to have adjusted quickly and easily to the new work schedule, with a little more than 60 percent of the employees indicating that they earned credit hours every pay period. Supervisors reported the only problem they encountered as a result of the increased flexibility was with timekeeping, but that this problem was resolved once supervisors and timekeepers developed a system for keeping track of credit hours earned and used.

Survey Operations

Supervisors indicated that as a result of the Variable Week Schedule, many employees were no longer leaving their jobs promptly at quitting time. Instead, they tended to continue to work on projects until a good stopping place was reached so less time was wasted the next day picking up where they left off. Because of this, 39 percent of the supervisors were convinced that the productivity in their work units had improved. According to one supervisor, "Productivity has been extremely good during the experiment, and I'm afraid this might change if the Variable Week Schedule was taken away."

Organizations experimenting with the Variable Week Schedule also showed a reduction in overtime costs; approximately \$32,600 less was spent on overtime during the 18-month experiment. Supervisors felt the reason for the decrease in overtime was because most of the employees preferred to earn credit hours instead of overtime, a feeling that was supported by over 65 percent of the employees when questioned.

Employee Morale

In addition to increases in productivity and reductions in overtime costs, supervisors said the Variable Week Schedule helped improve employee morale because employees felt they had greater control over their personal lives, felt less job pressure, had more opportunities to take time off without using annual leave, and were happier because they got credit for putting in extra time on the job. One employee said, "The single most important factor regarding the use of the Variable Week Schedule is the increased morale

factor, and that management is giving employees the feeling that they are being trusted to use good judgment in planning their work day." Another commented, "The Variable Week Schedule has made it easier to schedule appointments, makes for a happier environment, and saves leave." By the end of the experiments, three out of every five employees indicated they would like to see the Variable Work Schedule implemented permanently in their organizations.

Other Observations

Prior to the start of the Variable Week Schedule experiments, it was expected that employees would earn credit hours regularly so that they could use them to take a day off each pay period. However, less than 10 percent of the employees earned enough credit hours to do so on a regular basis.

Most employees used credit time to keep personal appointments during the workday or to shorten a workday. As a result, less short-term leave was used by employees. Also, it was anticipated before the experiments began that supervisors might find it necessary to restrict employee ability to earn or use credit hours because of the flow of work or office coverage problems; however, it proved unnecessary to limit either.

In summary, the Variable Week Schedule was easy to implement and use because employees had already become used to flexible work schedules. It created only minor problems with timekeeping, and it improved productivity and employee morale.

The table below summarizes the results for each of the areas evaluated during the experiment:

IMPACT OF VARIABLE WEEK SCHEDULE			
<u>EVALUATION AREA</u>	<u>INCREASE</u>	<u>NO EFFECT</u>	<u>DECREASE</u>
Productivity	X		
Quality of Work	X		
Annual Leave Use			X
Sick Leave Use			X
Tardiness		X	
Abuses of Work Hours		X	
Employee Turnover Rate		X	
Overtime			X
Communications (Inside an Office)		X	
Communications (Outside an Office)		X	
Timekeeping Complexities	X		
Office Coverage		X	
Supervisory Coverage Availability		X	
Clerical Support Availability		X	
Employee Morale	X		
Leisure Time	X		
Service to the Public		X	
Building Operations Costs		X	
Transportation		X	
Commuting (gas consumption & time)		X	

FOUR-DAY WEEK SCHEDULE

Type of Organization

The Four-Day Week Schedule was experimented with by two organizations (Denver Central Laboratory and USGS Marine Facility) that perform specialized tasks in production-type environments. The Denver Central Laboratory is responsible for analyzing water samples collected west of the Mississippi River, and the Marine Facility maintains USGS oceanographic research vessels. A little over 100 people work in these organizations, and all were allowed to participate in the Four-Day Week experiment.

Managers and supervisors in these organizations were eager to test the Four-Day Week Schedule because of the opportunities to reduce overtime costs, to improve equipment utilization, to reduce commuting costs and time, and to improve employee morale by providing larger blocks of leisure time. However, before the organizations could begin the experiment they were required by law (P.L. 95-390) to allow the employees to vote on the experiment since the schedule required them to work more than 8 hours a day. Fifty-one percent of the employees had to agree to the Four-Day Week Schedule before it could be implemented. In each organization, a little more than 51 percent of the employees approved the experiment.

Flexitime/Four-Day Week

Both of the organizations had been on Flexitime before the experiments began, so employees had grown accustomed to working a flexible work schedule. The Four-Day Week Schedule required that employees give up the flexibility they had 5 days a week for a fixed work schedule of four 10-hour days

(7:00 a.m.-5:30 p.m.). The schedule also required that the organizations divide their employees into two groups and assign the groups to one of two work shifts (Mon.-Thurs. or Tues.-Fri.) so that a five-day operation could be maintained in each organization.^{5/}

The timing of events leading to the start of the experiments left managers and supervisors in these organizations only 2 weeks to plan, organize, and prepare employees for the changes which the Four-Day Week Schedule required. As a result, conversion to the Four-Day Week initially created many problems, especially in the areas of communications within the organization, supervisory coverage, tardiness, and work planning and coordination. For instance, because of the two work shifts, there were only 2-3 days out of each work week when all employees and supervisors were present for work at the same time; therefore, supervisors and employees had only a few days each week to communicate with one another in group meetings. Supervisors said they resolved this problem by having more meetings during the days when all the employees were at work, leaving written notes for employees on the other shift, and occasionally telephoning employees at home. It took approximately 6 months for supervisors and employees to overcome the problems created by the Four-Day Week and to adjust to the new work environment. Supervisors appeared to have adjusted more quickly than the employees to the fixed schedule because it gave them more control over the employees.

5/

The Denver Central Laboratory expanded its 5-day operation to 6 days (Mon.-Sat.) so one group of employees worked Monday-Thursday, the other worked Wednesday-Saturday.

As one supervisor put it, "Hooray for the Four-Day Week!!! Down with Flexitime, the supervisor's nightmare!" However, as the organizations began to make the changes necessary to accommodate the new work schedule, employee satisfaction with the Four-Day Week grew and continued to do so throughout the experiment. At the start of the experiment, a little more than 51 percent of the employees were in favor of the Four-Day Week; at the end of the experiment 72 percent of the employees supported the Four-Day Week.

Survey Operations

A questionnaire revealed that slightly more than one-third of the supervisors felt that productivity had increased in their work units during the experiment. They attributed the increase to several factors brought about by the new work schedule: the longer workday, employees using less annual leave because of the extra day off each week, increased opportunities for more productive equipment utilization, and more efficient planning and organizing of work by supervisors and employees. In fact, several supervisors at the Denver Central Laboratory felt that the Four-Day Week Schedule enabled the laboratory to handle an increase in workload with the same number of employees. As one supervisor put it, "The new work schedule helped us carry a larger workload with the same workforce in a more timely manner." When employees were asked in a questionnaire if the amount of work they accomplished had changed as a result of the Four-Day Week, over one-third of them indicated there had been an increase.

Overall, both organizations had a reduction in overtime costs during the experiment; however, the Denver Central Laboratory showed the most

significant reduction. In the year preceding the experiment (fiscal year 1979), the laboratory spent approximately \$78,800 on overtime, but during the first year of the experimental period (fiscal year 1980) it spent \$57,900 on overtime, a savings of \$20,900. Although supervisors did not attribute all of the savings to the Four-Day Week Schedule, they did feel that making Saturday a part of the laboratory's weekly operation had helped tremendously in bringing down the overtime costs. (Other reasons cited for the decrease in overtime were the hiring of additional employees and the automation of some of the laboratory's operating procedures.)

Employee Morale

Beyond the increases in productivity and the reduction in overtime costs, supervisors said that the new work schedule had improved employee morale because employees felt that having a 3-day weekend every week more than made up for the loss of flexibility they had under Flexitime. According to one employee, "The Four-Day Week Schedule has helped make Government work bearable." When employees were asked in a questionnaire what they considered to be the greatest advantage of the Four-Day Week, a majority of them indicated that it was having an extra day off each week. Employees also cited other advantages of the new schedule: increased time for personal and family activities, reduced commuting costs and time, and increased accessibility to equipment

Other Observations

Prior to the start of the experiment, it was anticipated that the organizations on the Four-Day Week would have an increase in tardiness because

some employees would not like a fixed work schedule. The findings of the evaluation indicated that in the beginning of the experiment the organizations did see an increase in tardiness because some employees were having difficulties in making the adjustment from flexible work hours to fixed work hours. However, as soon as employees had some time to readjust to fixed hours, the problems with tardiness declined. When employees and supervisors were asked in a questionnaire how they liked fixed work hours, 54 percent of the employees and 62 percent of the supervisors said they liked it. Only 18 percent of the employees considered the fixed work hours to be the greatest disadvantage of the Four-Day Week.

Previous studies conducted in other organizations on a Four-Day Week Schedule indicated that fatigue was a problem for many employees and as a result many companies had stopped using the schedule. Results from on-site interviews and a USGS questionnaire indicated that initially most employees did suffer from physical fatigue because of the 10-hour workday. However, after a 3-month adjustment period they became acclimated to the longer workday, and fatigue ceased to be a problem. There were only one or two instances in which supervisors exempted employees from the Four-Day Week Schedule because of fatigue-related problems.

In summary, the Four-Day Week Schedule was more difficult to implement and use than the Variable Week Schedule because employees had to make the adjustment from having a flexible work schedule to a fixed work schedule with a longer workday. Initially the Four-Day Week Schedule created problems for supervisors and employees; however, once the problems were

resolved, the new schedule improved productivity, reduced overtime costs, and improved employee morale.

The table below summarizes the results for each of the areas evaluated during the experiment:

IMPACT OF FOUR-DAY WEEK SCHEDULE			
<u>EVALUATION AREA</u>	<u>INCREASE</u>	<u>NO EFFECT</u>	<u>DECREASE</u>
Productivity	X		
Quality of Work	X		
Annual Leave Use			X
Sick Leave Use			X
Tardiness		X	
Abuses of Work Hours			X
Employee Turnover Rate		X	
Overtime			X
Communications (Inside an Office)			X
Communications (Outside an Office)	X		
Timekeeping Complexities			X
Office Coverage			X*
Supervisory Coverage Availability			X*
Clerical Support Availability			X*
Employee Morale	X		
Leisure Time	X		
Service to the Public		X	
Building Operations Costs	X*		
Transportation		X	
Commuting (gas consumption & time)		X	

* See discussion of Management Tasks (p. 34) and Building Operations (p. 38) for an explanation as to why these occurred at the Denver Central Laboratory.

III. SPECIFIC FINDINGS

The data for this evaluation were collected through two USGS employee/supervisor questionnaires, three OPM employee questionnaires, two Water Resources Division customer service questionnaires, archival data reports collected before and during the experiments, and on-site interviews with employees and supervisors in the Flagstaff Field Center, the Rolla Field Center, and the Denver Central Laboratory. The information from most of these data collection devices was analyzed with respect to (a) type of experiment and (b) supervisor replies versus employee replies.

EFFECTS OF NEW WORK SCHEDULES ON SURVEY OPERATIONS

Productivity

The productivity data collected from the Branch of Cartography (Rolla Field Center) indicated that the productivity rate of the Branch had been declining for 1 year prior to the start of the Variable Week Schedule experiment (fiscal year 1979), and this decline continued during the first 6 months of the experiment (Oct. 1979-Mar. 1980). However, during the last 12 months of the experiment (Mar. 1980-Mar. 1981), the Branch's production rate improved by more than 5 percent. Managers do not attribute the continued decline in productivity to the Variable Week Schedule because they feel there were other factors which influenced it: the reorganization of the mapping center in which the Branch is located; changes in supervisory personnel; the retirement, resignation, or transfer of several of the Branch's employees; and the fear among Branch employees that some of their jobs would be contracted out to local private firms. These factors stabilized by the end of the first 6 months of the experiment,

and productivity began to increase. Managers attribute some of the increases in productivity to improved employee morale brought about by the new work schedule.

The results of an employee questionnaire revealed that 45 percent of the employees under the Variable Week Schedule and 35 percent of those under a Four-Day Week Schedule felt that the amount of work they accomplished had increased as a result of the new work schedules. Only 1 percent of the Variable Week Schedule employees and 6 percent of the Four-Day Week employees felt it had decreased. Results from a supervisor questionnaire indicated that 39 percent of the Variable Week supervisors and 33 percent of the Four-Day Week supervisors felt there had been an increase in productivity in their work units as a result of the new work schedules. Three percent of the Variable Week supervisors and 4 percent of the Four-Day Week supervisors felt there had been a decrease. Variable Week Schedule supervisors attributed the increase to the fact that employees were no longer leaving their jobs promptly at quitting time. Instead, they tended to continue to work on projects until a good stopping place was reached so less time was wasted the next day picking up where they left off. Supervisors on the Four-Day Week Schedule felt there were several factors brought about by the new schedule which improved productivity in their workunits: the 10-hour workday, employees using less annual leave because of the extra day off each week, increased accessibility to equipment, and more efficient planning and organizing of work by supervisors and employees.

When all employees were asked if they felt the quality of their completed work had changed as a result of the new work schedules, 35 percent of the

Variable Week employees and 26 percent of the Four-Day Week employees said it had increased; 1 percent of the Variable Week employees and 6 percent of the Four-Day Week employees said it had decreased. Employees' and supervisors' opinions about the changes in the quality of work were as follows:

<u>Changes in the Quality of Work</u>				
<u>Variable Week Organizations</u>				
	[expressed as percent of total replies]			
<u>Rank</u>	<u>Increase</u>	<u>Decrease</u>	<u>No Change</u>	<u>Total No. of Replies</u>
Employees (Non-Supervisors)	35	0	65	448
First-line Supervisors	32	2	66	60
Higher Level Supervisors	16	0	84	32
			TOTAL	540*
<u>Type of Position</u>				
Scientific or Engineer- ing professionals	34	0	66	120
Technician or Aide below GS-12	32	1	67	259
Admin., Managerial or other professionals	33	0	67	106
Clerical or Secretarial	39	0	61	46
Wage Board	33	0	67	6
			TOTAL	537*

*Replies for Rank and Type of Position came from different questions on the USGS Employee/Supervisor Questionnaire. This accounts for the slight variance between the two.

Changes in the Quality of Work

Four-Day Week Organizations

(expressed as percent of total replies)				Total No. of Replies
<u>Rank</u>	<u>Increase</u>	<u>Decrease</u>	<u>No Change</u>	
Employees (Non-Supervisors)	26	5	69	61
First-line Supervisors	21	21	59	14
Higher Level Supervisors	25	25	50	4
				<u>TOTAL 79*</u>

Type of Position

Scientific or Engineer- ing professionals	26	3	71	31
Technician or Aide below Grade 12	24	9	67	33
Admin., Managerial or other professionals	33	22	45	9
Clerical or Secretarial	25	25	50	4
Wage Board	0	0	0	0
				<u>TOTAL 77*</u>

*Replies for Rank and Type of Position came from different questions on the USGS Employee/Supervisor Questionnaire. This accounts for the slight variance between the two.

When supervisors under both types of work schedules were asked to rate their work units' overall job performance in the areas of quantity and quality of work and productivity on the job, they rated that performance as above average (on a scale of poor to outstanding). This response remained constant throughout the experiments.

Leave Use

Annual Leave: Based on data collected by timekeepers before (fiscal year 1979), and during the experiments (fiscal year 1980 and 1st and 2d quarters fiscal year 1981), the Four-Day Week organizations reported an overall 6.2-percent reduction in annual leave, and the Variable Week organizations reported a 6.4-percent reduction. These reductions are based on the average amount of annual leave taken per permanent employee per pay period during fiscal year 1979. Of all of the experimenting organizations, the Denver Central Laboratory reported the most significant reduction in annual leave; a 10.5-percent decrease from the fiscal year 1979 level. We attribute the decreases in annual leave to the fact that the Variable Week employees were earning credit hours so they could be used in place of annual leave, and the Four-Day Week employees had an extra day off each week so there was less need for them to take annual leave during the work week.

