CHANGING SCHEDULES OF WORK**

1. The Flexible Work Day


Written for management, the authors use case histories from British experience to give practical guidance for the design and installation of a system of flexible working hours. They summarize the advantages and disadvantages for employer, employee and customer. Four actual examples of company rules and a union contract are included in the appendix.


The authors predict that some form of flexible working hours is inevitable in American industry. They find that European experience with flexible time increases productivity, decreases absenteeism and turnover, and improves employee morale.


By 1971, some 2,000 European companies employing over a million workers were operating under a flexible work day. The author describes various schedules, time-recording systems and includes a checklist for planning and implementing a flexible work schedule.

2. The Shorter Workweek

*The four-day workweek: is it feasible?* Proceedings of a conference conducted by the Graduate School of Business, University of Pittsburgh.

*Prepared by Helen Fairbanks, Librarian. Additional items will be found in Selected References no. 109, *Hours of Work*, Published in January, 1963.*

**Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

The papers presented at this conference consider both the practical and philosophical aspects of the flexible work week. The introductory paper by the editor ponders the implications of the new patterns of work and leisure and reports on a survey of employee attitudes towards new work schedules. Three of the papers discuss actual experiences of an airline, a hospital and a life insurance company with rearranged workweeks. Other articles explore legal and management obstacles to changing the workweek. A labor leader explains why unions have reservations about such proposals.


The president of an electronics manufacturing company cites gains in productivity and improved employee morale as an argument for the shorter workweek. Two union spokesmen are concerned that the ten hour day (really 12 hours including travel time) will cause fatigue, increase accident and health hazards and disrupt family and community activities.


The author reviews the major obstacles encountered by companies considering a shorter workweek: scheduling difficulties, legal constraints resulting from wage and hour laws, and pay problems in connection with overtime, holidays and vacation time.


An inquiry into the feasibility of establishing a four-day week in local government which considers such factors as increased service to the public, savings to the city or county, acceptance by the employees, the possibility of an increase in multiple jobholding and consequences for job performance, and the mechanics of establishing a work schedule.

Data from interviews with employees in a pharmaceutical company indicated that the majority favored the shorter workweek. The workers were interviewed six weeks after the start of the trial period and again one year later.


In this collection, the first edition of which appeared in 1970, the editor and the co-authors described the experience of American firms which have instituted the 4-day, 40-hour week. Several of the chapters are devoted to worker reaction, usually favorable, to the shorter workweek. The present edition contains the original material with a two hundred page supplement, in the form of questions and answers, on developments over the past two years.


Summarizes the experience with the four-day workweek in public service with particular attention to police departments. A list of public agencies operating under such plans is included in the appendix.


In American industry the four-day week movement has occurred most frequently in the service and retail industries, although it is found in both large and small manufacturing companies. The majority of companies in this survey reported that production and efficiency had increased under the shorter workweek. Scheduling problems were most frequently cited as the chief disadvantage.

3. General Analysis


The papers included in this symposium cover historical trends in the reduction of hours through legislation and through collective bargaining in the United States and Canada, and such specific issues as moonlighting, shift systems, the effect of automation, overtime and the relations of hours to output.

The author explores measures which will allow individuals the opportunity to make choices between more real income and more time off work. Among the factors which determine working time are time spent on education and training, the length of the working day and week, the number of holidays, vacations, and longer periods away from work during the working life, especially for women, and earlier and or later retirement.


A review of trends and recent experience in the shorter workweek and the flexible working day provide the background for policy decisions by business and labor organizations. The emphasis in this report is on the social and psychological adjustments resulting from changes in working schedules rather than the economic consequences. A summary of the report appears in the article by Lillian C. Harris in *Manpower* for January, 1974. pp. 23-26.


A summary of experience of companies in the U.S. and Europe which have experimented with flexibility in the hours worked per day, and per week, the number of workweeks in the year, and the number of years in the worklife.


Representatives of employers' associations and trade unions, senior civil servants, and academics met in 1972 to exchange views on the more flexible arrangement of working time during the day, the week, the year and throughout life. The Supplement contains ten papers which range from discussions of general policy questions to the practical aspects of the redistribution of working time. The Final Report summarizes major trends and needed areas of further research.