

COMPRESSED PAY PERIOD PILOT SURVEY SUMMARY REPORT

Background:

In January 2002, the Department received formal approval from the Department of Civil Service and the Governor's Office of Employee Relations to implement a nine (9) out of ten (10) day compressed pay period work schedule Pilot Program in its Albany Central Office. On February 28, 2002, a six (6) month Compressed Pay Period (CPP) Pilot Program was initiated with two hundred and nine (209) participants. One hundred and ninety-three (193) of these employees are still currently participating in the program.

Participating Divisions include the following:

<u>Division</u>	<u>Number at Start of Pilot</u>	<u>Current Number</u>
Air Resources	18	16
Environmental Permits	2	1
Environmental Remediation	68	65
Fish & Wildlife & Marine Resources	5	5
Hearings & Mediation Services	3	3
Management & Budget	14	13
Mineral Resources	7	7
Operations	6	4
Pollution Prevention	3	3
Public Affairs	2	2
Solid & Hazardous Materials	44	41
Water	37	33
TOTAL	209	193

Operating guidelines (Attachment #1) were established, and an application form (Attachment #2) developed by the Pollution and Energy Reduction Committee (PERC) was completed by interested employees in those Divisions participating in the Pilot. Supervisors were required to recommend whether or not the interested employee(s) should be considered. Final selection of employees for the Pilot was approved by each Division Director. The applications of those employees approved by their respective Divisions to participate in the Pilot program were forwarded to the Department's Office of Employee Relations which monitored the program.

Mandatory training sessions were attended by all participating employees and their supervisor(s). Training informational packets (Attachments 3A & 3B) were developed by the PERC Committee for the overtime eligible and overtime ineligible employees participating in the program.

In August 2002, survey questionnaires (Attachments 4A, 4B & 4C) were distributed to all employees still participating in the Pilot, their supervisors, and co-workers within their work unit. Questionnaires were completed and returned to the Office of Employee Relations as follows:

Participants: 173
Supervisors: 103
Co-Workers: 208

Numerical summaries of the responses (Attachments 5A, 5B & 5C) to the questionnaires were developed. Narrative summaries of each group's responses, as well as samples of their comments, are documented below.

Division Directors of the participating Divisions were also solicited for their comments.

Response Summary:

Participants:

About sixty percent (60%) of the surveyed participants reported that their compressed work schedule had a positive impact on their productivity, and about forty percent (40%) of the participants noted that there was a positive effect on their ability to work effectively. About ninety percent (90%) reported that the program improved their overall morale and quality of life. Half (50%) of the respondents reported they charged fewer leave credits due to the program. About ninety-four percent (94%) indicated that the training session and materials were helpful in filling out their time and attendance records. All of the respondents still participating in the Pilot indicated they would continue to participate in the program should it become a permanent offering.

Comments:

- improved morale and better attitude about work
- more productive
- longer work hours allowed for completion of projects
- used fewer leave credits
- quieter work environment (early mornings, late evenings)
- able to better plan and carry out personal and home activities/responsibilities on day off; or able to rest
- less driving – savings on gas and less wear and tear on vehicles.

Supervisors:

Over ninety percent (90%) of the supervisors reported that the participants were able to effectively complete their assigned duties over the nine-day work schedule. Fifty percent (50%) of the supervisors surveyed reported there were program benefits from employees being on a compressed work schedule. About sixty percent (60%) noted the CPP program had a positive impact on the participants' morale. About thirty-three percent (33%) indicated that the CPP program increased their supervisory workload. About ninety-five percent (95%) of the supervisors stated they would consider their employees for participation in the CPP program should it be made a permanent offering.

Comments:

- improved morale and attitude
- longer daily office coverage
- decreased absenteeism; reduced vacation time taken
- quieter work environment; better able to concentrate
- more efficient; more work completed in fewer days
- assignments completed ahead of schedule
- occasional problem scheduling meetings

- employee not available to answer questions or respond to inquiries
- occasionally necessary to change pass day(s)
- resulted in some additional supervisory work
- other staff occasionally had to pick up the slack.

Co-Workers:

About forty percent (40%) of the co-workers of participating employees reported there were program benefits resulting from the employees being in the CPP program and about five percent (5%) noted an increase in their own productivity. About seven percent (7%) indicated that their workload increased and about nine percent (9%) reported that the CPP program caused scheduling problems.

Comments:

- quieter work environment --increased ability to concentrate
- noticed increased employee morale
- increased productivity
- occasional scheduling problems

Division Directors:

Overall, Division Directors reported that the program had a positive impact on their operations, as well as on the participating employees.

Comments:

- office staff available for more hours per day than on a regular schedule
- improved staff morale
- work is being done, employees are able to fit their schedules into their lives – making happier employees
- the need to take other time off minimized
- some problems accommodating the CPP work schedule when staff is in travel status

- occasional scheduling problems
- a few instances of inadequate coverage on Fridays.

Environmental Impact:

The PERC Committee estimates that, during the ten (10) month pilot period, approximately 150,000 DEC commuting miles may have been eliminated as a result of the CPP Pilot Program. Additionally, the Committee also estimates that approximately 6,000 gallons of gasoline may have been saved. Further, it is believed that the pilot reduced the amount of traffic congestion, resulting from the participating employees "pass" day(s). However, the Committee acknowledges that some of these favorable environmental results could possibly have been offset by an employee's use of their personal vehicle on pass days.

Committee Recommendation:

Based upon the survey responses, the PERC Committee believes the CPP Pilot Program was successful and provided a valuable benefit to participating employees, as well as to the participating Department programs. Additionally, although the Committee acknowledges it is unable to determine/report any conformable environment impact(s) (positive or negative), it, nevertheless, believes the overwhelmingly favorable response to the program by our employees in itself makes the pilot a success and warrants favorable consideration for its expansion.

Accordingly, the PERC Committee recommends that, should the CPP program be approved by the Department of Civil Service for full implementation within the DEC Central Office, DEC Executive approve the program as a permanent offering available (pursuant to established guidelines) to all Central Office employees.

Additionally, the Committee also recommends that Executive consider offering the CPP program in the near future throughout the Department's Regional offices.

Attachments