When employees were asked in a questionnaire if their use of short-term annual leave (4 hours or less) had changed as a result of the new work schedules, 54 percent of the Variable Week employees and 18 percent of the Four-Day Week employees said there had been a decrease. We suspect that the reason Variable Week employees indicated a larger decrease in annual leave is because they had the option of earning credit hours which could be used in place of annual leave at any time during the work week. Four-Day Week employees still had to use their annual leave if they could not arrange to schedule their personal activities on their extra day off.

Sick Leave: Data collected before and during the experiments indicated that organizations on both types of work schedules reported an increase in the use of sick leave during the experiments: Four-Day Week organizations had an overall increase of 34.8 percent over the fiscal year 1979 level and Variable Week organizations had an overall increase of 8.8 percent. These increases are based on the average amount of sick leave taken per permanent employee per pay period during fiscal year 1979. However, in order to get a more accurate picture of the sick leave use during the experiments, a closer investigation of the data are necessary.

Four-Day Week Organizations: Data collected by the timekeeper at the USGS Marine Facility showed that during the 18-month experimental period, the employees at the Marine Facility increased their use of sick leave by 75 percent over fiscal year 1979. The manager at the Marine Facility attributed this unusually large increase not to the Four-Day Week Schedule, but to the fact that several of his employees were hospitalized for extended periods of time during the experiment. This large increase in sick leave at the Marine Facility skewed the data so it appeared that overall, the Four-Day Week organizations had an increase in sick leave. However, the other Four-Day Week organization, the Denver Central Laboratory, reported a 5.8-percent decrease in sick leave during the experiments. We suspect the reason for the decrease is that employees arranged to take care of some of their medical appointments on their extra day off.

Variable Week Organizations: Data collected by timekeepers in the Variable Week organizations showed that during the first year of the experiments

(fiscal year 1980), the Variable Week organizations decreased their use of sick leave by 1.8 percent. However, during the last 6 months of the experiments, while two of the organizations continued to show decreases in sick leave, the Flagstaff Field Center reported an unusually large increase (a 61-percent increase over fiscal year 1979). Managers at the field center had no explanation for this strange increase. Removing this data anomaly from the Variable Week organizations sick leave totals, the overall sick leave use during the experimental period represents a 1.6-percent decrease from the fiscal year 1979 level.

When employees and supervisors were asked if their use of short-term sick leave (4 hours or less) had changed as a result of their new work schedule, 17 percent of the Four-Day Week employees and 33 percent of Variable Week employees said they felt they had decreased their use of sick leave.

Tardiness/Abuses of Work Hours

Tardiness: Since the Four-Day Week Schedule requires employees to work a fixed schedule (7:00 a.m.-5:30 p.m.), supervisors on this work schedule were asked if tardiness had become a problem during the experiments; 62 percent said no, and 34 percent said yes.

When Four-Day Week supervisors were asked to compare their experiences with tardiness under Flexitime to their experiences under the Four-Day Week, supervisors said initially they encountered more problems under the Four-Day Week than they did under Flexitime because employees were accustomed to a flexible work schedule. However, they said most of the problems were resolved once employees had time to readjust to a fixed schedule.

Abuses of Work Hours: When supervisors on Variable Week Schedule were asked if abuses of work hours had become a problem in their offices because the new work schedule allowed employees more flexibility, 90 percent said no.

Variable Week supervisors were also asked to compare their experiences with abuses of work hours under Flexitime with their experiences under the new work schedule; over 80 percent said they had no problems under either Flexitime or the Variable Week Schedule.

Employee Turnover Rate

Data collected by timekeepers before and during the experiments showed no changes in the turnover rate. On-site interviews with 17 managers and supervisors at the Flagstaff and Rolla Field Centers and the Denver Central Laboratory confirmed the fact that the new work schedules had no effect on the turnover rates at the experimenting organizations.

Overtime

Overtime data collected before (fiscal year 1979) and during the experiments (fiscal year 1980 and 1st and 2d quarters fiscal year 1981) showed that organizations on both types of work schedules had reductions in overtime costs: overall, Variable Week organizations decreased their overtime costs by approximately \$32,600, and Four-Day Week organizations by approximately \$8,200.

Variable Week supervisors felt the reason for the decrease in overtime was because most of their employees, especially higher grade ones (GS 9 and above), preferred to earn credit hours instead of overtime. Results from an employee questionnaire revealed that 66 percent of the employees and 71

percent of the supervisors would, if given a choice, rather earn credit hours than overtime.

The managers at the Denver Central Laboratory attributed its overtime decrease to several factors: the new work schedule, which made Saturday part of the laboratory's normal weekly operation, the automation of some of the laboratory's operating procedures, and the hiring of a few additional employees.

When managers and supervisors were asked in a supervisor questionnaire if the work schedules had an effect on overtime in their work units, their responses corresponded to the data collected by the timekeepers as well as the information gathered during on-site interviews. Nineteen percent of the Variable Week supervisors and 50 percent of the Four-Day Week supervisors said there had been a decrease in overtime.

Communications

Under the Four-Day Week Schedule, 16 percent of the employees had problems receiving instructions when they needed them because their supervisors were not at work when they were; under the Variable Week Schedule, only 3 percent of the employees experienced this problem. When employees were asked if they experienced problems in accomplishing their work because another employee they were working with was not at work when they were there, 19 percent of all Four-Day Week employees said yes, while only 6 percent of the Variable Week employees said yes.

Supervisors in all the experiments were asked to compare their experiences under Flexitime to those under the new work schedules with respect to communications both inside and outside their offices. In response, the Variable

Week supervisors indicated they had no problems with communications under either work schedule. On the other hand, the Four-Day Week supervisors indicated that initially they had more communication problems under the Four-Day Week than under Flexitime. This was mainly because employees and supervisors were on two different work shifts. However, a majority of these problems were resolved during the experiments because employees and supervisors overcame the communications problems by having more meetings on the days when all the employees were at work, leaving written notes for employees on the other shift, and occasionally telephoning employees at home.

Of the two organizations on the Four-Day Week Schedule, the Denver Central Laboratory experienced more communication problems than the USGS Marine Facility. The laboratory's problems can be attributed to its 6-day operation (Mon.-Sat.) and its split in workforce (Group A worked Mon.-Thurs.; Group B worked Wed.-Sat.). During the experiment, there were only 2 days each week (Wed. and Thurs.) when all the laboratory supervisors and employees were present for work at the same time; therefore, all the staff meetings, work assignments, training and related tasks had to take place on those 2 days. On the other hand, the Marine Facility split its workforce into two groups (Group A worked Mon.-Thurs.; Group B worked Tues.-Fri.), but continued to maintain a 5-day operation (Mon.-Fri.) so all of its employees and supervisors were present for work Tuesday through Thursday. This work arrangement gave supervisors and employees 3 days to communicate with those people not on their shift and seemed to reduce the number of communication problems.

Employee Morale

Data collected during the experiments through supervisor questionnaires and on-site interviews indicated that both work schedules improved employee

morale. When supervisors were asked to rate the changes in employee morale since the new work schedules were implemented, their responses were as follows:

	Variable Week Supervisors [expressed as percent]		Four-Day Week Supervisors of total replies]	
Great Change for Worse	0		0	
Some Change for Worse	0		8	
No Change	16		42	
Some Change for Better	55	84	33	50
Great Change for Better	29		17	

Interviews with Four-Day Week supervisors indicated that three out of the six supervisors interviewed felt the Four-Day Week Schedule had improved morale because employees liked having a 3-day weekend every week. Ten out of 11 Variable Week supervisors interviewed said morale had improved because employees felt they had greater control over their personal lives, felt less job pressure, had more opportunities to take time off without using annual leave, and were happier because they got credit for putting in extra time on the job.

General Opinions About the New Work Schedules

Overall, a majority of supervisors and employees felt the new work schedules had a positive effect on their organizations, they liked the new work schedules, and they wanted to see them implemented permanently once the experiments were over.

Employee Opinions About the New Work Schedules (expressed as percent of total replies)

	Four-Day Week		Variable Week	
I like it very much	32	74	27	92
I like it	42		65	
I dislike it	13		2	
I dislike it very much	8		1	
I have no opinion	5		5	

Employee Opinions About Permanent Implementation
of the New Work Schedules
(expressed as percent of total replies)

	Four-Day Week		Variable Week	
	Employees	Supervisors	Employees	Supervisors
Stay With New Work Schedule	72	90	75	74
Return to Flexitime	15	10	13	13
Go to Another Type of Work Schedule	13	-	12	13

The following comments from employees and supervisors were taken from two USGS questionnaires administered in November 1980 and March 1981.

Four-Day Week Employees

- "Advantages to Four-Day Week are reduced commuting costs and increased time for weekend recreation and work at home."
- "Hooray for Four-Day Week!!! Down with Flexitime, the supervisor's nightmare."
- "A larger workload was handled with the same workforce in a more timely manner."
- "The biggest fault of the Four-Day Week has been efficient use of time. We were split into two shifts, each supposedly able to function independently. We were not staffed sufficiently for two shifts; therefore, we are often obliged to carry out assignments at a much lower grade due to inadequate staff."

Variable Week Employees

- "I can't say enough good things about the Variable Week Schedule, I feel it is a great morale builder."
- "I would like to have this program continued. It works and benefits everyone."
- "The Variable Week Schedule has made it easier to schedule appointments, makes for a happier environment and saves leave."
- "Believe the single most important factor regarding use of the Variable Week Schedule is the increased morale factor, and that management

is giving employees the feeling that they are being trusted to use good judgement in planning their working day and coordinating their work time and personal time."

- "The Variable Week Schedule is the best thing to happen for the employees since paychecks, let's keep it."
- "Productivity has been extremely good the past six months. I am afraid this might change if the Variable Week was taken away from this organization."
- "With the Variable Week Schedule people continue to work on projects until a good stopping place is reached so less time is wasted picking up where they left off the day before."

EFFECTS OF NEW WORK SCHEDULES ON MANAGEMENT TASKS

In each of the areas discussed below, supervisors were asked to describe their experiences with the new work schedules using the following statements: no problems; problems, but they were resolved during the experiment; and problems and they were not resolved during the experiment.

Planning, Organizing, and Coordinating the Work of Employees (expressed as percent of total replies)

	Variable Week	Four-Day Week
No problems	68	33
Problems resolved	27	45
Problems unresolved	05	22 ^{6/}

Distributing Work to Employees (expressed as percent of total replies)

	Variable Week	Four-Day Week
No problems	75	61
Problems resolved	21	29
Problems unresolved	4	10 ^{7/}

6/7/ All of these unresolved problems occurred at the Denver Central Laboratory. There were only 2 days (Wed. and Thurs.) out of the 6-day work week (Mon.-Sat.)

Supervisors on both work schedules were asked to compare the amount of time they spent before and during the experiments on coordinating the work of their employees, assigning tasks to their employees, and coordinating work with other groups. In response, Variable Week supervisors indicated that they spent the same amount of time before the experiments as during the experiments, and the Four-Day Week supervisors indicated that they spent more time during the experiments.

On-site interviews with six supervisors at the Denver laboratory indicated that half of those interviewed found it necessary to change their procedures for distributing work to their employees because of the new work schedule. However, the supervisors did not look upon this change as negative, since they felt that it forced them to communicate more often with their employees and to plan and organize their work better, and that it provided them more flexibility in assigning work to their employees.

Timekeeping
[expressed as percent of total replies]

	Variable Week	Four-Day Week
No problems	38	47
Problems resolved	52	47
Problems unresolved	10	6

Variable Week organizations had more problems with timekeeping than Four-Day Week organizations because they were required to maintain records on employee earnings and use of credit hours along with normal timekeeping information; this created more work for supervisors and timekeepers.

when all the laboratory supervisors and employees were present for work at the same time; therefore, supervisors only had 2 days in which to plan, organize, coordinate, and distribute work to those employees who were on the other shift.

Four-Day Week organizations experienced fewer timekeeping problems because employees were on fixed work shifts and arrived and departed for work at the same time each day. However, the Four-Day Week organizations did experience a problem with the Department of the Interior personnel/payroll system (DIPS) acceptance of time cards with more than 8 hours of work per day. It took approximately 1 year to resolve this problem.

Recruitment and Retention of Personnel
(expressed as percent of total replies)

	Variable Week	Four-Day Week
No problems	99	89
Problems resolved	1	0
Problems unresolved	0	11

Office Coverage
[expressed as percent of total replies]

	Variable Week	Four-Day Week
No problems	59	39
Problems resolved	29	39
Problems unresolved	12	22 ^{8/}

Supervisory Coverage
[expressed as percent of total replies]

	Variable Week	Four-Day Week
No problems	66	39
Problems resolved	22	39
Problems unresolved	12	22 ^{9/}

8/ Some of the employees at the Denver Central Laboratory who were on the Wednesday-Saturday shift were dissatisfied because they were required to work on Saturdays. As a result, the laboratory managers allowed many of them to switch to the Monday-Thursday shift, thereby reducing the number of employees available to adequately cover the Friday and Saturday operations.

9/ Attributed to the 6-day operation at the Denver Central Laboratory and the split in the supervisory workforce.

Clerical Support
(expressed as percent of total replies)

	Variable Week	Four-Day Week
No problems	58	28
Problems resolved	26	33
Problems unresolved	15	39 ^{10/}

In a questionnaire, supervisors were asked if the new work schedules required extra effort of them as supervisors; their responses were as follows:

(expressed as percent of total replies)

	Variable Week	Four-Day Week
No extra effort required	37	25
Extra effort required, but worth it	60	53
Extra effort required, but not worth it	3	22

EFFECTS OF NEW WORK SCHEDULES ON SERVICE TO THE PUBLIC

When supervisors were asked how much the new work schedules had influenced the amount of service provided to the public by their employees, 76 percent of the Four-Day Week supervisors and 80 percent of the Variable Week supervisors said there was no change. On-site interviews with supervisors verified these responses.

Supervisors were also asked to rate the job performance of their employees in the area of service to the public. Supervisors under both types of work schedules rated the performance of their employees as above average (on a scale of poor to outstanding). This response remained constant throughout the experiments.

10/ At the Denver Central Laboratory the majority of the clerical staff was not permitted to participate in the Four-Day Week experiment so they remained on Flexitime. As a result, there were 2 hours each day, Monday-Friday, and 10 hours on Saturday when the laboratory had no clerical support.

A customer service questionnaire was sent to the clients of the Denver and Atlanta Central^{11/} Laboratories twice during the experiments. The purpose of the questionnaire was to determine if the Four-Day Week Schedule had an impact on the level of service provided to the clients of the Denver laboratory. The responses from the clients of the Denver laboratory were compared with those of the Atlanta laboratory. The overall findings indicated that the level of service provided by both laboratories was the same and did not change during the course of the experiment. When clients of the Denver laboratory were asked if the new work schedule had an effect on their service, 79 percent in both surveys said no.

EFFECTS OF NEW WORK SCHEDULES ON BUILDING OPERATIONS

The Denver Central Laboratory was the only experimenting organization whose building operations were affected by its new work schedule (Four-Day Week). Prior to the start of the experiment, the laboratory facilities were open 5 days a week (Mon.-Fri., 6:30 a.m.-6:00 p.m.), but during the experiment its operations were expanded to 6 days (Mon.-Sat., 6:30 a.m. - 6:00 p.m.), and its workforce was divided in half; one group worked Monday through Thursday, the other group worked Wednesday through Saturday.

As a result of the extra day of operation, GSA had to amend its lease with the owner of the Denver laboratory facilities to include separate utility charges (heating, air-conditioning, electricity, water, and ventilation) for Saturdays.

^{11/} The Atlanta laboratory, which served as the control group, is on Flexitime. The Atlanta laboratory provides the same type of service as the Denver laboratory, but to clients east of the Mississippi River.

