

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: September 8, 2009 Time: 11:00 a.m. Length: 1 hour

Presentation Title: Alternate Work Week Pilot Project – Final Report

Departments: Department of Employee Services; Public and Government Affairs

Presenters: Nancy Drury, Director of Employee Services; Masami Nishishiba, Ph.D., Asst. Director Executive Leadership Institute, PSU Hatfield School of Government; Gary Schmidt, Public Affairs Manager and Carol Ambruso, Gilmour Research Group

POLICY QUESTION Should the County continue the Alternate Work Week Program currently established as a pilot program for non-emergency departments, or should the County revert to former schedules? If the alternate work week is extended beyond the pilot year, should any modifications be made to the program?

ISSUE & BACKGROUND In the Summer of 2008, Clackamas County studied the idea of moving the majority of County Departments to an alternate work week where employees would work the full-time hours of a week (40 or 37.5), in four days. Prior to approving the alternate work week, the County completed the following research: reviewed other public agencies that operated under a four-day workweek; asked department directors to provide feedback on operational changes; conducted an employee opinion poll; and contracted with an outside research group to assess county resident opinions. Both the employee and citizen survey showed support for the alternate work week.

Following the preliminary research and surveys, the Department of Employee Services proceeded with negotiations with the four (4) labor unions that represent employees affected by the workweek change: Employees Association, Employees Association-Housing Authority, AFSCME-DTD and AFSCME-WES. All four (4) unions have signed a Memorandum of Understanding with the County on implementation issues. An additional MOU was signed with AFSCME-C-Com affecting non-dispatch employees. The MOU's agreed to a one-year pilot program beginning on November 1, 2008 and ending on October 31, 2009.

On October 16, 2008 the Board of County Commissioners formally adopted the Alternate Work Week as a one-year pilot program with affected County departments working Monday – Thursday with business hours from 7:00 a.m. to 6:00 p.m. The Board also entered into an intergovernmental agreement with Portland State University (PSU), Mark O. Hatfield School of Government, to perform an evaluation during the one-year pilot period. The PSU evaluation is being led by Masami Nishishiba, Ph.D. and a research team of graduate students in the Public Administration program. A separate professional services contract was approved with Gilmour Research group to conduct an evaluation of citizen/community reaction.

The alternate work week has been in place for ten (10) months. The PSU and Gilmore reports are completed and ready for presentation to the Board. A summary of the key outcomes of these evaluations is attached. Researchers will present their findings at the

work session and be available for questions. The PSU evaluation covered the following major areas: Customer Service, Energy/Sustainability, Employee Experience and other Human Resources Metrics. The Gilmour report evaluated citizen opinions via a telephone poll.

QUESTION(S) PRESENTED FOR CONSIDERATION

Does the Board want to continue to provide non-emergency services in a compressed work week model (M-TH 7:00 a.m. to 6:00 p.m.)?

OPTIONS AVAILABLE

1. Approve continuation of the alternate work week program. Direct DES to bargain implementation of the alternate work week with the affected bargaining groups.
2. Discontinue the alternate work week program at the end of the pilot period, October 31, 2009, and revert back to former work schedules.

RECOMMENDATIONS

DES recommends the Board render a decision after considering the comprehensive studies conducted during the pilot period. Factors such as cost savings, citizen/customer feedback, employee opinions and other factors should all be considered in making this decision.

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval 

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Karen Pearson @ 503-655-8272

Attachments:

- Key Highlights from Final Reporting
- Portland State University Executive Leadership Institute – Final Report
- Gilmour Research Group – Community Reaction to the 4-Day Workweek, August, 2009