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A REPORT ON

THE FOUR DAY WEEK

- THANK GOD IT'S THURSDAY! -

Professor:
Mr. Timothy J. Murphy
Fordham University
Personnel Administration

By:
Harold K. Brown
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OBJECTIVE

- To discuss the pros and cons a company should consider if it is thinking seriously about converting to a shorter work week and offer some perspective on the benifits that may result.

SHORT - TERM GAINS

- The magnetism of a four-day week brings employees to a company or binds them to one that converts to it.

- Gives a company personnel management leverage to use against other companies especially larger competitors.

- Brings rapid and dramatic decreases in absenteeism, turnover, recruitment activity and expense, and payroll for overtime.

- Useful for companies that have seasonal slacks, when their need for labor is low.

- Provides a superior position for management when bargaining with unions.

- Brings utility cost down.

LONG - TERM GAINS

- Oils the wheels for management innovations. It acts as a carrot, as the cugar coating on a pill.

- Allows plant and equipment to be used to their maximum efficiency while giving workers more free time.

- Higher worker morale as a result of more leisure time.

- Virtual elimination of absenteeism.

- Increases productivity, bringing about unit cost reductions and improved service to customers because of the longer shipping day.

PLANNING FOR THE FOUR -DAY WEEK TRANSITION

- Gather the facts of every phase of the company's operation.

- Conduct a feasibility study of the entire employe population to measure the problems that may be encountered and " debug " the new schedule.

- Scrutinize all of management's practices and upgrade the ones that are dysfunctional in modern business.

- Present the idea very carefully to the employees.

SOME POINTS TO CONSIDER

- Customers may find difficulty in adjusting to the new schedule.

- Workers may show signs of fatigue because of the longer days.

- If the work force is not sufficiently prepared, wages may have to be raised to make the change in hours acceptable.

- Businesses which depend on mail orders may find that two days mail (Friday and Saturday) coupled with a heavy Monday mail will work a hardship on the order department.

- Workers may take second jobs at the expense of others with no jobs.

LEGAL CONSIDERATIONS

- Each state has its own laws regarding limited hours for female employees.

- Many states require overtime premiums after 8 hours in any given day.

- National holidays will be celebrated on Mondays, will companies consider this when scheduling ?

- Companies that come under the Walsh - Healy Act are required to pay overtime after 8 hours.

- Present labor laws both restrict progressive innovations that benefit labor and also impose needless burdens on business.

RECOMMENDATIONS

(1) Thoroughly understand the operations of your business.

(2) Establish a minimum production objective.

(3) Carefully plan the work week so that equipment and personnel will be optimally utilized.

(4) Let the choice to establish a shorter work week be entirely up to the employees.

(5) Carefully explain the mechanics of the shorter week - pointing out such positive points as :

- (a) the amount of increased time off.
- (b) no reduction in pay
- (c) no loss in fringe benefits.
- (d) no expectation of a faster work pace.

COMPANIES WHO ARE EXPERIMENTING OR WHO HAVE CONVERTED TO THE 4-DAY WORK WEEK (OR LESS)

NAME	LOCATION
American Lacquer & Solvents Co.	Tampa, Fla.
European Health Spa	St. Petersburg, Fla.
Haines Lundberg & Waehler	New York City
Home Savings Bank	Boston, Mass.
Kyanize Paints Inc.	Everett, Mass. & Springfield, Ill.
Lawrence Manufacturing Co.	Lowell, Mass.
Metropolitan Life	New York City
Mutual of New York	Plant in Syracuse
Meisel Photochrome Corp.	Atlanta & Dallas
C.A. Norgren Co.	Littleton, Colorado
Reader's Digest	New York City