According to the figures supplied by the Central Region Management Office, it cost \$77,200 to operate the Denver laboratory on Saturdays during the experiment. Initially, the laboratory managers felt that the additional charges, which would be incurred for the Saturday operations, would be offset by the elimination of overtime work on Saturdays. When the amount of overtime costs for the year prior to the start of the experiment (\$78,800) were compared with the overtime costs for the first year of the experiment (\$57,900) there was a savings of \$20,900. However, when this figure (\$20,900) was compared with the charges for the Saturday operation during the first year of the experiment, there was a deficit of \$31,300. As a result of this, as well as employee dissatisfaction with working on Saturdays, managers at the laboratory decided to eliminate the Saturday workday once the experiment was over. In May 1981, the laboratory returned to a 5-day operation and established a Tuesday-Friday shift for those employees who had been on the Wednesday-Saturday shift.

EFFECTS OF THE NEW WORK SCHEDULES ON TRANSPORTATION AND COMMUTING

It was difficult to determine what effects the two work schedules had on transportation and commuting because no data was collected prior to the start of the experiments. However, data gathered during the experiments indicated that the basic commuting habits of the employees remained constant and were not affected by the work schedules. During the experiments, 65 percent of all employees drove to work alone, and 29 percent commuted in carpools or vanpools. Public transportation was available to only 35 percent of the employees.

When employees on both work schedules were asked if their new schedules had an effect on the amount of time it took for them to commute to and from work and(or) affected their amount of gasoline consumption, 64 percent indicated no changes in their commuting time or gasoline consumption. However, of the two work schedules, employees on the Four-Day Week indicated a slightly larger decrease in commuting time and gasoline consumption. We think that this decrease resulted because the Four-Day Week Schedule required employees to be at work for a longer period of time each day; employees missed the peak traffic periods thereby reducing their commuting time. Furthermore, employees were required to work only 4 days a week instead of 5 and this helped reduce their gasoline consumption.

EFFECTS OF NEW WORK SCHEDULES ON LEISURE TIME

When Variable Week employees were asked if the new work schedule had any effect on their leisure time, 63 percent said they had more leisure time because the new work arrangement gave them greater flexibility in scheduling their work, and 36 percent said there had been no change. Four-Day Week employees had similar responses; 64 percent said they had more leisure time because of the extra day off each week, and 23 percent said there was no change. Four-Day Week employees said the greatest advantage of the Four-Day Week Schedule was having a 3-day weekend every week.

When employees were asked if the new work schedules had any effect on the time they had to spend with their families, once again the responses for both types of work schedules were similar. Fifty-six percent of the Variable Week employees said the new work schedule had enabled them to spend more

time with their families, because it gave them more opportunities to schedule their work around the activities of their families, and 42 percent said no change. Variable Week employees also said they considered the increased time with their families as the greatest advantage of the Variable Week. Fifty-five percent of the Four-Day Week employees said the new work schedule had enabled them to spend more time with their families because of the 3-day weekend every week, and 27 percent said no change.

Child Care: No data was collected prior to the experiments so it was not possible to determine changes in child care patterns. However, on-site interviews with supervisors at the Denver laboratory and conversations with the manager at the USGS Marine Facility indicated that the Four-Day Week Schedule did create child care problems for a few employees because of the difficulty in finding places to leave children for more than 10 hours a day. As a result, managers exempted all those employees who requested it from the Four-Day Week experiment. On the other hand, on-site interviews with Variable Week Schedule supervisors indicated that child care had become less of a problem because the Variable Week gave employees greater flexibility in dealing with child care.

SPECIAL AREAS OF INTEREST

Credit Hours (Variable Week Schedule)

Use of Credit Hours: Initially it was expected that employees would earn credit hours so they could substitute them for both annual and sick leave; however, the data indicated that credit hours were used mainly in place

of annual leave. We suspect that most employees probably chose to substitute their credit hours for annual leave because Federal employees are not compensated for their sick leave if they quit Federal service.

Results from an employee questionnaire revealed that Variable Week employees earned credit hours for the following reasons: to complete projects with deadlines; to use in place of annual leave; to handle a heavy workload; and just because they wanted to. Most employees usually used their credit hours in the following ways: to take care of personal business during the workday, to shorten the workday, and to take a day off.

Frequency and Extent of Credit Hour Use: At the beginning of the Variable Week Schedule experiments, it was expected that employees would earn credit hours regularly so they could take a day off every pay period; however, only 9.3 percent of all the employees surveyed indicated that they earned between 6-8 hours every pay period. When employees were asked if they usually used their credit hours in the same pay period in which they were earned, 63 percent said no, and 32 percent said yes. How often employees earned credit hours and the average number earned are shown in the following table:

HOW OFTEN CREDIT HOURS ARE EARNED	AVERAGE NO. OF CREDIT HOURS EARNED (expressed as percent of total replies)			
	1 - 2 hrs.	3 - 5 hrs.	6 - 8 hrs.	9 - 10 hrs.
Every Pay Period	16.9	34.0	9.3	2.9
Every Month	21.7	3.6	1.1	0.0
Less than once a month	8.6	1.7	0.2	0.0

Restrictions Placed on Earning and Using Credit Hours: Under the terms of the Variable Week Schedule experiments, employees were not permitted to earn more than 10 credit hours in a pay period or carry over more than 10 credit hours from pay period to pay period. The 10-hour limit was an OPM requirement.

Prior to the start of the Variable Week Schedule experiments, supervisors thought that it might become necessary to limit the ability of their employees to earn credit hours when there was no work to be done and also that it might be necessary to limit the employee use of credit hours because of office coverage problems (that is, to limit credit hours in addition to the OPM limitation). However, 91 percent of the Variable Week supervisors indicated it was unnecessary to limit either one.

Credit Hours Limits: When supervisors and employees were asked in an employee questionnaire if they were satisfied with the 10-hour limit on the number of credit hours which could be earned each pay period, over half said that they were not. When the employees and supervisors who indicated they were not satisfied with the limit were asked what the limit should be, over half of the supervisors said the limit should be raised to 14-16 credit hours per pay period, while almost half of the employees said the limit should be 17-20 hours per pay period. Thirty-four percent of the Variable Week employees considered the 10-hour limit on credit hours the greatest disadvantage of the Variable Week.

Under the terms of the Variable Week Schedule experiments, employees also were not permitted to use more than 10 credit hours in a pay period or carry over more than 10 credit hours from pay period to pay period. These limitations were designed to keep employees from taking a day off every week and from earning too many credit hours. In an employee questionnaire, supervisors and employees were asked, providing they were permitted to use more than 10 credit hours in a pay period (for example, 16 credit hours per pay period),

if they would use their credit hours to take a day off every week; over 75 percent said they might depending on the circumstances.^{12/}

When asked about the limit on the number of credit hours (10) that can be carried over from pay period to pay period, almost half of the supervisors and employees said they were not satisfied with the carry over limit. When the supervisors and employees who indicated they were dissatisfied with the carry over limit were asked what the limit should be, most said the limit should be raised to 14-16 hours.

Fixed Work Schedule, Fatigue, and Shift Work (Four-Day Week Schedule)

Fixed Work Schedule: Under the terms of the Four-Day Week Schedule, employees were required to work a fixed work schedule of four 10-hour days (7:00a.m.-5:30 p.m.). Initially, it was expected that the fixed work schedule would result in an increase in tardiness among employees, and during the first few months of the experiments supervisors said they did see an increase. However, they indicated that the increase declined once employees had adjusted to the fixed schedule. When employees and supervisors were asked how they liked working a fixed schedule, the responses were as follows:

	<u>Employees</u>		<u>Supervisors</u>	
	(expressed as percent of the total replies)			
I like it very much	24	}	28	}
I like it	30		34	
I dislike it	20		23	
I dislike it very much	12		12	
I have no opinion	14		3	

12/ Under the terms of the Variable Week Schedule, employees have the opportunity to earn enough credit hours to take 1 day off each pay period; however, during the experiment only a small number of employees actually did.

When Four-Day Week employees were asked what they considered the greatest disadvantage of their new work schedule, only 18 percent said having to work a fixed schedule.

Fatigue: Previous studies conducted in other organizations on a Four-Day Week Schedule indicated that fatigue was a problem for many of the employees. Information collected from a USGS questionnaire and on-site interviews revealed that initially fatigue was a problem for almost 60 percent of the employees. However, after a 3 month adjustment period, employees became acclimated to the longer workday and fatigue ceased to be a problem for most employees. There were only a few instances in which supervisors exempted employees from the Four-Day Week Schedule because of fatigue-related problems. Twenty percent of the employees felt fatigue was the greatest disadvantage of the Four-Day Week.

Shift Work: Organizations participating in the Four-Day Week experiments were required to maintain at least a 5-day operation, so the organizations split their workforces into two groups. Employees and supervisors were assigned to one of the two groups, and each group was assigned a work shift. Prior to the start of the experiments, it was anticipated that some of the employees would not like their work shifts or the methods used to assign them to shifts, and as a result many changes in employee work schedules were expected. Results from an employee questionnaire indicated that over 75 percent of the employees were satisfied with their work shifts and the methods used to assign them to the shifts. For the most part, first-line supervisors determined which shifts employees worked, and a majority of the employees indicated that they had never changed their work shift. As for a preference for a work schedule, most employees preferred to work a Monday-Thursday shift over a Tuesday-Friday or Wednesday-Saturday shift.

Flexilunch

The Rolla Field Center was the only Survey organization permitted to experiment with flexilunch^{13/}. Information for this area was collected through on-site interviews with 7 supervisors and 40 employees.

The interviews revealed that flexilunch was used by both employees and supervisors; however, most people used flexilunch only a few times each month. A majority of these people only took 30 minutes more than the normal 30-minute lunch period, and they usually made up the extra time by staying late the same day. In those instances when the extra time was not made up, then either credit hours or annual leave was used. Supervisors did not find it necessary to require employees to let them know in advance when they were going to use flexilunch, since most employees used the option so infrequently. Only a few supervisors required their employees to sign in and out when using flexilunch.

No problems were encountered with office coverage during the flexilunch period (11:30 a.m.-1:30 p.m.), and supervisors and employees were not aware of any other problems caused by the expanded lunch period. As a result of flexilunch, supervisors felt the 30-minute lunch period was abused less because employees felt flexilunch was a privilege and they did not want to see it taken away. Overall, employees and supervisors felt the flexilunch privilege did little to affect the way people used the lunch period. Of those interviewed, all were in favor of permanently adopting flexilunch at the Rolla Field Center.

13/ Flexilunch allows employees to take up to 2 hours for lunch from 11:30 a.m.-1:30 p.m. without prior supervisory approval. Lunch periods longer than 30 minutes must be made up in the same day or may be accounted for by using credit hours or annual leave.

IV. FUTURE CONSIDERATIONS

FUTURE CONSIDERATIONS

The Geological Survey's five experimenting organizations help make up the 1,600 Federal organizations (about 350,000 people) who are participating in the alternative work schedules experiments made possible by the Flexible and Compressed Work Schedules Act. About half of these organizations are experimenting with Compressed Work Schedules and the remainder with Flexible Work Schedules. At the present time, the data indicate that a large majority of the experiments have been successful. Of the 1,600 experiments, 95 percent are still being conducted. OPM is confident enough about the success of the alternative work schedules experiments to begin drafting legislation which may make voluntary Federal agency use of alternative work schedules a permanent law.

OPM must complete its evaluation of the alternative work schedule experiments and report its findings to the Congress by September 29, 1981. Congressional Committees will hold hearings to review the report and the draft legislation in the Fall of 1981. At present, Congress has until the Flexible and Compressed Work Schedules Act expires (March 29, 1982), to make a decision about alternative work schedules in the Federal Government. The new work schedules cannot be officially adopted by Federal agencies until Congress approves new legislation and the President signs the bill into law. If Congress does not pass new legislation, then all experimenting Federal organizations must return to their former work schedules.

V. APPENDICES

ORGANIZATION: Computer Center Division

LOCATION: USGS Headquarters
National Center
Reston, Virginia 22092

MISSION: The Computer Center Division is responsible for providing staff advice to the Director and other Survey organizations on matters relating to ADP. These activities include: computation, data processing, systems analysis, and design services. The Division also has field computation branches which provide the same services for Survey organizations located within their respective geographical locations.

WORKUNITS PARTICIPATING IN THE EXPERIMENT: Office of the Division Chief
Office of Teleprocessing
Branch of Computer Processing
Branch of Computer Information
Branch of Systems Analysis & Programming

WORKFORCE CHARACTERISTICS:

Males: 53 Females: 33

Average Age Group: 30-39

Average Grades: GS 12-13

Predominant Types of Jobs: Computer Specialist (334)
Computer Technician (335)
Secretary (318)

Employment Status: Full-time: 76
Part-time: 10
Intermittent: 0

TERMS OF COMPUTER CENTER DIVISION'S VARIABLE WEEK SCHEDULE EXPERIMENT:

General Description. Employees may vary the length of the workday. Employees may work less than 5 days per week and less than 10 days during a biweekly pay period with prior supervisory approval.

Basic Work Requirement.

- o A full-time employee must work or otherwise account for 80 hours each pay period.

Appendix A

- o A part-time employee must work or otherwise account for the number of hours the employee is normally scheduled to work.

Length of Working Day. Work hours are from 7:00 a.m. to 5:30 p.m.

Core Time. 9:00 a.m. to 3:30 p.m.

Lunch Period. 30 minutes.

Core Time Deviations. The supervisor may approve an employee's request to be absent during core time (or a portion of core time). An absence during core time shall be made up by the employee during flexible time bands. The supervisor may authorize the employee to make up the absence during the same workday or a subsequent workday within the workweek or the same biweekly pay period.

Credit Hours. An employee may accumulate credit hours by working more than the basic 8-hour workday. The following requirements apply to credit hours:

1. No more than 2 credit hours may be accumulated each day.
2. No more than 10 credit hours may be accumulated.
3. Credit hours may be accumulated and used in no less than 30-minute increments.
4. Credit hours may be carried over from one pay period to the next.
5. Credit hours may be used only with prior supervisory approval.
6. No more than 10 credit hours may be used in one pay period.

Computer Center Division, Reston, VA

week 1

	7:00	9:00	3:30	5:30	Hours
M	CORE				10
T	RE				9
W	T				10
Th	I				8
F	E				10
	Hours Worked				47

week 2

	7:00	9:00	3:30	5:30	Hours
M		CORE			8
T		RE			10
W	DAY OFF				
Th		T			7
F		ME			10
	Hours Worked				35

Total Hours Worked Biweekly 47 + 35 = 82

Basic Work Requirement

-80

2 Credit Hours Remaining

sample employee schedule

ORGANIZATION: Denver Central Laboratory

LOCATION: 5293 Ward Road
Arvada, Colorado 80002

MISSION: The Denver Central Laboratory is primarily responsible for providing analysis on water samples collected and sent to the Laboratory from the Water Resources Division's District, Sub-district, Field, and Project Offices located in States west of the Mississippi River; however, under certain cooperative agreements, the Laboratory also performs water analysis for other Federal agencies. On an average day the Laboratory conducts about 2,000-2,500 tests on water samples to determine such things as: biological nutrient, common ion, radiochemical, inorganic, organic, and metals concentration. The Laboratory is also responsible for developing new procedures and techniques for testing water quality.

WORKUNITS PARTICIPATING IN THE EXPERIMENT: Water Resources Division

WORKFORCE CHARACTERISTICS:

Males: 49 Females: 28

Average age group: 20-29

Average grades: GS 5-8

Predominant types of jobs: Physical Scientist Technician (1311)
Hydrologist (1315)
Chemist (1320)

Employment status: Full-time: 44

Part-time: 33

Intermittent: 0

TERMS OF THE DENVER CENTRAL LABORATORY'S FOUR-DAY WEEK SCHEDULE EXPERIMENT:

General Description. Employees are divided into two groups. Each group works a fixed schedule of four 10-hour days. One group works Monday through Thursday, the other Wednesday through Saturday to provide a 6-day operation.

Basic Work Requirement.

