

24 June 1981

MEMORANDUM FOR: Office of Personnel/Position Management and
Compensation Division (OP/PMCD)

STAT THROUGH : ASD
Chief, Latin America Division
Office of Political Analysis

STAT FROM :
Chief, Regional and Special Projects Branch
OPA/LA

SUBJECT : Assessment of Experiment with Alternate Work Schedules

A. The Regional and Special Projects Branch of the Latin America Division, Office of Political Analysis, has experimented with one form of Alternate Work Schedule (the four-day week) for 14 months. The small scale of participation make hard conclusions impossible, but the loss of real work time (as opposed to clock time) and the loss of research assistance to all branch analysts one day per week probably have marginally reduced productivity. This has been offset somewhat--though not completely--by improved morale among the participants.

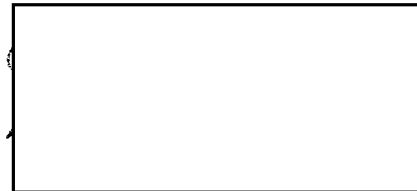
1. During the 14-month period, three analysts (two GS-14, one GS-13) and one research assistant (GS-06) out of a total complement of five to seven persons participated for varying periods of time (the GS-14 analysts for three months each, the GS-13 analyst for 10 months, the research assistant for 14 months). At present only the research assistant continues to participate--the two GS-14 analysts were reassigned to other components in the division and their replacements have not elected to participate, and the GS-13 analyst assumed new responsibilities within the branch that precluded continuing participation.
2. Prior to participation in the experimental work schedule, all personnel in the branch worked a standard (8:00 AM-4:30 PM) five-day week.
3. The primary mission of the branch is production of medium to long range finished intelligence on Latin America.

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B. The experimental schedule had no discernible impact on usage of leave (b.), employee turnover (c.), or job satisfaction (e.). The four-day week schedule had a noticeably positive effect on the morale (f.) of all those participating. Productivity (a.), at least on the part of the GS-13 analyst, one GS-14 analyst, and the research assistant, was probably marginally lowered. This could be attributed to the loss of real work time (as opposed to clock time). In addition, all branch analysts have been without research assistance one day each week. The loss of real work time also probably contributed to an increase in the number of (d.) over-time hours (without compensation, however) worked by the GS-13 analyst; other participants were not obliged to work any overtime. There were no noticeable effects on "mass transit facilities and traffic," "increased opportunities for full and part-time employment," or "individual and families generally" that could reasonably be attributed to alternate work schedules.

C. No special problems were encountered.

D. No suggestions are submitted.



STAT