SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION


RECENT MATERIAL ON ALTERNATIVE WORK SCHEDULES**

1. General Discussions


This report, based on a conference co-sponsored by the Institute and the National Center for Productivity and Quality of Working Life, uses case studies of American and European public and private sector experiences with flextime, staggered work hours, and part-time employment to examine the advantages and potential difficulties that innovative work scheduling policies can create.


Drawing upon research and observation at several companies and government agencies, the authors analyze how utilization of rearranged work scheduling can enhance organizational development goals while effectively meeting the changing needs of employees during adult career life-cycle stages. They evaluate the advantages and disadvantages of alternative work scheduling, the methods of selecting the specific time arrangement best suited to employee and organization, and the forces compelling individuals to seek out more flexibility in work scheduling and a better quality of worklife.


This report summarizes the observations, reactions and views of an American delegation of trade unionists who traveled to England, Germany and Sweden to discuss, study and survey examples of innovative job concepts in practice. Appendices to the pamphlet include legislation pending in the United States related to alternative work patterns and sample flextime agreements.


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

Fleuter takes a practical look at the concepts of shorter workweeks and flexible work schedules. Using case histories of companies, he assesses the advantages and disadvantages of converting to either system or to a combination of the two systems. He discusses the type of operations to which each approach is best suited for optimal utilization of facilities and resource conservation. The book provides policy guidelines, questionnaires, sample forms, and other helpful data sources.


This article summarizes the results of a study in which employee satisfaction was measured and found highest among flextime workers, those enjoying the option of varying their daily work hours. Participants working staggered and fixed hours did not experience beneficial results.


Levitan and Belous suggest that reduced worktime, flexible hours and alternative work patterns might offer potential long-term solutions to the growing problems of layoffs and unemployment. They discuss the economic and social consequences of reduced worktime, as well as the different opinions of organized labor, workers and employers on the subject. Their study also surveys historical changes in the status of the American workweek and in the composition of the labor force. The authors look at both American and European experiences with work-sharing plans and the effects of these plans.

Mahoney, Thomas A. "The rearranged work week: evaluation of different work schedules." *California Management Review* (Graduate School of Business Administration, 330 Barrows Hall, University of California, Berkeley, CA 94720). pp. 31-39. $4.50.

The author presents detailed results of a study of employees preference for alternative work schedules, and concludes that employees are favorable to changes from the traditional 5 day 40 hour work schedule to flextime and a 4 day 40 hour schedule. He notes that this preference is reflective of nonwork implications, i.e., the schedule that contributes most to improvement of leisure is the one preferred.


Based on a survey of 196 flextime users, the authors look at the extent, patterns and appropriateness of flextime usage in different industries, sectors, and firm sizes. Comparisons between flextime users and non-users are made in their levels of union membership, female work force composition, technology, and other alternative work scheduling policies.
The authors examine differences between traditional and non-traditional flextime models in effect. The short and long-term positive and negative effects of flextime on the organization are discussed, including effects on workers, managers, levels of productivity, communication, and costs. Steps taken to implement flextime are presented.


Using the findings of a nationally conducted survey of organizations, the authors examine two forms of alternative work scheduling experiences—permanent part-time employment and the compressed workweek. They discuss how, where, and why these systems are utilized and note differences between users and nonusers of both systems. The good and bad effects of each on management aspects, workers, job performance, communication, customers, suppliers, and the public are considered. Ways to effectively implement and administer the plans are discussed. Additional issues raised and examined include the scope of fringe benefit plans extended to part-time employees and the degree of failure rates with compressed workweeks.


Owen's detailed investigation focuses on the economic and leisure aspects of the standard work schedule, flextime, part-time employment, and other alternative systems. His study includes an analysis of reductions in the workweek and of the part-time labor market. Current practices as well as the long-term prospects and social effects of alternative work schedules are discussed. Several technical papers are appended.


The authors describe several examples of flexible work scheduling operations. They summarize evaluations of existing programs by employers and employees in several companies and in the Federal government, and they report on the reactions of public policy makers to these innovations. Silverstein and Srb look at ways to design and implement flextime systems, the legal and regulatory constraints involved, and the trade union collective bargaining issues that enter into flextime arrangements.


Swart explores a flexible working hours approach to human resources management. He examines the origins and uses of several experiments with concepts like group flexibility, staggered work hours, flextour, and flextime in both American and European countries. He explains the procedures and advantages, as well as the drawbacks, of designing and installing a flextime system. He instructs managers in effective ways of evaluating and testing the needs and viability of flextime for their organizations and offers guidelines for making their new programs successful.

Based on a survey of sixteen firms that have operated on rearranged workweek schedules for over one year, this study presents key reasons organizations give for adopting revised schedules. The report presents analyses of the significant effects on the firms of the innovative systems, discusses worker attitudes toward the changes, and assesses the nature and adequacy of available data to gauge economic effects.


On request from the Committee.

These hearings review projects and programs, which by altering work schedules by rearranging ways in which management and labor interact, improve aspects of worklife or promote job development in America. Several witnesses from business, labor and government discuss institutional and legislative changes that might contribute to continued improvement and progress in the status of working people and their workplaces.

2. Job Sharing


Olmsted examines the mechanics and implications of job sharing. He discusses the potential benefits reaped by the employer (greater flexibility, retention of valued employees, reduced absenteeism, recruitment from a broader base) and by employee (more time to meet family obligations and/or to pursue additional education, smoother transition to retirement). He cites problems with the system's cost efficiency and the need for protection of part-time employees equivalent to that enjoyed by full-timers as principal areas requiring attention and improvement. He predicts that, in spite of past obstacles, the practice of two people sharing one job, particularly in career-oriented, professional positions, will emerge as an appealing and viable work option.


Following a discussion of the evolution of job sharing, Meier uses the responses to a survey of 238 job sharers to examine the composition of this group of workers, their backgrounds and occupations, their employers, specific work arrangements developed, and the successes and difficulties encountered. Meier's extensive interviews with job sharers, their supervisors, and co-workers shed light on the characteristics and attitudes of job-sharing partners, the reactions to job sharing by fellow workers on regular schedules, and the unique demands of job sharing.