- o A full-time employee has a 10-hour daily basic work requirement, a 40-hour weekly basic work requirement, and an 80-hour biweekly basic work requirement.

Appendix B

- o For a part-time employee, the basic work requirement is the number of hours the employee must work each day, the number of hours the employee must work each 4 days in the administrative workweek, and the number of hours the employee must work in a biweekly pay period. For example, an employee normally scheduled to work 32 hours per week would work four 8 hour days per week.

Length of the Working Day. 7:00 a.m. to 5:30 p.m.

Lunch Period. 30 minutes.

Flexible Time. None.

Credit Hours. None.

Special Provisions:

1. Offices are open Monday - Saturday each week.
2. Work Groups are established so that no less than 33% of the workforce is scheduled for work on any one day.
3. A majority of employees voted in favor of this plan, as required by OPM regulations.

FOUR-DAY WEEK
Denver Central Laboratory
Arvada, CO

	Sun	M	T	W	Th	F	Sat	hrs.
Group A	7:00 AM 5:30 PM							40
Group B			7:00 AM 5:30 PM					40

ORGANIZATION: Flagstaff Field Center

LOCATION: 2255 N. Gemini Drive
Flagstaff, Arizona 86001

MISSION: The Flagstaff Field Center is made up of employees representing five USGS Divisions--Geologic Division, National Mapping Division, Water Resources Division, Computer Center Division, and Administrative Division. The Center is primarily responsible for programs of lunar and planetary investigations, but other geologic studies are also conducted there. The Computer Center Division and the National Mapping Division support the astrogeologic work of the Geologic Division by providing computer services and preparing technical illustrations for USGS maps and reports. The Water Resources Division collects data on streams and conducts hydrologic studies on the quality of well water in Northern and Central Arizona, and the Administrative Division provides general services and procurement services for all the Divisions located at the Center.

WORKUNITS PARTICIPATING IN THE EXPERIMENTS: Geologic Division
National Mapping Division
Water Resources Division
Computer Center Division
Administrative Division

WORKFORCE CHARACTERISTICS:

Males: 122 Females: 102

Average Age Group: 30-39

Average grades: 5-8

Predominant types of jobs: Physical Scientist Technician (1310)
Geologist (1350)
Cartographic Technician (1371)

Employment Status: Full-time: 80
Part-time: 45
Intermittent: 99

TERMS OF FLAGSTAFF FIELD CENTER'S VARIABLE WEEK SCHEDULE:

General Description. Employees may vary the length of the workday. Employees may work less than 5 days per week and less than 10 days during a biweekly pay period, with prior supervisory approval.

Basic Work Requirement.

- o A full-time employee must work or otherwise account for 80 hours each pay period.
- o A part-time employee must work or otherwise account for the number of hours the employee is normally scheduled to work.

Length of Working Day. Work hours are from 7:00 a.m. to 5:30 p.m.

Core Time. 9:00 a.m. to 3:30 p.m.

Lunch Period. 30 minutes.

Core Time Deviations. The supervisor may approve an employee's request to be absent during core time (or a portion of core time). An absence during core time shall be made up by the employee during flexible time bands. The supervisor may authorize the employee to make up the absence during the same workday or a subsequent workday within the workweek or the same biweekly pay period.

Credit Hours. An employee may accumulate credit hours by working more than the basic 8-hour workday. The following requirements apply to credit hours:

1. No more than 2 credit hours may be accumulated each day.
2. No more than 10 credit hours may be accumulated.
3. Credit hours may be accumulated and used in no less than 30-minute increments.
4. Credit hours may be carried over from one pay period to the next.
5. Credit hours may be used only with prior supervisory approval.
6. No more than 10 credit hours may be used in one pay period.

VARIABLE WEEK

Flagstaff Field Center, Flagstaff, AZ

week 1

	7:00	9:00	3:30	5:30	Hours
M	Black	White (CORE)	Black		10
T	Black	White (CORE)	Black	White	9
W	Black	White (TIME)	Black		10
Th	Black	White (TIME)	White		8
F	Black	White	Black		10
	Hours Worked				47

week 2

	7:00	9:00	3:30	5:30	Hours
M	White	White (CORE)	Black		8
T	Black	White (CORE)	Black		10
W	DAY OFF				
Th	White	Black	White (TIME)	White	7
F	Black	White (TIME)	Black		10
	Hours Worked				35

Total Hours Worked Biweekly **47 + 35 = 82**

Basic Work Requirement

-80

2 Credit Hours Remaining

sample employee schedule

ORGANIZATION: U.S. Geological Survey Marine Facility

LOCATION: 888 E. Harbor Boulevard
Redwood City, California 94063

MISSION: The Marine Facility is responsible for maintaining the oceanographic research vessels which are used by the U.S. Geological Survey scientists and technicians to map and appraise the composition, structure, and mineral resources of the offshore areas of California, Oregon, Washington, Alaska, and Hawaii. This maintenance includes: building, repairing, installing, and operating all the scientific equipment used on the research vessels; overseeing the crews which are hired to operate the research vessels while at sea; and procuring new scientific equipment and service contracts for the physical maintenance of the research vessels.

WORKUNITS PARTICIPATING IN THE AWS EXPERIMENT: Geologic Division-
Branch of Pacific-
Arctic Geology

WORKFORCE CHARACTERISTICS:

Males: 31 Females 4

Average age group: 30-39

Average grades: GS 9-11

Predominant types of jobs: Logistics Management Specialist (346)
Engineering Technician (802)
Electronics Technician (856)

Employment Status: Full-time: 27
Part-time: 4
Intermittent: 4

TERMS OF THE MARINE FACILITY'S FOUR-DAY WEEK SCHEDULE EXPERIMENT:

General Description. Employees are divided into two groups. Each group works a fixed schedule of four 10-hour days. One group works Monday through Thursday, the other Tuesday through Friday to maintain a 5-day operation.

Basic Work Requirement:

- o A full-time employee has a 10-hour daily basic work requirement, a 40-hour weekly basic work requirement, and an 80-hour biweekly basic work requirement.

- o For a part-time employee, the basic work requirement is the number of hours the employee must work each day, the number of hours the employee must work each 4 days in the administrative workweek, and the number of hours the employee must work in a biweekly pay period. For example, an employee normally scheduled to work 32 hours per week would work four 8-hour days per week.

Length of the Working Day. 7:00 a.m. to 5:30 p.m.

Lunch Period. 30 minutes.

Flexible Time. None

Credit Hours. None.

Special Provisions:

1. Offices are open Monday - Friday each week.
2. Work Groups are established so that no less than 33% of the workforce is scheduled for work on any one day.
3. A majority of employees voted in favor of this plan, as required by OPM regulations.

FOUR-DAY WEEK
USGS Marine Facility
Redwood City, CA

	Sun	M	T	W	Th	F	Sat	hrs.
Group A	7:00 AM 5:30 PM	[Solid Black Block]						40
Group B		7:00 AM 5:30 PM	[Solid Black Block]					40

Appendix E

ORGANIZATION: Rolla Field Center

LOCATION: 1400 Independence Road
Rolla, Missouri 65401

MISSION: The Rolla Field Center is made up of employees representing four USGS Divisions--National Mapping Division, Water Resources Division, Administrative Division, and Conservation Division. The Center is primarily responsible for mapping the 14 Mid-Continent States and performing scientific and technical tasks in the areas of: geographic investigations, field surveying, photogrammetric and cartographic operations, and map production. The Water Resources Division collects hydrologic data and conducts studies on a wide variety of water activities in the State of Missouri. The Administrative Division provides personnel and general services support for the Rolla Field Center as well as for other Survey activities located in the Mid-Continent States, and the Conservation Division provides approvals and inspections of the Federal lands leased for mineral exploration in the Rolla area.

WORKUNITS PARTICIPATING IN AWS EXPERIMENT: National Mapping Division
Water Resources Division
Administrative Division
Conservation Division

WORKFORCE CHARACTERISTICS:

Males: 306 Females: 130

Average age group: 40-49

Average grades: GS 9-11

Predominant types of jobs: Cartographic Technician (1371)
Cartographer (1370)
Secretary (318)

Employment status: Full-time: 307
Part-time: 122
Intermittent: 7

TERMS OF ROLLA FIELD CENTER'S VARIABLE WEEK SCHEDULE EXPERIMENT:

General Description. Employees may vary the length of the workday. There is a flexible time band in the middle of the day. Employees may work less than 5 days per week and less than 10 days during a biweekly pay period, with prior supervisory approval.

Basic Work Requirement

- o A full-time employee must work or otherwise account for 80 hours each pay period.

Appendix E

- o A part-time employee must work or otherwise account for the number of hours the employee is normally scheduled.

Length of Working Day. Work hours are from 7:00 a.m. to 5:30 p.m.

Core Times. 9:00 a.m.-11:30 a.m. and 1:30 p.m.-3:30 p.m.

Lunch Period. The standard lunch period is 30 minutes. Employees may take up to 2 hours for lunch from 11:30 a.m. to 1:30 p.m. without prior supervisory approval. Lunch periods longer than 30 minutes must be made up in the same day or may be accounted for by using credit hours or annual leave.

Core Time Diviation. The supervisor may approve an employee's request to be absent during core times (or a portion of core time). An absence during core time shall be made up by the employee during flexible time bands. The supervisor may authorize the employee to make up the absence during the same workday or a subsequent workday within the workweek or the same biweekly pay period.

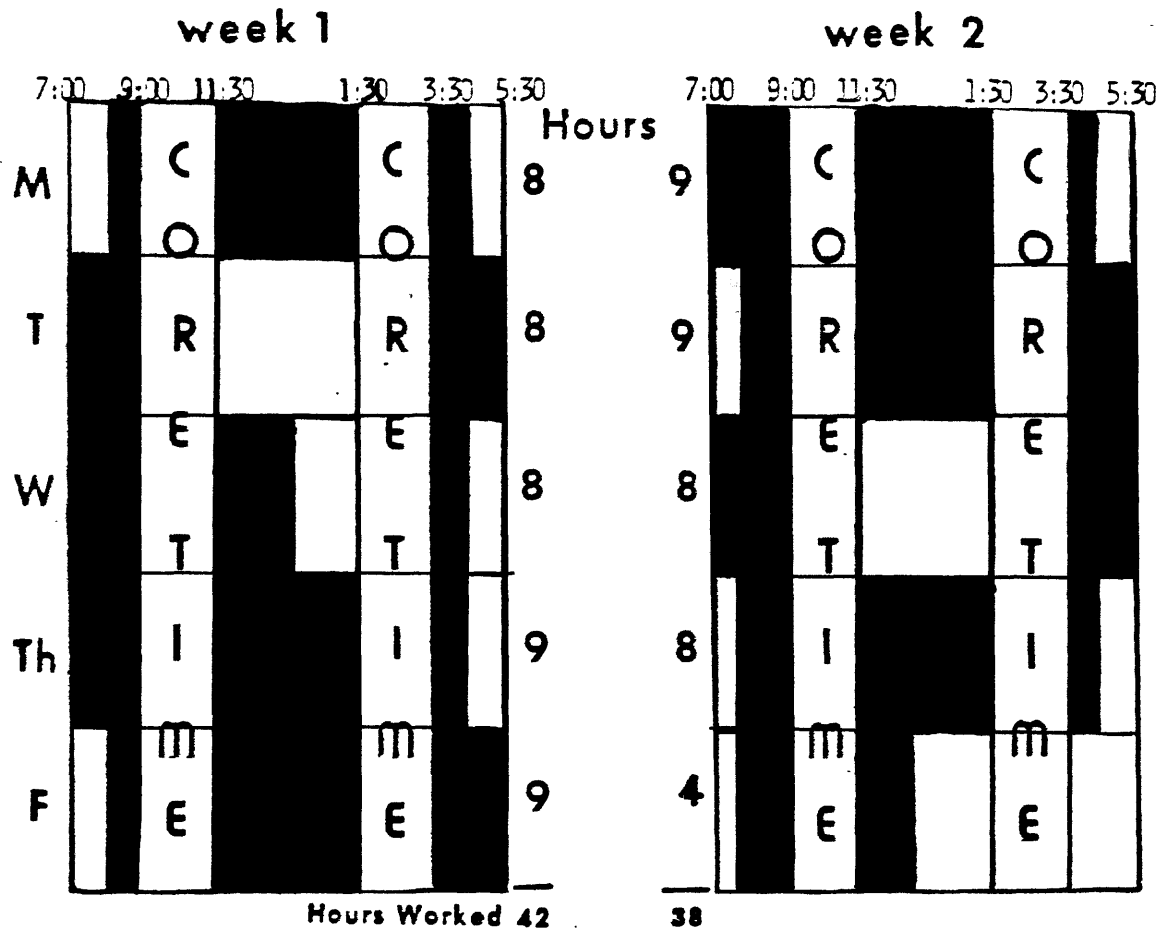
Credit Hours. An employee may accumulate credit hours by working more than the basic 8-hour workday. The following requirements apply to credit hours:

1. No more than 1 credit hour may be accumulated each day.
2. No more than 10 credit hours may be accumulated.
3. Credit hours may be accumulated and used in no less than 30-minute increments.
4. Credit hours may be carried over from one pay period to the next.
5. Credit hours may be used only with prior supervisory approval.
6. No more than 10 credit hours may be used in one pay period.

VARIABLE WEEK WITH FLEXIBLE MIDDAY BAND

Rolla Field Center

Rolla, MO



Total Hours Worked Biweekly 42 + 38 = 80

Basic Work Requirement

80

0 Credit Hours

sample employee schedule

11

12

13

14

15

16

ALTERNATIVE WORK SCHEDULES ARCHIVAL DATA RECORD

(See instructions on back)

Data Items	Pay Period Ending Dates											
	Date / /	Date / /	Date / /	Date / /	Date / /	Date / /	Date / /	Date / /	Date / /	Date / /	Date / /	Date / /
1. Number of PERMANENT employees in the work unit (Number authorized)	()	()	()	()	()	()	()	()	()	()	()	()
2. Number of other types of employees in the work unit (Number authorized)	()	()	()	()	()	()	()	()	()	()	()	()
3. Number of PERMANENT EMPLOYEE VACANCIES existing on last day of pay period in work unit												
4. Number of FULL-TIME PERMANENT employees who started OFFICIALLY working in work unit during pay period												
5. Number of PART-TIME PERMANENT employees who started OFFICIALLY working in work unit during pay period												
6. Number of on-the-job accidents (as reported on forms CA-1 and CA-2)												
7. Use of leave per pay period												
a. Annual leave												
(i) Total number of hours used												
(ii) Number of annual leave usages of 4 hours or less												
(iii) Number of annual leave usages of more than 4 hours												
b. Sick leave												
(i) Total number of hours used												
(ii) Number of sick leave usages of 4 hours or less												
(iii) Number of sick leave usages of more than 4 hours												
c. LWOP												
(i) Total number of hours used												
(ii) Number of LWOP usages of 4 hours or less												
(iii) Number of LWOP usages of more than 4 hours												
8. Number of overtime hours												
9. Productivity measures identified on the AWS Work Unit Characteristics form (Work units keeping productivity reports, attach a copy)												

Office of Personnel Management

OPM Form 1403 August 1979

Appendix F

ARCHIVAL DATA INSTRUCTIONS

One column of this form should be completed at the end of each pay period by each experimenting work unit for the entire time they are experimenting. Every time the seven pay period columns of a form (or at the end of a quarter) are completed a new one should be started and a copy of the completed form sent to the Alternative Work Schedules Experiment, Office of Personnel Management, P.O. Box 7174, Washington, D.C. 20044.

At the top of each column on the right hand side of the page please enter the pay period ending date for that column's data.

The employees in your work unit that you are to consider when answering items 1-8 (excepting 2) are full-time permanent and part-time permanent employees. Please do not (in items 1, 3-6) count, nor (in items 7 and 8) compile and include hours of temporary, detailed, summer or intermittent employees.

Item 1: Please give the number of permanent employees in the work unit as of the last day of the pay period. Then in parentheses give the number of permanent slots authorized for the work unit for that pay period.

Item 2: Do the same as for item 1 for "Other" types of employees (such as temporary, detailed, summer, intermittent employees, etc.).

Item 3: The number of permanent employee vacancies should always be the difference between the number in parentheses in #1 above and the number not in parentheses in #1 above.

Items 4, 5: "Officially" started working for the work unit means: When a detailee's paper work has officially transferred him/her over into a permanent employee slot for the work unit-not when he/she started on detail. Also someone in the office but outside the work unit who is temporarily (either officially or informally) working within the work unit is not to be counted either.

Item 6: Self-explanatory.

Item 7: For each category of leave (Annual, Sick, LWOP), enter the total number of hours of leave taken by everyone in the work unit. Also enter the number of short-term leave incidents (the number of times leave was taken of four or less consecutive hours) and the number of long-term leave incidents (the number of times leave was taken of more than four consecutive hours) in the same pay period. For example: If person A takes one hour of sick leave on a Tuesday at the end of his/her day and is out sick for his/her first hour of work on Wednesday morning (the next day), this is one incident of short-term sick leave. This is so, since it is one consecutive use (though over two days) of one type of leave and is less than four hours. However, if an employee takes eight hours of sick leave on Tuesday, continues on sick leave for the first five hours on Wednesday, then switches to use three hours of annual leave to finish Wednesday, and reports back to work Thursday-it is recorded as two leave incidents-one as long-term sick leave (13 hours) and one as short-term annual leave (three hours)

Item 8: Self-explanatory.

Item 9: Enter the work unit productivity measures, if there are any maintained for the work unit. These should be the same productivity measures identified on the AWS Work Unit Characteristics form. If productivity measures on just the permanent full- and part-time employees are available please give those measures; if not, total work unit (i.e., including temporary, detailed, summer, and intermittent employees) productivity measures should be entered. However please specify whether the productivity measures given are for only the permanent employees or the total work unit force.

Alternative Work Schedules Employee Survey

The purpose of this survey is to obtain information about your reactions to and experiences with your work schedule. The Federal Employees Flexible and Compressed Work Hours Act of 1978 (Public Law 95-390) established a 3-year experimental period for agencies to experiment with alternative work schedules. At the end of the 3-year period the Office of Personnel Management must report to congress and the President and make recommendations for permanent legislation. This survey is part of the evaluation by the Office of Personnel Management of the alternative work schedule (flexitime and compressed workweek) that your organization is currently experimenting with.

The schedules Federal employees work are affected by many organization, location and personal factors; on the other hand, these same factors affect employees options and choices in work schedules. Therefore, this survey focuses on your organization, your commuting habits, and your use of leisure time as well as your reactions to your work schedule. It is designed to learn more about the day-to-day effects of your work schedule on your organization. The survey allows every individual to contribute to an accurate picture of working on an alternative work schedule.

This is not a test and there are no right or wrong answers. If the results are to be helpful, it is important that you respond to all statements as thoughtfully and frankly as possible. Your ideas are important and can provide a valuable contribution. Do not simply agree with your friends or say what you think others expect you to say.

All answers on this questionnaire are considered confidential. The completed questionnaires will be processed by computer and the result summarized in statistical form. Your individual responses will remain strictly confidential since they will be combined with those of many other people. Any background information that you list will be used to sort people into large groups and will not be used to identify you personally.

This report has been cleared in accordance with FPMR 101-11.11 and assigned interagency report control number 0226-OPM-XX.

General Survey Instructions

Most of the questions in this survey will ask you:

How much you agree with things

or

How often things happen

For example, Joe was asked how much he agreed or disagreed with some statements about training. He feels that the training he receives is **very** relevant to his job. However, he feels that training is only *somewhat* effective. So he wanted to answer like this:

How much do you agree or disagree with the following statements about training?

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

E1. The training I receive is relevant to my job.

E2. The training program here is effective.

Note in the upper left-hand corner of your answer sheet how Joe's answers to E1 and E2 have been indicated by circling the numbers 5 and 4.

SECTION I - WORK ENVIRONMENT

For the first 67 items indicate how much you agree or disagree with each statement by finding the item's corresponding number on your answer sheet and circling one of the five numbers to its right that stand for the following:

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Here are some statements that may or may not describe your work group; that is, the people with whom you work most closely on a day-to-day basis. How much do you agree or disagree with each statement?

1. The people I work with generally do a good job.
2. I have confidence and trust in my co-workers.
3. My group works well together.
4. I feel I am really part of my work group.
5. If we have a decision to make, everyone is involved in making it.
6. There are feelings among members of my work group which tend to pull the group apart.
7. In my group, everyone's opinion gets listened to.
8. My co-workers encourage each other to give their best effort.
9. All in all, I am satisfied with my work group.

The questions you just answered asked about your work group. The next set of questions asks about other work groups and how your work group and other groups get along. How much do you agree or disagree with each statement?

10. In this organization, conflict that exists between work groups gets in the way of getting the job done.
11. Because of the problems that exist between work groups, I feel a lot of pressure on the job.
12. Coordination among work groups is good in this organization.
13. In this organization, competition between groups creates problems in getting the work done.

The next few questions ask about your immediate supervisor—the individual that you report to directly. How much do you agree or disagree with each statement?

14. My job duties are clearly defined by my supervisor.
15. My supervisor encourages me to help in developing work methods and job procedures.
16. My supervisor maintains high standards of performance for his/her employees.
17. My supervisor considers the performance appraisal of subordinates to be an important part of his/her duties.
18. My supervisor and I agree on what "good performance" on my job means.
19. I receive feedback from my supervisor on a regular, ongoing basis.
20. My supervisor sets clear goals for me in my present job.
21. My supervisor encourages subordinates to participate in important decisions.
22. My supervisor deals with subordinates well.
23. My supervisor gives me adequate information about my performance.
24. My supervisor insists that subordinates work hard.
25. My supervisor knows the technical parts of his/her job well.
26. My supervisor gives me the advice and assistance I need to do my job.
27. My supervisor demands that subordinates do high quality work.

28. This organization considers performance appraisal to be an important part of a supervisor's duties.
29. My supervisor helps me to solve work-related problems.
30. My supervisor handles the administrative parts of his/her job well.
31. My supervisor asks my opinion when a problem related to my work arises.
32. My supervisor discusses with me the specific reasons for the performance evaluation I receive.
33. When changes are made in this organization, the employees usually lose out in the end.
34. My supervisor sets up meetings which begin outside core time or are scheduled to last outside core time.

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

The following questions are about your job and the kind of work you do. How much do you agree or disagree with each statement as a description of your job?

35. My job is challenging.
36. I have to depend on the work performed by coworkers in order to get the information or materials I need to do my work.
37. It always seems as if I have too much work to do.
38. The work I do on my job is meaningful to me.
39. I have a great deal of say over what has to be done on my job.
40. In general I am satisfied with my job.
41. On my job, tasks are set up so that I know what I will be doing from day to day.
42. I have too much work to do everything well.
43. My job makes good use of my abilities.
44. I have control over how I spend my time working.
45. I have all the training required to do my job.
46. My job gives me the opportunity to use my own judgment and initiative.
47. I work hard on my job.
48. The things I do on my job are important to me.
49. The standards used to evaluate my performance are fair and objective.
50. I have a great deal of say over decisions concerning my job.
51. All in all, I am satisfied with the work on my present job.
52. My job is pretty much of a one-person job—there is little need for meeting or checking with others.
53. I enjoy my work for the personal satisfaction it gives me.
54. During the next year I will probably look for a new job outside this organization.
55. In general, I like working here.
56. All in all, I am satisfied with my work schedule.
57. I often think about quitting.
58. I am required to give advance notice to my supervisor of the hours I plan to work.
59. The new work schedules have given me a chance to learn other tasks in my work unit when I am required to perform tasks for an employee who has chosen not to work.
60. I feel very tired at the end of a work day.
61. I have a clear understanding of how my job relates to the work of my whole work group.
62. I think changes in this organization tend to work out well.
63. It is really not possible to change things around here.

64. The amount of work I am expected to do here is unreasonable.
65. No one else in my work group has my particular job specialization.
66. Other people fill in for me when I am not at work.
67. I spend most of my day sitting down.
68. I do my work mainly (circle the number of the one answer that best describes your situation):
 1 - outdoors.
 2 - in an office setting.
 3 - in a warehouse, shop or factory setting.
 4 - in a hospital or laboratory.
69. Circle the number of the statement that best describes your situation:
 1 - I work alone.
 2 - I work as part of a team.
70. What is the job series number or code for the work you are now doing? Write your answer in the space provided on the answer sheet.

SECTION II - COMMUNICATIONS

1 Almost never	2 Seldom	3 Occasion- ally	4 Frequently	5 Almost always	6 Not applicable
<p>The following statements concern the day-to-day communications you have on your job. Using the scale above, indicate how frequently each statement is true of the work you do. Circle "not applicable" if the statement does not fit your own situation.</p>					

1. My work involves face-to-face communication.
2. My work involves telephone communication.
3. My work involves written communication.
4. I communicate with the public on my job.
5. I communicate with government organizations and individuals outside my local office or facility.
6. I communicate with other work groups and individuals within my local office or facility.
7. The information that I need for my job is not available when I need it.
8. When I communicate with other work groups outside my own, I have to discuss work questions with people not familiar with my work.
9. I have work time when I am not interrupted by the telephone or people visiting me.
- 10. The people I am trying to contact are not available because their work hours do not match mine.
- 11. I now get in touch with people or offices that I could not reach when we were not on an alternative work schedule.
- 12. A project has been delayed because someone I need to talk to works different hours from the ones I work.

SECTION III - WORK EXPECTATIONS AND EXPERIENCES

1 Not at all important	2	3 Somewhat important	4	5 Very important	6 Not applicable
<p>Different people expect different things from their work. Here is a list of some things people expect. How important is each of them to you? If you are unsure, or the item does not apply, circle "6" - not applicable.</p>					

1. Being part of an effective work group.
2. Getting a feeling of accomplishment from your job.
3. Having more leisure time outside of your work.
4. Having some "say" over what you do on your job.
5. Setting your own work schedule.
6. Having more time to spend with your family.
7. Having a feeling of responsibility.

1	2	3	4	5	6
Greatly increased		No change		Greatly decreased	Not applicable

How has your work group's new work schedule influenced the following?

- | | |
|---|--|
| 8. Your work group's effectiveness. | 13. Amount of time to spend with your family. |
| 9. Feelings of accomplishment from your job. | 14. Your own feeling of responsibility. |
| 10. Amount of leisure time outside of work. | 15. Need to use short-term leave (four hours or less). |
| 11. Amount of "say" over what you do on your job. | 16. Amount of service to the public by your work unit. |
| 12. Freedom to set your own work hours. | 17. Amount of direct supervision you get. |
| | 18. Amount of uninterrupted work time. |

SECTION IV - USE OF TIME

The amount of time you have for work as well as for activities not related to work may be affected by your work schedule. The following questions concern how much time you spend doing various activities; use the following answer categories in deciding which number to circle on your answer sheet:

1	2	3	4	5	6
Every day	A few days a week	A few days a month	Every few months	Seldom or never	Not applicable

- | | |
|---|---|
| 1. Participate in a community activity such as a recreation center social activity, singing group or a political meeting. | 9. Take school or training courses outside your work hours. |
| 2. Attend a local activity such as a movie, concert or museum. | 10. Take a personal trip by car and spend at least one night away from your home. |
| 3. Participate in a sports event such as basketball, golf or baseball. | 11. Take a personal trip by car but do not stay away overnight. |
| 4. Attend a sports event. | 12. Work at a second job or business (either your own business or working for someone else). |
| 5. Take part in an outdoors activity such as camping, fishing or hiking. | 13. Do you have a major responsibility for the routine, physical care of children or other dependents in your household? If your answer is "never" or "not applicable," go on to question 16. |
| 6. Spend a couple of hours reading, watching television or listening to records. | 14. How often does your responsibility for the physical care of dependents affect the time you arrive at work? (Note: if you have to come in at a particular time every day for this reason, your answer would be "every day.") |
| 7. Do work in or around the place you live (gardening, working on a hobby or on your residence, for example). | |
| 8. Visit friends or relatives. | |

15. How often does your responsibility for the physical care of dependents affect the time you leave work? (Again, if your time to leave every day is picked for this reason, choose that response.)
16. How often do you have to go to work before all your children have left for school?
17. How often do you get home from work after any of your children get home from school?

Each of the following questions has its own instructions and answer categories.

18. How often have you had to change your work schedule **during** school vacation or holiday periods?
- 1 - always or often
 - 2 - occasionally
 - 3 - seldom or never
19. If you have children living in your household, what age groups do they fall in? Circle each letter on the answer sheet for the phrases that describe your household. For example, if there are a fourteen year old and an eighteen year old, working full time, you would circle d, e and f.
- a. Not applicable - I have no children or none live in the household.
 - b. Four years old or younger.
 - c. Five through nine.
 - d. Ten through fourteen.
 - e. Fifteen or older.
 - f. Living at home and working full time.
20. How many people, including yourself, other adults and children live in your household? Write the number in the space provided on your answer sheet.

SECTION V - WORK SCHEDULE AND TRANSPORTATION

The following questions concern your work schedule and its impact on your choices of transportation.

1. Using the following definitions as a guide, under which type of schedule do you currently work? Circle the number in the space provided on the answer sheet.
- 1 - Fixed Hours—employees work the same pre-scheduled hours each day to fulfill the basic work requirement of 8 hours a day, 40 hours a week.
 - 2 - Flexitour—employee preselects starting time; may modify schedule with prior notification and approval of supervisor.
 - 3 - Gliding Schedule—within flexible bands, employees may vary starting time without prior notification or approval of the supervisor.
 - 4 - Variable Day—employee may vary the length of the workday as long as he/she is present for daily core time within limits established by the organization; must work or account for the basic work requirement, e.g., 40 hours per week for a full time employee; credit hour accumulation is limited to a maximum of 10 hours.
 - 5 - Variable Week—Employee may vary the length of the workday and the workweek as long as he/she is present for daily core time; must work or account for the basic work requirement, e.g., 80 hours in a biweekly pay period for a full time employee; credit hour accumulation is limited to a maximum of 10 hours.
 - 6 - Maxiflex—employee may vary the length of the workweek and workday as long as he/she is present for core time which is scheduled on less than all five week days; must work or account for the basic work requirement, e.g., 80 hours in a biweekly pay period; credit hour accumulation is limited to a maximum of 10 hours.
 - 7 - 4 Day Week—employee works a fixed schedule that is limited to four 10-hour days a week.
 - 8 - 5-4/9 Plan—employee works a fixed schedule that is limited to nine days of approximately 9 hours a day in a biweekly pay period.
 - 9 - Other schedules.
2. What sort of working schedules do other members of your household have? For each phrase that describes your household situation, circle the appropriate letter on your answer sheet.
- a. Working a full time schedule.
 - b. Working a part time schedule.
 - c. Working a fixed schedule.
 - d. Working a flexible schedule.
 - e. Working a compressed schedule.
 - f. No one else is working outside the home.
 - g. Not applicable - I live by myself.

3. Circle the number on the answer sheet of the answer that best describes your preference about the work schedule your work group is currently using.
 - 1 - prefer to discontinue the current schedule and go back to our old one.
 - 2 - prefer to continue the current one, but allow *less* flexibility.
 - 3 - prefer to continue the current one, as is.
 - 4 - prefer to continue the current one, but *increase* the flexibility.
4. How often do you change your starting time? Circle the appropriate number on your answer sheet.
 - 1 - I change it every few days.
 - 2 - I change it a few times each pay period (two weeks).
 - 3 - I change it a few times a month.
 - 4 - I will expect to change it only a few times a year.
 - 5 - I keep the same starting time, although I can change it.
 - 6 - I do not have a choice of starting times.
5. How often do you work either more or less than eight hours a day?
 - 1 - I cannot, since my work day is fixed at eight hours.
 - 2 - I work a compressed schedule of nine or more hours a day.
 - 3 - I can work more or less than eight hours per day but do not.
 - 4 - A few times a year.
 - 5 - A few times a month.
 - 6 - A few times a pay period (two weeks).
 - 7 - Every few days.
6. How often do you use credit hours?
 - 1 - I do not have the option of earning or using credit hours.
 - 2 - I can earn credit hours but never do so.
 - 3 - I will probably earn or use credit hours a few times a year.
 - 4 - I earn or use credit hours a few times each month.
 - 5 - I earn or use credit hours a few times each pay period (two weeks).
 - 6 - I earn or use credit hours every few days.
7. How many months have you been on your present type of work schedule? Write your answer in the space provided on your answer sheet. If you have not changed type of work schedules since March 1979, check "No Change."
8. When do you change your daily work schedule?
 - 1 - I have a fixed schedule.
 - 2 - I can change it only a few times a year.
 - 3 - Every pay period, by notifying my supervisor in advance.
 - 4 - After a pay period starts, but I must have prior approval by my supervisor.
 - 5 - I can change my schedule without notifying my supervisor ahead of time.
9. What time accounting system is used in your work unit? Circle the letters on the answer sheet for any answers that apply.
 - a. Honor system
 - b. Work report form
 - c. Sign in, sign out sheet
 - d. Time clock
 - e. Time accumulator
 - f. Other
10. How do you normally get to work? That is, what different kinds of transportation do you use? On your answer sheet, circle the letters of all the responses that apply. For instance, if you walk five minutes to the bus, you would circle the letters for both (a and e).
 - a. walk (at least one block or 100 yards)
 - b. drive alone
 - c. drive or ride with others
 - d. use a van pool
 - e. use a bus, train or subway
 - f. use a motor cycle
 - g. use a bicycle
 - h. use a taxi
 - i. other means
11. How many times would you have to transfer when you use public transit? (On your answer sheet circle only one number.)

0. None	1. One	2. Two	3. Three
4. Four or more	5. Don't know		
12. By circling the appropriate number(s) (1-3) on your answer sheet indicate for *all the statements* about public transportation from your home to work, whether you (1) agree, (2) disagree, or (3) do not know.
 - a. I have never used public transportation and/or do not know enough to evaluate it.
 - b. Not available.
 - c. Too crowded during the hours I now commute.
 - d. Not regular enough during the hours I now commute.

- e. Too much hassle to be bothered with.
 - f. Would save money but take more time than driving or pooling.
 - g. Time saving but more expensive than driving or pooling.
 - h. Time and money saving compared to driving or pooling.
 - i. Would not save me time or money compared to driving or pooling.
 - j. Public transportation is the most satisfactory way for me to get to work.
13. How far is the transit station or bus stop nearest to your home? (On your answer sheet give your best estimate to the nearest tenth of a mile.)
14. What is the total one-way transit fare in dollars and cents (home to work)?
15. What do you pay for parking? Circle when the amount is paid—day, week, month or year; if you pay nothing, yourself, circle “free,” and if you do not park, “not applicable.”
16. What is the distance between your home and work place? (Give your best estimate to the nearest tenth of a mile.)
17. When did you leave home today (hour and minute)?
18. Did you make any stops on the way?
1. Yes 2. No
19. At what time (hour and minute) did you arrive at work today? (By work, we mean your desk or work station within the building.)
20. How much time in minutes did you spend getting from your parking place or drop-off point to your desk or work station?
21. When are you planning to leave work today (hour and minute)?
22. Are you planning any errands on the way home from work? 1. Yes 2. No
23. Do you drive a motor vehicle for personal use? Circle ‘1’ if you drive, ‘2’ if you do not.
24. How many other members of your household are licensed drivers? Write your answer in the space provided.
25. Has your alternative work schedule changed the amount of time it takes you to commute to and from work? Write the total time change per day (going to work plus coming back) in the space provided on the answer sheet, if there has been a change. In addition, circle the number on the answer sheet matching the phrase that best describes your situation:
1 - it now takes *more* time to and from work.
2 - it takes the *same* time as before - no change.
3 - it now takes *less* time to and from work.
4 - I have not changed my work schedule or starting time.
5 - I have moved since my organization went on an alternative schedule and do not know how long the commute I do now would have been under the old schedule.
26. How many cars, vans or pickups do members of your household have for personal use? Write your answer in the space provided on the answer sheet.
27. Has there been any change in the amount of gasoline you use because of a decrease in traffic congestion at the times you now commute to and from work?
1. I don’t usually drive my car to work.
2. There has been a significant *increase*.
3. There has been a small *increase*.
4. There has been *no change*.
5. There has been a small *decrease*.
6. There has been a significant *decrease*.

The next few questions ask you about your selection of work hours. To what *extent* (i.e., amount) do the following influence your choice of work hours?

1
To a very
little extent

2
To a little
extent

3
To some
extent

4
To a great
extent

5
To a very
great extent

- 28. Transportation arrangements.
- 29. Personal preference.
- 30. Supervisor requirements.
- 31. Child care or household requirements.
- 32. Job requirements.

SECTION VI - BACKGROUND QUESTIONS

The following background questions finish the survey for all but supervisors. For each question, circle the number on the answer sheet that matches the number of your answer.

1. Current pay category:
 1. GS (General Schedule)
 2. FWS (Federal Wage System)
 3. Wage Leader
 4. Wage Supervisor
 5. Other
 2. Work schedule and appointment:
 1. Full-time permanent appointment
 2. Full-time temporary appointment
 3. Part-time permanent appointment
 4. Part-time temporary appointment
 5. Intermittent (no regular tour of duty)
 6. Other
 3. What is your current pay grade?
 1. 1 to 4
 2. 5 to 8
 3. 9 to 11
 4. 12 to 13
 5. 14 or above
 4. How old are you?
 1. Less than 20 years
 2. 20 to 29 years
 3. 30 to 39 years
 4. 40 to 49 years
 5. 50 to 59 years
 6. over 59 years
 5. Sex:
 1. Female
 2. Male
 6. Marital status:
 1. Married
 2. Single, separated, divorced or widowed
 7. How long have you worked in your present work group?
 - 1 - less than two months
 - 2 - two to six months
 - 3 - seven months to a year
 - 4 - one to three years
 - 5 - over three years
 8. Please indicate how many times you have filled out an Alternative Work Schedule survey before, by circling the appropriate number on the answer sheet.
 9. Are you officially classified as a supervisor?
 - 1 - Yes, I am classified as a supervisor.
 - 2 - No, I am not classified as a supervisor.
 - 3 - I do not know if I am classified as a supervisor.
- If you answered "yes" to item 9, go to Section VII - Supervisor's Survey. If you are not classified as a supervisor, this completes the survey. We appreciate your cooperation in spending the time to answer our questions. If you have any comments on this study or other issues here in this agency, use the blank page of the answer sheet to address them. You can return additional comments to: Alternative Work Schedules Experimental Program, Office of Personnel Management, P.O. Box 7174, Washington, DC 20044.
- Once again, Thank you.

SECTION VII - SUPERVISOR'S SURVEY

THIS PORTION OF THE SURVEY IS FOR SUPERVISORS ONLY. IF YOU SUPERVISE ONE OR MORE EMPLOYEES, PLEASE COMPLETE THIS PORTION. FOLLOW THE DIRECTIONS GIVEN IN THE BOXES AT THE BEGINNING OF EACH SET OF QUESTIONS. BE SURE TO READ THE RESPONSE CHOICES BEFORE CHOOSING YOUR ANSWERS.

1. How many employees do you supervise? Please enter your answer in the space provided on the answer sheet.
2. Are any of your subordinates supervisors? Circle 1 if yes and 2 if no.

The next few questions ask you to rate the *job performance* of the *work unit you supervise*. For each statement indicate your rating from *Outstanding* to *Poor* or not applicable (N/A) by circling the appropriate number on your answer sheet.

1	2	3	4	5	6
Poor	Below Average	Average	Above Average	Outstanding	N/A

3. Service to the public. (If no direct contact with the public, circle N/A.)
4. Productivity on the job.
5. Overall quality of job performance.
6. Effectiveness of work unit.
7. Overall quantity of job performance.
8. Availability of employees when needed during their working hours.

The following questions ask you about things *you do as a supervisor*. For each statement indicate how *often* you perform that activity by circling appropriate number on your answer sheet:

1	2	3	4	5
Never	Rarely	Sometimes	Often	Very Often

9. Set the amount of work that has to be performed by the people you supervise.
10. Set up definite step-by-step procedures for workers to follow on different things.
11. Change rules and/or add new rules to affect the employees you supervise.
12. Think about problems or projects you expect to come up 6 months or more from now.
13. Think about problems you expect to come up today, tomorrow, or next week.
14. Budget resources (money and employee time).
15. Ask subordinates to report to another supervisor because they arrive before you, or remain after you have completed your day.
16. Assign tasks to employees.
17. Make decisions about work flow and organization in your work shift.
18. Coordinate the tasks of the employees in your section.
19. Allow your subordinates to make decisions about work on their own.
20. Talk with subordinates about a problem before making the necessary final decision.

21. Take disciplinary actions against subordinates.
 22. Write memos or other written communications to subordinates.
 23. Talk face to face with subordinates about work-related matters.
 24. Talk with subordinates about nonwork-related matters.
 25. Personally inspect or evaluate your subordinates' work to make sure they are doing satisfactory work.
 26. Help subordinates with problems or answer questions.
 27. Set up special check points (like special forms to be completed) to make sure subordinates are performing their assigned tasks well.
 28. Have subordinates show they can do their jobs on their own without you having to watch them.
-
29. Please rate your work load in comparison with the work load of supervisors of similar work groups.
 - 1 - much lighter
 - 2 - somewhat lighter
 - 3 - about the same
 - 4 - somewhat heavier
 - 5 - much heavier

If your work unit is not participating in the Alternative Work Schedule (AWS) experiment, this completes the questionnaire. Thank you for your cooperation.

If your work unit is now participating in the AWS experiment, please continue to Section VIII - AWS Supervisors.

SECTION VIII - AWS SUPERVISORS

If your work unit is now on an Alternative Work Schedule (AWS), please answer the questions in this section of the questionnaire.

Please indicate by circling the appropriate number on your answer sheet the amount of time you now spend on each of the following activities in comparison to the amount of time spent on each *before AWS*.

1	2	3	4	5
Much Less Time	Less Time	Same Amount of Time	More Time	Much More Time

- | | |
|--|--|
| 1. Employee evaluation. | 5. Assigning tasks to subordinates. |
| 2. Employee discipline. | 6. Coordinating work with other work groups. |
| 3. Routine paper work. | 7. Aspects of the job meaningful to you. |
| 4. Coordinating work activities of subordinates. | 8. Employee development. |

In this part of the survey, please indicate how each of the following aspects of your work place has changed since the Alternative Work Schedules (AWS) have been instituted. Please circle the number on your answer sheet which corresponds to your answer.

1	2	3	4	5
Great Change for Worse	Some Change for Worse	No Change	Some Change for Better	Great Change for Better

- | | |
|--|--|
| 9. The effectiveness of the group you supervise. | 18. Ability to get and receive information from subordinates. |
| 10. Employees' sense of responsibility. | 19. Ability to get and receive information from your colleagues. |
| 11. Employee morale. | 20. Your satisfaction with your job as a supervisor. |
| 12. The extent to which your subordinates share job-related information with each other. | |
| 13. The exchange of job-related information between your subordinates and members of other groups. | |
| 14. The extent to which subordinates help each other to get the job done. | |
| 15. Your relations with subordinates. | |
| 16. Subordinates abuse of working hours (tardiness, leaving early). | |
| 17. Extent to which subordinates are available when needed. | |

THIS COMPLETES THE SURVEY.

We appreciate your cooperation in spending the time to answer our questions. If you have any comments on this study or other issues related to AWS, please feel free to use the blank page of the answer sheet, or send your comments direct to Alternative Work Schedules Experimental Program, OPM, P.O. Box 7174, Washington, DC 20044.

Once again, thank you.

INTERVIEW GUIDE FOR SUPERVISORS

FLAGSTAFF FIELD CENTER

Interviewer: _____ Date of Interview: _____

1. Do you feel that the VWS* has had any effect on your job performance? If so, what effects? On your employee's job performance? If so, what effects?
2. Have you noticed any changes in the quality of work being performed by your employees? Increase/Decrease, why?
3. Have you noticed any changes in the quantity of the work being performed by your employees? Increase/Decrease, why?
4. If there has been an increase/decrease in either the quality or quantity, how much can you attribute to VWS?
5. Have your responsibilities as a supervisor changed because of VWS? If so, how?
6. What kinds of management problems have you encountered because of the VWS? How have these problems been solved?
7. Have you encountered problems in distributing work to your employees because of the VWS?
8. Have you changed any of your procedures for distributing the workload in your branch/section as a result of VWS? If so, how?
9. Has your branch/section experienced any problems with the sign-in/sign-out procedures? Has office coverage become a problem?
10. Do you think VWS has had any effect on the amount of overtime performed by your branch/section? Increase/Decrease, why?
11. Do you think that the VWS has affected employee morale? Employee job satisfaction? If so, how?
12. What effect has the VWS had on your ability to communicate with your employees, other supervisors and divisions, organizations outside the Field Center?
13. What effect has the VWS had on your ability to plan your branch/section's work? On your employees' ability to plan their work?
14. Because your employees are allowed to earn credit hours at their own discretion, has this produced a lack of things for your employees to do during the normal workweek?
15. Have you found it necessary to restrict the earning of credit hours? If yes, to what extent? Why?

* Variable Week Schedule

16. How many credit hours do you normally earn during a pay period?
17. Do you save up credit hours so you can take a day-off or do you use credit hours for short-term leave?
18. Do you feel that the credit hour privilege has had any effect on the way you perform your job?
19. Have you found any cases of employees abusing the use of credit hours?
20. Has the VWS had any effect on seasonal or field employees?
21. Do you think that the VWS has had any effect on your ability to recruit new employees?
22. Do you think that the VWS has had any effect on your branch/section turnover rate?
23. Would you like to see the VWS that you are currently experimenting with adopted permanently? Why or why not? Do you have any suggestions for changes?
24. Why do you think this particular form of alternative work schedule has work/has not worked in the Flagstaff Field Center?

INTERVIEW GUIDE

FOR EMPLOYEES

FLAGSTAFF FIELD CENTER

Interviewer: _____ Date of Interview: _____

1. Do you feel that the VWS^{*} has had any effect on your job performance?
If so, what effects?
2. Have you noticed any problems which relate to the distribution of work in your office?
3. Has your supervisor changed any of his/her procedures for distribution of the workload in your office? If so, how?
4. Have you changed your procedures for handling your workload because of the VWS?
5. Do you think VWS has had any effect on the amount of overtime performed by your office? Increase/Decrease, why?
6. Do you think that the VWS has had any effect on employee morale?
If so, how?
7. Has the VWS had any effect on your job satisfaction? Increase/Decrease, why?
8. What effect has the VWS had on your ability to communicate with your supervisor, other employees, other organizations inside and outside the Field Center?
9. What effect has the VWS had on your ability to plan your work?
10. Under what circumstances do you decide to earn credit hours?
11. Is there work for you to do when you decide to earn credit hours?
12. Does earning credit hours result in your not having anything to do later on?
13. Have you been restricted in any way from earning credit hours?
14. How many credit hours do you normally earn during a pay period?
15. Do you save up credit hours so you can take a day-off or do you use credit hours for short-term leave? (For example, doctor's appointments)
16. Have you had any problems with your supervisor letting you use your credit hours?

* Variable Week Schedule

17. Do you think people abuse the use of credit hours?
18. Are you aware of any problems which have been caused by VWS?
19. Would you like to see the VWS that you are currently experimenting with adopted permanently? Why or why not? Do you have any suggestions for changes?
20. Why do you think this particular form of alternative work schedule has worked/has not worked in the Flagstaff Field Center?

INTERVIEW GUIDE FOR SUPERVISORS

DENVER CENTRAL LABORATORY

Interviewer: _____ Date of Interview: _____

1. Do you feel that the CWS* has had any effect on your job performance? If so, what effects? On your employees' job performance? If so, what effects?
2. Have you noticed any changes in the quality of work being performed by your employees? Increase/Decrease, why?
3. Have you noticed any changes in the quantity of the work being performed by your employees? Increase/Decrease, why?
4. If there has been an increase/decrease in either quantity or quality, how much can you attribute to CWS?
5. Do you think worker fatigue has had any effect on your employees' job performance?
6. Have your responsibilities as a supervisor changed because of CWS? If so, how?
7. What kinds of management problems have you encountered because of the CWS? How have these problems been solved?
8. Have you established any procedures for deciding who works the M-Th Shift/T-S Shift?
9. Have you encountered problems in distributing work to your employees because of the split work force in the Laboratory?
10. Have you changed any of your procedures for distributing the workload in your Section as a result of CWS? If so, why?
11. Have any of your employees been excluded from the CWS? Why were they excluded?
12. What kind of problems did this create for you and the other employees in your section?
13. Because of the fixed-schedule has tardiness become a problem in your section?
14. Do you think CWS has had any effect on the amount of overtime performed by your section? Increase/Decrease, why?
15. Do you think CWS has effected your employees' morale? Your employees' job satisfaction?
16. What effect has CWS had on your ability to communicate with your employees, other supervisors and sections, organizations outside the Lab?

* Compressed Work Schedule

17. Do you think that the CWS has had any effect on the level of service that you provide to the customers of the Denver Central Laboratory?
18. What effect has CWS had on your ability to plan your section's work? On employees' ability to plan their work?
19. Do you think CWS has had any effect on the Lab's ability to recruit new employees?
20. Do you think CWS has had any effect on the turnover rate in your section? If so, what effect?
21. Would you like to see the CWS that you are currently experimenting with adopted permanently? Why or why not? Do you have any suggestions for changes?
22. Why do you think this particular form of alternative work schedule has worked/has not worked in the Denver Central Laboratory?

INTERVIEW GUIDE

FOR EMPLOYEES

DENVER CENTRAL LABORATORY

Interviewer: _____ Date of Interview: _____

1. Do you feel that the *CWS has had any effect on your job performance?
If so, what effects?
2. Have you experienced fatigue because of the 10 hour day? Has this affected your work in any way?
3. Have you noticed any problems which relate to the distribution of work in your section?
4. Has your supervisor changed any of his/her procedures for distributing the workload in your section? If so, how?
5. Have you changed your procedures for handling your workload because of CWS?
6. Do you think CWS has had any effect on the amount of overtime performed by your office? Increase/Decrease, why?
7. Do you think that the CWS has had any effect on employee morale? If so, what effects?
8. Has the CWS had any effect on your job satisfaction? Increase/Decrease, why?
9. What effect has the CWS had on your ability to communicate with your supervisor, other employees, other sections/branches inside and outside the Central Lab?
10. What effect has the CWS had on your ability to plan your work?
11. Because of the fixed schedule, has tardiness become a problem in your section?
12. Has the office encountered problems with deciding who works what shifts? If there are problems, how are they resolved?
13. Are you aware of any problems which have been caused by CWS?
14. Would you like to see the CWS that you are currently experimenting with adopted permanently? Why or why not? Do you have any suggestions for changes?
15. Why do you think this particular form of alternative work schedule has worked/has not worked in the Denver Central Laboratory?

* Compressed Work Schedule

Flexilunch

Rolla Field Center

1. Do you make use of Flexilunch?
2. How often during the workweek do you use Flexilunch?
3. How long on the average do you expand your lunch period when you use Flexilunch?
4. When you use Flexilunch, how do you normally make up for the extra time taken at lunch?
5. Does your supervisor require that you give him/her advance notice when you plan to use Flexilunch?
6. Are you required to sign in and out if you are using Flexilunch?

7. Has your office experienced any problems with office coverage because of Flexilunch?
8. Do you think people abuse^d the lunch period before Flexilunch was implemented?
9. Do you feel employees abuse the lunch period less because of the Flexilunch privilege?
10. Do feel the Flexilunch privilege has had an effect on the way employees use the lunch period?
11. Are you aware of any problems which have been caused by Flexilunch?
12. Would you like to see Flexilunch adopted permanently at the Rolla Field Center?



United States Department of the Interior

GEOLOGICAL SURVEY
RESTON, VA. 22092

In Reply Refer To:
Mail Stop 206

APR 1 1981

Memorandum

To: Customers of the Atlanta Central Laboratory
Customers of the Denver Central Laboratory

From: Chief, Branch of Management Analysis, Administrative Division

Subject: Second Central Laboratory Customer Service Questionnaire

On October 1, 1979, the Denver Central Laboratory began experimenting with a compressed work schedule as part of a Government-wide Alternative Work Schedules Experimental Program. The Denver Central Laboratory was selected as one of five Survey organizations to participate in this program.

Throughout this experiment, the Branch of Management Analysis is collecting and evaluating a variety of data from all of our experimenting organizations. We will use this information to determine if alternative work schedules, such as the compressed work schedule, can be used successfully by the Geological Survey. As part of our evaluation effort, we are interested in learning what effects the compressed work schedule has had on customer service provided by the Denver Central Laboratory. To do this we are asking all the users of the Denver and Atlanta Central Laboratories to answer the enclosed customer service questionnaire. Your office received a similar questionnaire from us in September 1980. The users of the Atlanta Central Laboratory are serving as a control group for the purposes of this evaluation.

The questionnaire is self-explanatory. Although the questionnaire should take only a short time to complete, your answers are very important to our evaluation effort. Please answer the questions as accurately and frankly as possible. The questionnaire should be returned to the Branch of Management Analysis, MS 260, National Center, Reston, Virginia 22092, by April 17, 1981.

We appreciate your cooperation in this evaluation effort.

William F. Gossman, Jr.
William F. Gossman, Jr.

Enclosure: Second Central Laboratory Customer Service Questionnaire

CENTRAL LABORATORY
CUSTOMER SERVICE QUESTIONNAIRE

April 1981

INSTRUCTIONS

- o The purpose of this questionnaire is to aid in determining if the compressed work schedule which the Denver Central Laboratory has been experimenting with has had any effect on the level of service (e.g. turnaround time, quality of analytical work) that the customers of the Denver Central Laboratory have received during FY-1981 (October 1980 - April 1981).
- o The customers of the Atlanta Central Laboratory are serving as a control group for this evaluation. Recipients of this questionnaire who are customers of the Atlanta Central Laboratory (WRD offices located in States east of the Mississippi River) should answer the questions based on their knowledge of the service received from the Atlanta Central Laboratory.
- o Questions appear on both the front and back of each page. Please read all questions and choices carefully and select the appropriate answer to each question. Place the number that most accurately reflects your experience or opinion in the box provided next to the question.
- o Please answer as many questions as possible.
- o Please do not sign your name.
- o Please return the questionnaire in the attached self-addressed envelope no later than April 17, 1981.
- o If you have any questions when completing the questionnaire, please contact Anne Strange at FTS 928-7211.

1. Where is your office located?

- | | | |
|----------------|--------------------|--------------------|
| 1. Alabama | 18. Louisiana | 35. Ohio |
| 2. Alaska | 19. Maine | 36. Oklahoma |
| 3. Arizona | 20. Maryland | 37. Oregon |
| 4. Arkansas | 21. Massachusetts | 38. Pennsylvania |
| 5. California | 22. Michigan | 39. Rhode Island |
| 6. Colorado | 23. Minnesota | 40. South Carolina |
| 7. Connecticut | 24. Mississippi | 41. South Dakota |
| 8. Delaware | 25. Missouri | 42. Tennessee |
| 9. Florida | 26. Montana | 43. Texas |
| 10. Georgia | 27. Nebraska | 44. Utah |
| 11. Hawaii | 28. Nevada | 45. Vermont |
| 12. Idaho | 29. New Hampshire | 46. Virginia |
| 13. Illinois | 30. New Jersey | 47. Washington |
| 14. Indiana | 31. New Mexico | 48. West Virginia |
| 15. Iowa | 32. New York | 49. Wisconsin |
| 16. Kansas | 33. North Carolina | 50. Wyoming |
| 17. Kentucky | 34. North Dakota | 51. Other |

4	5

PLEASE TURN TO THE BACK OF THIS PAGE

2. In which of the following types of offices do you work?

☐

6

1. Headquarters Office
2. Regional Office
3. District Office
4. Subdistrict Office
5. Field Office
6. Project Office

3. Estimate the number of water quality samples (number of bottles) you sent to the Central Laboratory for analysis in FY-1981.

☐

7

1. None
2. Less than 250
3. 250-1000
4. 1000-2500
5. Greater than 2500

If you have not used the services of the Central Laboratory in FY-1981, please return this questionnaire without answering the remaining questions.

4. How often do you communicate with Central Laboratory personnel?

☐

9

1. 0
2. 1-3 times per month
3. 4-5 times per month
4. 6-8 times per month
5. 9-10 times per month
6. more than 10 times per month

5. Indicate what means you normally use to check on the status of your water analyses at the Central Laboratory.

☐

10

1. Mail (letter or memo)
2. Telephone
3. Personal visit
4. Other

6. Have you had to change the means by which you communicate with the Central Laboratory during FY-1981?

☐

11

1. No
2. Do not know
3. Yes (please explain) _____

7. Indicate which best describes your experience with checking on the status of a water analysis at the Central Laboratory during FY-1981.

☐

12

1. Very difficult to check
2. Fairly difficult to check
3. Undecided
4. Fairly easy to check
5. Very easy to check

8. Estimate the average number of requests you made during FY-1981 for rerun analysis on samples sent to the Central Water Laboratory.

☐

14

1. None
2. Less than 2 times per month
3. 2-5 times per month
4. Greater than 5 times per month

9. Has there been any change during FY-1981 in the level of service that you received for samples which required rerun analysis?

☐

16

1. No
2. Do not know
3. Yes (please explain)

10. How often are samples not available when you request rerun analysis from the Central Laboratory?

☐

17

1. Never
2. Very infrequently
3. Occasionally
4. Often

11. Do you feel that the number of samples not available for rerun analysis at the Central Laboratory has:

☐

18

1. Increased since FY-1980
2. Stayed the same
3. Decreased since FY-1980

PLEASE TURN TO THE BACK OF THIS PAGE

12. How responsive was the Central Laboratory to your special or custom requests during FY-1981?

☐

19

1. Never
2. Sometimes
3. Usually
4. Always

13. Based on your experience during FY-1981, indicate the average turnaround time for water analysis (do not include biological or radiochemical analysis) performed by the Central Laboratory.

☐

21

1. 3 weeks
2. 6 weeks
3. 3 months
4. 6 months
5. 1 year

14. Do you feel that the average turnaround time for water analysis has:

☐

23

1. Increased since FY-1980
2. Stayed the same
3. Decreased since FY-1980

15. Do you feel that the quality of analytical work provided by the Central Laboratory has:

☐

24

1. Increased since FY-1980
2. Stayed the same
3. Decreased since FY-1980

16. To the best of your knowledge has the experiment with the compressed work schedule at the Denver Central Laboratory had an effect on the level of service provided to you?

☐

25

1. No
2. Do not know
3. Yes (please explain) _____

This is the end of the questionnaire. Thank you for your cooperation.

Please return the questionnaire in the envelope provided.

VARIABLE WEEK SCHEDULE EXPERIMENT
Your Experiences and Your Opinion

- o The purpose of this questionnaire is to obtain your personal opinion about the experiment with the variable week schedule (VWS). The views of all employees participating in the Alternative Work Schedules Program are being considered in our evaluation of the Geological Survey's experiments with alternative work schedules; therefore, it is very important that you answer the questions and return the questionnaire to us.
- o Questions appear on both the front and back of each page. Please read all the questions and choices carefully. Place the number that most accurately reflects your experience or opinion in the box provided next to the question or factor. Any comments should be written on the last page of the questionnaire. It should take approximately 10 minutes to answer the questionnaire.
- o Please do not sign the questionnaire. The questionnaire responses are to be kept anonymous.
- o Please return this questionnaire in the attached, pre-addressed envelope to the U.S. Geological Survey, National Center, Mail Stop 260, 12201 Sunrise Valley Drive, Reston, Virginia 22092, by March 31, 1981.
- o If you should have any questions when completing the questionnaire, please contact your Alternative Work Schedules On-Site Coordinator.

1. In which of the following organizations do you work?

☐

- 1. Computer Center Division (Reston)
- 2. Flagstaff Field Center
- 3. Rolla Field Center

5

2. Indicate whether you are a supervisor, and if so, the level:

☐

- 1. I am not a supervisor
- 2. I am a first-line supervisor (I supervise three or more employees and have no supervisors under my direction)
- 3. I am a supervisor (or manager) with supervisors under my direction

6

3. Do you feel the amount of work you accomplish has changed as a result of the variable week schedule (VWS)?

☐

- 1. Yes, it has increased
- 2. Yes, it has decreased
- 3. There has been no change

7

4. Do you feel that the quality of your completed work has changed as a result of VWS?

☐

- 1. Yes, it has increased
- 2. Yes, it has decreased
- 3. There has been no change

8

Please Turn To The Back Of This Page

5. Since the VWS experiment began have you experienced any problems in receiving instructions when you needed them because your supervisor was not at work when you were? ☐

9

1. Yes, but the problems have been resolved
2. Yes, and the problems continue
3. No

6. Since the VWS experiment began have you experienced any problems in accomplishing your work when it was needed because another employee you were working with was not at work when you were? ☐

10

1. Yes, but the problems have been resolved
2. Yes, and the problems continue
3. No

7. Since VWS allows employees more flexibility, has abuse of working hours become a problem in your office? ☐

11

1. Yes
2. No
3. Do not know

8. Has your use of short-term (4 hours or less) sick and annual leave changed as a result of VWS?

Sick Leave☐Annual Leave☐

1. Yes, it has increased 12
2. Yes, it has decreased
3. It has not changed

1. Yes, it has increased 13
2. Yes, it has decreased
3. It has not changed

9. Do you earn credit hours? ☐

1. Yes
2. No

14

If NO, skip to question #22

10. How often do you earn credit hours? ☐

1. Every week
2. Every two weeks
3. Every three weeks
4. Once a month
5. Less than once a month

15

11. How many credit hours on the average do you earn in a pay period? ☐

1. 1-2 hours
2. 3-5 hours
3. 6-8 hours
4. 9-10 hours

16

12. For what reason do you usually earn credit hours? Select only one answer.

☐

1. My annual leave balance is low
2. My sick leave balance is low
3. I have projects to complete with deadlines
4. I just want to earn credit hours
5. I have a heavy workload
6. Other (please explain) _____

17

13. How are you most likely to use your credit hours? Select only one answer.

☐

1. Take a day off
2. Extend my lunch period
3. Keep personal appointments during the workday
4. Shorten a workday
5. Other (please explain) _____

18

14. If your supervisor were to give you a choice between earning credit hours or overtime, which one would you most likely chose?

☐

1. Credit hours
2. Overtime

19

15. Has your supervisor placed any restrictions on earning or using credit hours?

Earning Credit Hours

☐

Using Credit Hours

☐

1. Yes
2. No

20

1. Yes
2. No

21

16. Are you satisfied with the limit on the total number (10) of credit hours which can be earned?

☐

1. Yes
2. No
3. Do not know

22

17. If the answer to question #16 is NO, what do you think the limit should be?

☐

1. 0-10 hours
2. 11-13 hours
3. 14-16 hours
4. 17-20 hours

23

18. Are you satisfied with the limit on the number of credit hours (10) you can carry over from pay period to pay period?

☐

1. Yes
2. No
3. Do not know

24

Please Turn To The Back Of This Page

19. If the answer to question #18 is NO, what do you think the limit should be on the number of credit hours you can carry over from pay period to pay period? ☐ 25
1. 0-10 hours
 2. 11-13 hours
 3. 14-16 hours
 4. 17-20 hours
 5. 21 hours or more
20. If you could use more than 10 credit hours in a pay period (for example, 16 credit hours per pay period), would you use your credit hours to take a day off every week? ☐ 26
1. Yes, I definitely would
 2. No, I definitely would not
 3. Maybe, it would depend on the circumstances
21. Do you usually use your credit hours in the same pay period they are earned? ☐ 27
1. Yes
 2. No
 3. Do not know
22. What do you consider to be the greatest advantage of VWS? ☐ 28
1. Increased use of equipment
 2. More time for personal/family activities
 3. The opportunity to have a three-day weekend
 4. The opportunity to shorten a workday
 5. The opportunity to lengthen the lunch period
 6. Other _____
23. What do you consider to be the greatest disadvantage of VWS? ☐ 29
1. Communications problems between supervisors and employees
 2. Disrupts carpool arrangements
 3. Timekeeping problems
 4. The 10-hour limit on earning credit hours
 5. The 2-hour limit on the number of credit hours that can be earned each day
 6. Other _____
24. Place the number that best describes your feelings about VWS in the box provided. ☐ 30
1. I like it
 2. I like it very much
 3. I dislike it
 4. I dislike it very much
 5. I have no opinion

25. What is your opinion of VWS when compared to Flexitime?

1. I like VWS better than Flexitime
2. I like Flexitime better than VWS
3. I like Flexitime the same as VWS
4. I dislike both Flexitime and VWS
5. I have no opinion

☐

31

26. If the Alternative Work Schedule experiments prove successful and the laws are changed to allow Federal agencies to use Alternative Work Schedules, which type of work schedule would you like to see implemented in your office?

1. Stay with VWS as it is now
2. Stay with VWS but modify some of its provisions and limitations
3. Return to Flexitime
4. Go to a Compressed Work Schedule (4 10-hour days)
5. Return to the fixed schedule we had before Flexitime

☐

32

27. In your opinion, what effect has the VWS had on your organization?

1. Positive effect
2. No effect
3. Negative effect
4. Do not know

☐

33

28. From the list below, select the one factor which best describes why you think VWS has /has not worked for your organization?

1. The type of personnel employed in my organization
2. The type of work being performed by my organization
3. The environment of my organization
4. The geographic location of my organization
5. I do not know.
6. Other (please explain) _____

☐

34

29. Indicate your pay system:

1. General Schedule (GS)
2. Wage Board (WB)
3. Merit System (MS)
4. Other

☐

35

30. Indicate your grade:

GS

☐

WB

☐

1. Grades 1-4 36
2. Grades 5-9
3. Grades 10-12
4. Grades 13 or above

1. Grades 1-5 37
2. Grades 6-10
3. Grades 11-15
4. Grades 16 or above

Please Turn To The Back Of This Page

31. Indicate your current employment status:

- a. 1. Full-time ☐
2. Part-time ☐
3. Intermittent ☐
- b. 1. Permanent ☐
2. Temporary ☐

38

32. What is your sex?

39

1. Female
2. Male

☐

40

33. What is your marital status?

1. Married
2. Single, separated, divorced or widowed

☐

41

34. How old are you?

1. Less than 20 years
2. 20-29 years
3. 30-39 years
4. 40-49 years
5. 50-59 years
6. 60 or older

☐

42

35. Indicate the type of position you now have:

1. Scientific or engineering professional
2. Technician or aide (up to grade GS-11; above GS-11, use answer 1 or 3.)
3. Administrative, managerial, or other professional (all grades)
4. Clerical or secretarial
5. Wage Board

☐

43

IMPORTANT

If you answered question # 2 with either answer 2 or 3, YOU ARE CONSIDERED A SUPERVISOR so please answer the questions on the remaining pages. If you are NOT A SUPERVISOR this is the end of the questionnaire. Thank you for your cooperation. Please return the questionnaire in the envelope provided.

36. Listed below are five statements which can be used to describe your experiences with VWS and Flexitime. Please match the statement which best describes your experience with the factors listed below. Place the number of the statement in the boxes to the right of each factor. You should have one number in each of the two boxes besides each factor.

In your opinion there are/were:

Statements

1. Major problems which were resolved.
2. Major problems which have not been/were not resolved.
3. Minor problems which were resolved.
4. Minor problems which have not been/were not resolved.
5. No problems.

Factors

		VWS	Flexitime	
a. Communications within your office or work area	44			45
b. Communications with offices outside your organization	46			47
c. Planning, organizing, and scheduling your work and the work of your section or work unit	48			49
d. Distributing work to your employees	50			51
e. Timekeeping	52			53
f. Abuse of work hours	54			55
g. Tardiness	56			57
h. Recruitment and retention of personnel	58			59
i. Office coverage	60			61
j. Supervisory coverage	62			63
k. Clerical support	64			65

37. In your opinion has productivity within your office or work unit changed as a result of VWS? ☐

1. Yes, it has increased
2. Yes, it has decreased
3. It has not changed

66

Please Turn To The Back Of This Page

38. Is your answer to question #37 based on data you have gathered?

☐

1. No

2. Yes (please explain) _____

67

39. Has the amount of paid overtime which your employees work changed as a result of VWS?

☐

1. None of my employees ever work paid overtime

2. It has not changed

3. Yes, it has decreased to a small extent

4. Yes, it has decreased substantially

5. Yes, it has increased to a small extent

6. Yes, it has increased substantially

68

40. Has the use of VWS required extra effort in your job as supervisor, and if so, do you feel it is worth the effort?

☐

1. It has required no extra effort

2. Yes, but I feel it is worth the extra effort

3. Yes, and I do not feel it is worth the extra effort

69

This is the end of the questionnaire. Thank you for your cooperation.
Please return the questionnaire in the envelope provided.

Comments:

COMPRESSED WORK SCHEDULE EXPERIMENT
Your Experiences and Your Opinion

- o The purpose of this questionnaire is to obtain your personal opinion about the experiment with the compressed work schedule (CWS). The views of all employees participating in the Alternative Work Schedules Program are being considered in our evaluation of the Geological Survey's experiments with alternative work schedules; therefore, it very important that you answer questions and return the questionnaire to us.
- o Questions appear on both the front and back of each page. Please read all the questions and choices carefully. Place the number that most accurately reflects your experience or opinion in the box provided next to the question or factor. Any comments should be written on the last page of the questionnaire. It should take approximately 10 minutes to answer the questionnaire.
- o Please do not sign the questionnaire. The questionnaire responses are to be kept anonymous.
- o Please return this questionnaire in the attached, pre-addressed envelope to the U.S. Geological Survey, National Center, MS 260, 12201 Sunrise Valley Drive, Reston, Virginia 22092, by March 31, 1981.
- o If you should have any questions when completing the questionnaire, please contact your Alternative Work Schedules On-Site Coordinator.

1. In which of the following field offices do you work?

- 1. Denver Central Laboratory
- 2. Office of Marine Geology (Redwood City)

☐

5

2. Indicate whether you are a supervisor, and if so, the level:

- 1. I am not a supervisor
- 2. I am a first-line supervisor (I supervise three or more employees and have no supervisors under my direction)
- 3. I am a supervisor (or manager) with supervisors under my direction

☐

6

3. Do you feel the amount of work you accomplish has changed as a result of the Compressed Work Schedule (CWS)?

- 1. Yes, it has increased
- 2. Yes, it has decreased
- 3. There has been no change

☐

7

4. Do you feel the quality of your completed work has changed as a result of CWS?

- 1. Yes, it has increased
- 2. Yes, it has decreased
- 3. There has been no change

☐

8

Please Turn To The Back Of This Page

5. Since the CWS experiment began have you experienced any problems in receiving instructions when you needed them because your supervisor was not at work when you were? ☐ 9
1. Yes, but the problems have been resolved
 2. Yes, and the problems continue
 3. No
6. Since the CWS experiment began have you experienced any problems in accomplishing your work when it was needed because another employee you were working with was not at work when you were? ☐ 10
1. Yes, but the problems have been resolved
 2. Yes, and the problems continue
 3. No
7. Because CWS requires employees to work a fixed schedule, has tardiness become a problem in your section or work unit? ☐ 11
1. Yes
 2. No
 3. Do not know
8. Has your use of short-term (4 hours or less) sick and annual leave changed as a result of CWS?
- | <u>Sick Leave</u> | <input type="checkbox"/> | <u>Annual Leave</u> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Yes, it has increased | | 1. Yes, it has increased | |
| 2. Yes, it has decreased | | 2. Yes, it has decreased | |
| 3. It has not changed | 12 | 3. It has not changed | 13 |
9. Which schedule do you work? ☐ 14
1. Monday - Thursday
 2. Tuesday - Friday
 3. Wednesday - Saturday
 4. Other, _____
10. In your section or work unit, who is responsible for deciding who works each schedule? ☐ 15
1. I decide
 2. My immediate supervisor decides
 3. My immediate supervisor and I decide
 4. My immediate supervisor and/or section supervisor decide
 5. A higher level supervisor decides
11. Are you satisfied with the methods used to assign employees to work schedules? ☐ 16
1. Yes
 2. No

12. How many times since the experiment with CWS began (October 1, 1979) have you changed your work schedule? ☐ 17
1. None
 2. One time
 3. Two times
 4. Three times
 5. Four times
 6. More than four times
13. Are you satisfied with your present work schedule? ☐ 18
1. Yes
 2. No
14. If you could select your compressed work schedule, which of the following would you choose? ☐ 19
1. Monday - Thursday
 2. Tuesday - Friday
 3. Wednesday - Saturday
 4. Other _____
15. How do you like working a fixed work (7:00 a.m. - 5:30 p.m.) schedule? ☐ 20
1. I like it very much
 2. I like it
 3. I dislike it
 4. I dislike it very much
 5. I have no opinion
16. Would you be more satisfied with CWS if you had flexible time bands for arrival and departure times? ☐ 21
1. Yes
 2. No
 3. Do not know
17. If the answer to question #16 is yes, how long should the time bands be? ☐ 22
1. 15 minutes
 2. 30 minutes
 3. 60 minutes
 4. 90 minutes

Please Turn To The Back Of This Page

18. What do you consider to be the greatest advantage of CWS? Select only one answer. ☐

1. Commuting time is reduced
2. Increased use of equipment
3. Having a longer workday so more work is accomplished
4. Having a three-day weekend every week
5. Working a fixed schedule
6. More time for personal/family activities
7. Other (please explain) _____

23

19. What do you consider to be the greatest disadvantage of CWS? Select only one answer. ☐

1. Having to work a fixed schedule everyday
2. Less able to schedule training after working hours
3. Fatigue
4. Conflicts with personal/family activities
5. Communications problems between employees and supervisors
6. Not being able to change your work shift
7. Other (please explain) _____

24

20. As a result of working a compressed work schedule, do you: ☐

1. Experience extreme fatigue all the time and do not recover
2. Experience fatigue frequently toward the end of your workweek, but recover readily over the three day weekend
3. Experience fatigue sometimes, but recover over the three day weekend
4. Fatigue is not a problem

25

21. Place the number that best describes your feelings about CWS in the box provided. ☐

1. I like it very much
2. I like it
3. I dislike it
4. I dislike it very much
5. I have no opinion

30

22. What is your opinion of CWS when compared to Flexitime? ☐

1. I like CWS better than Flexitime
2. I like Flexitime better than CWS
3. I like CWS the same as Flexitime
4. I dislike both CWS and Flexitime
5. I have no opinion

31

23. If the Alternative Work Schedule experiments prove successful and the laws are changed to allow Federal agencies to use Alternative Work Schedules, which type of work schedule would you like to see implemented in your office? ☐ 32

1. Stay with CWS as it is now
2. Stay with CWS but modify some of its provisions and limitations
3. Return to Flexitime
4. Go to a variable week schedule with credit hours
5. Return to the fixed schedule we had before Flexitime

24. In your opinion, what effect has the CWS had on your organization? ☐ 33

1. Positive effect
2. No effect
3. Negative effect
4. I do not know

25. From the list below, select the one factor which best describes why you think CWS has worked/has not worked for your organization. ☐ 34

1. The type of personnel employed in my organization
2. The type of work being performed by my organization
3. The environment of my organization
4. The geographic location of my organization
5. I do not know
6. Other (please explain) _____

26. Indicate your pay system: ☐ 35

1. General Schedule (GS)
2. Wage Board (WB)
3. Merit System (MS)
4. Other

27. Indicate your grade:

- | <u>GS</u> | <input type="checkbox"/> |
|-----------------------|--------------------------|
| 1. Grades 1-4 | |
| 2. Grades 5-9 | |
| 3. Grades 10-12 | 36 |
| 4. Grades 13 or above | |

- | <u>WB</u> | <input type="checkbox"/> |
|-----------------------|--------------------------|
| 1. Grades 1-5 | |
| 2. Grades 6-10 | |
| 3. Grades 11-15 | 37 |
| 4. Grades 16 or above | |

28. Indicate your current employment status:

- | | |
|--------------------|--------------------------|
| a. 1. Full-time | <input type="checkbox"/> |
| b. 2. Part-time | |
| c. 3. Intermittent | 38 |

- | | |
|-----------------|--------------------------|
| b. 1. Permanent | <input type="checkbox"/> |
| 2. Temporary | |

39

Please Turn To The Back Of This Page

29. What is your sex?

1. Female
2. Male

☐

40

30. What is your marital status?

1. Married
2. Single, separated, divorced or widowed

☐

41

31. How old are you?

1. Less than 20 years
2. 20-29 years
3. 30-39 years
4. 40-49 years
5. 50-59 years
6. 60 or older

☐

42

32. Indicate the type of position you now have:

1. Scientific or engineering professional
2. Technician or aide (up to grade GS-11; above GS-11, use answer 1 or 3)
3. Administrative, managerial, or other professional (all grades)
4. Clerical or secretarial
5. Wage Board

☐

43

IMPORTANT

If you answered question # 2 with either answer 2 or 3, YOU ARE CONSIDERED A SUPERVISOR so please answer the questions on the remaining pages. If you are NOT A SUPERVISOR this is the end of the questionnaire. Thank you for your cooperation. Please return the questionnaire in the envelope provided.

33. Listed below are five statements which can be used to describe your experiences with CWS and Flexitime. Please match the statement which best describes your experience with the factors listed below. Place the number of the statement in the boxes to the right of each factor. You should have one number in each of the two boxes beside each factor.

In your opinion there are/were:

Statements

1. Major problems which were resolved.
2. Major problems which have not been/were not resolved.
3. Minor problems which were resolved.
4. Minor problems which have not been/were not resolved.
5. No problems.

Factors

- a. Communications within your office or work area
- b. Communications with offices outside your organization
- c. Planning, organizing, and scheduling your work and the work of your section or work unit
- d. Distributing work to your employees
- e. Timekeeping
- f. Abuse of work hours
- g. Tardiness
- h. Recruitment and retention of personnel
- i. Office coverage
- j. Supervisory coverage
- k. Clerical support

	CWS	Flexitime	
44			45
46			47
48			49
50			51
52			53
54			55
56			57
58			59
60			61
62			63
64			65

33. In your opinion, has productivity within your office or work unit changed as a result of CWS?

☐

1. Yes, it has increased
2. Yes, it has decreased
3. It has not changed

35. Is your answer to question #33 based on data you have gathered?

☐

1. No

2. Yes (please explain) _____

67

36. Has the amount of paid overtime which your employees work changed as a result of CWS?

☐

1. None of my employees ever work paid overtime

2. It has not changed

68

3. Yes, it has decreased to a small extent

4. Yes, it has decreased substantially

5. Yes, it has increased to a small extent

6. Yes, it has increased substantially

37. Has the use of CWS required extra effort in your job as supervisor, and if so, do you feel it is worth the effort?

☐

1. It has required no extra effort

2. Yes, but I feel it is worth the extra effort

69

3. Yes, and I do not feel it is worth the extra effort

This is the end of the questionnaire. Thank you for your cooperation.
Please return the questionnaire in the envelope provided.

Comments: