



32-HOUR WORK WEEK

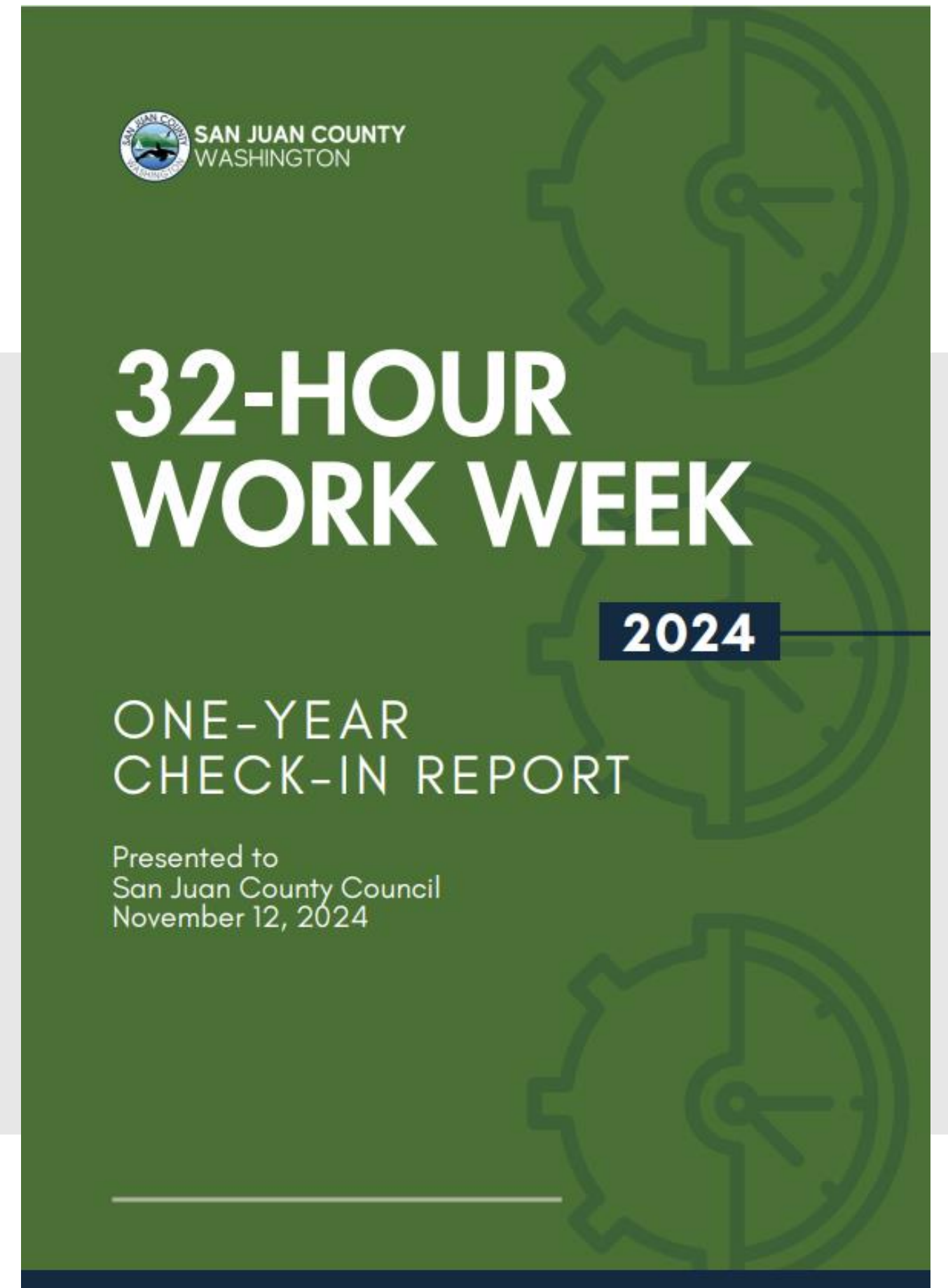
ONE-YEAR IN REVIEW

2024

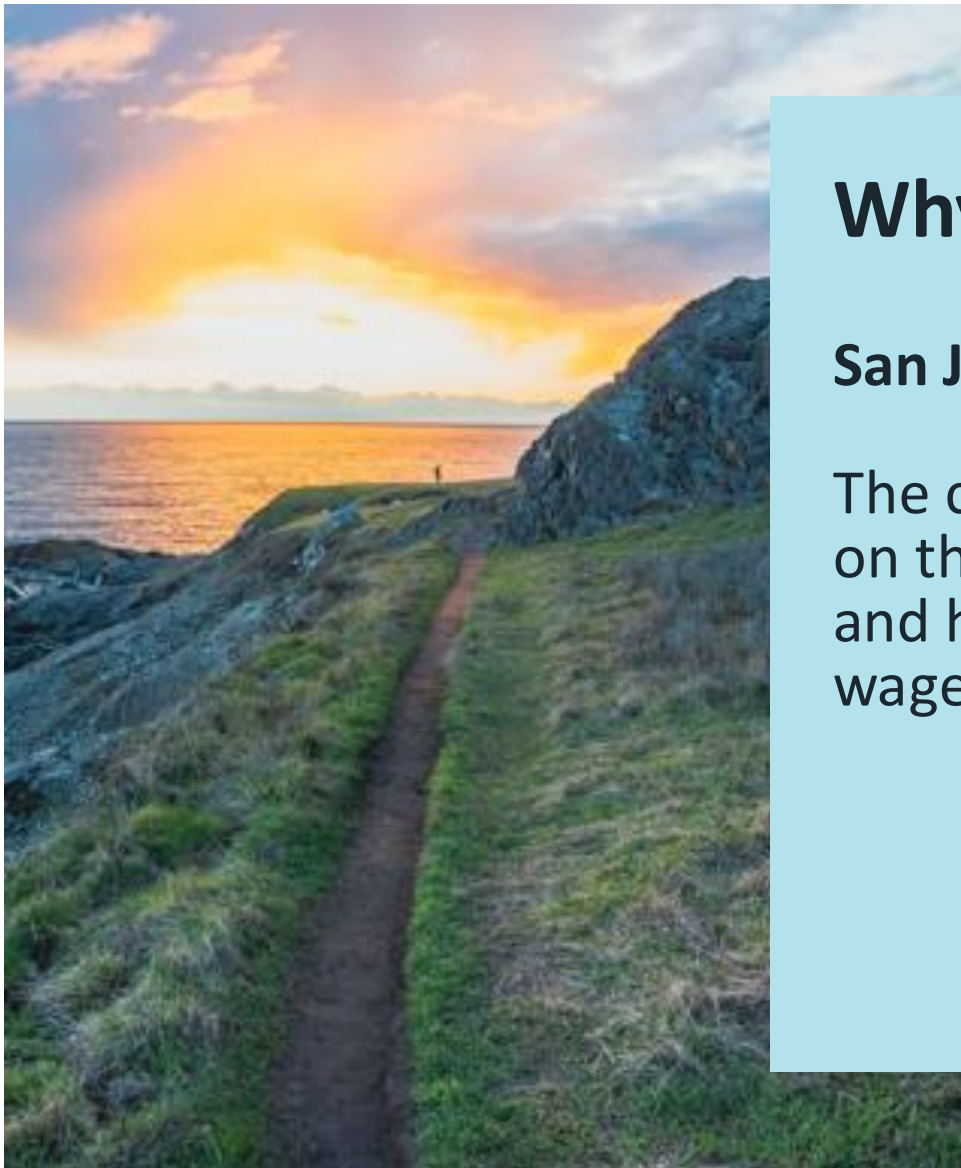
Jane Fuller, San Juan County Council Chair
Jessica Hudson, San Juan County Manager
Brandon Andrews, San Juan County Parks & Fair Director

Agenda

- **Methods and Metrics**
- **Fiscal Health**
- **Recruitment and Retention**
- **Islander Wellness**
- **County Operations and Key Performance Indicators**



How did we arrive here?



Why make such a unique change?

San Juan County found itself at a unique intersection.

The collective bargaining agreement process in 2023, came on the heels of pay freezes for years during the pandemic and hyperinflation during the negotiation period that left wages lagging.

Evaluating the Idea

During the negotiation process, reviews of other governments, private businesses, and non-profit organizations were looked at to help examine the efficacy of a 32 hour work week.

Implementation

Communication was key in preparing for the implementation of this schedule change.

Extensive press kits, highlighted talking points for elected officials, department specific resources were created to share the story.

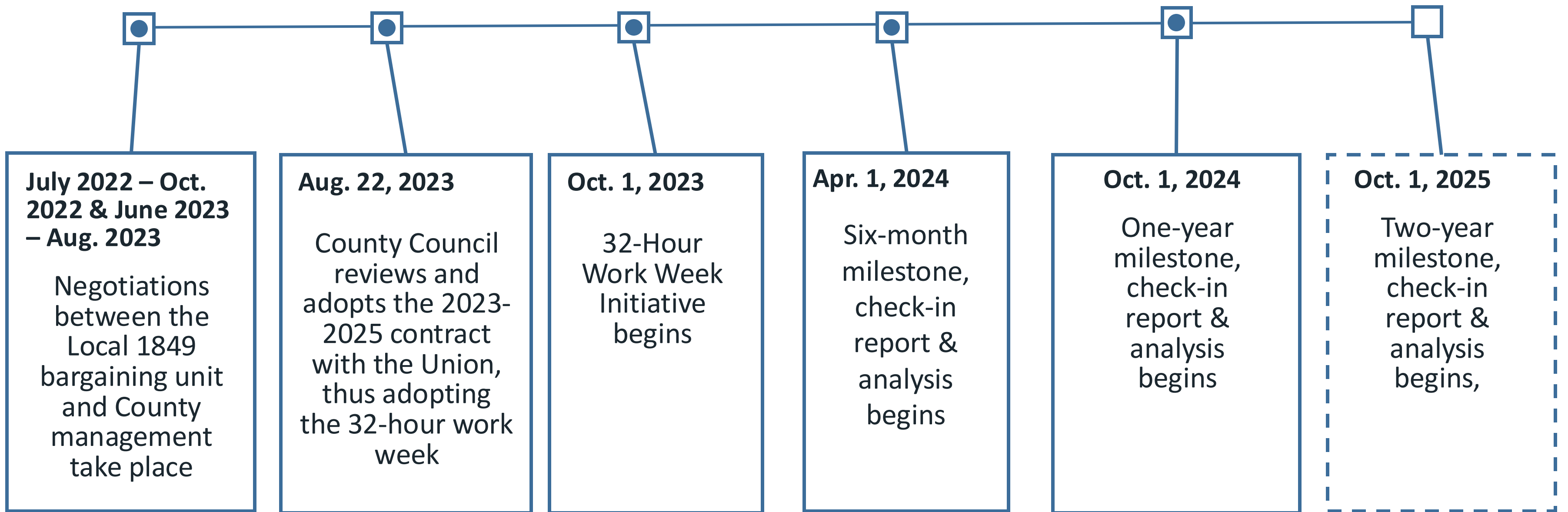
It was critical to be clear on why this change could be good for the organization and residents in cost savings and not raising taxes.

Changing the narrative from hours worked to work completed is an ongoing shift.



Evaluating the 32HWW

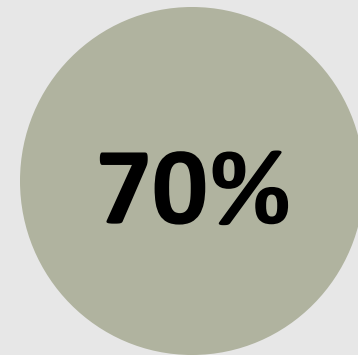
Timeline



Evaluating the 32-Hour Work Week

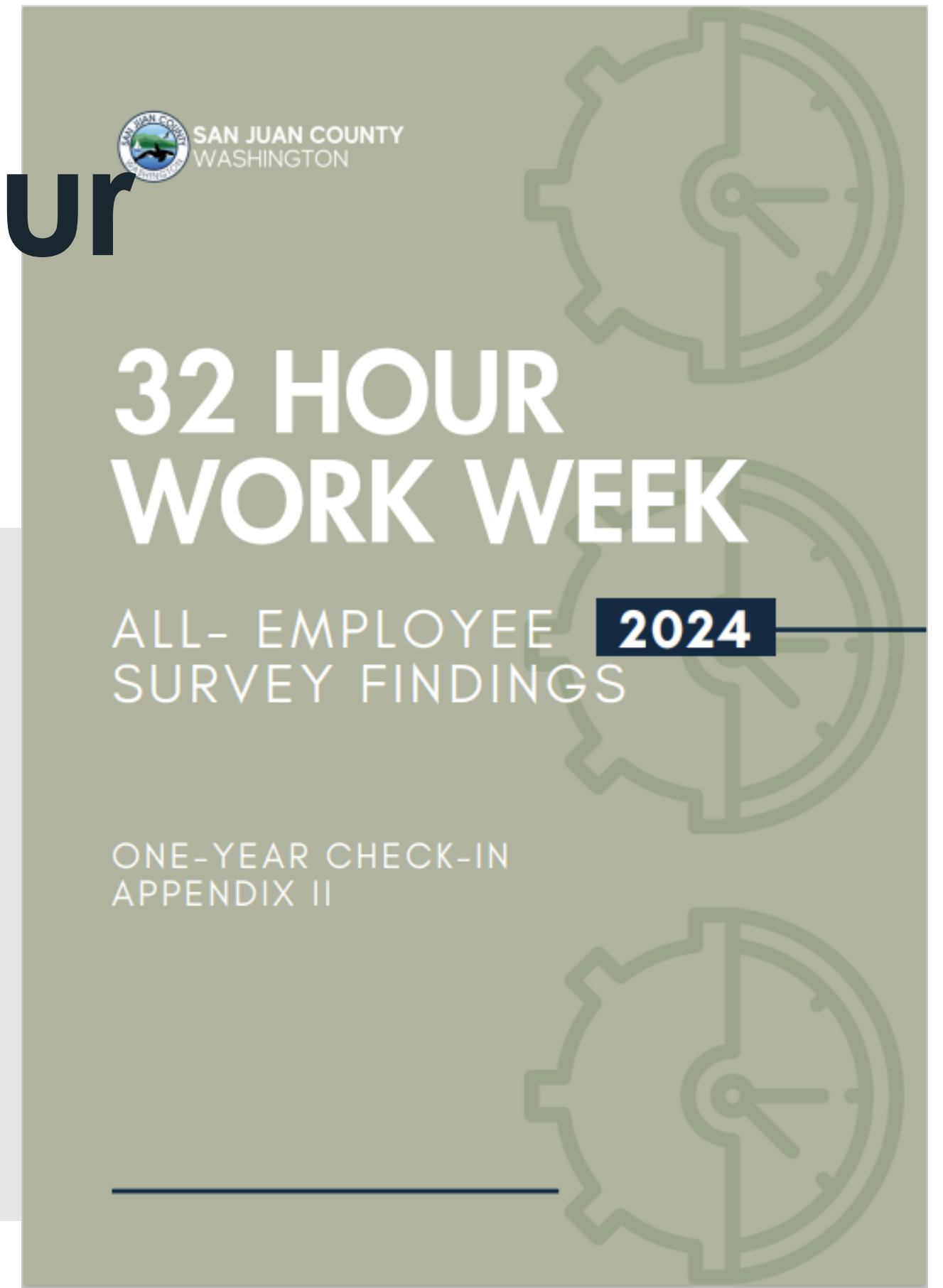
Data Analysis

The County hosted a series of internal surveys, meetings, and interviews to collect qualitative and quantitative data about the impacts of the 32HWW.



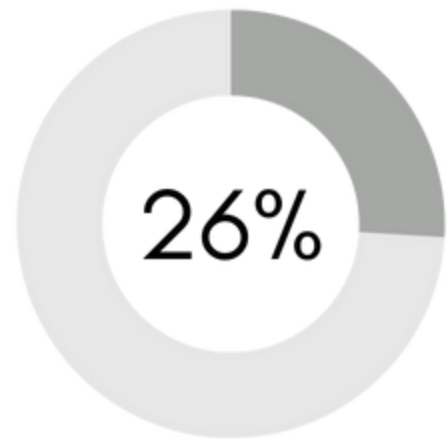
All-Employee Survey Participation

The County partnered with Local 1849 Union representatives to develop and distribute a 29-question survey to all eligible County employees - **the entirety of which can be found in Appendix II.**

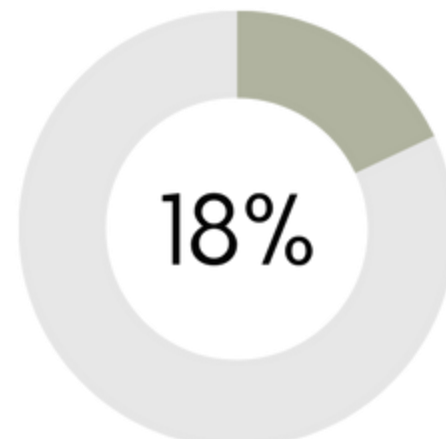


What Staff Have Heard from Residents

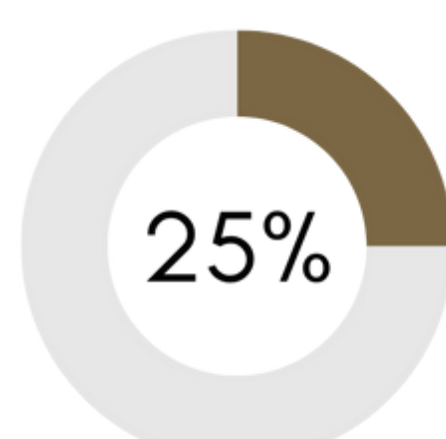
The All-Employee Survey included space for staff to share feedback from the public. Of that feedback, anecdotes revealed the following breakdown of public sentiment:



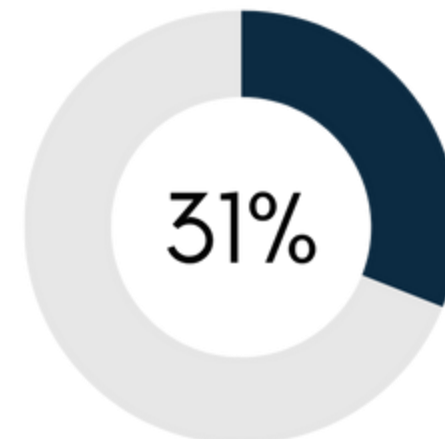
Positive feedback



Negative feedback



Neutral feedback



No feedback

Taking Action

As a result of community feedback, the County is taking steps to clarify, educate, and improve on 32HWW messaging. This includes highlighting hours of operation on the website, in email signatures, and other high-traffic places.

*“For the most part I have only heard **minimal criticism** of the 32HWW. Overall, I think **people are happy for the positive impact** it has on the County's workforce or are envious of it.”*

*“I have heard a lot of **frustration** in not knowing when certain offices will be open or when certain people will be having their days off. The **lack of consistency** in scheduling is as frustrating for the public as it is for the employees.”*



Resident Feedback - Access to Services

Counter services like renewing vehicle tabs, purchasing a dog license, or paying taxes are just the tip of the iceberg when it comes to County services.

While these tasks are visible at the customer service window, much more is happening under the surface to keep the County afloat.

Staff also process customer service transactions online, via email, and over the phone. In addition, long-term projects, trainings, record keeping, organizational budgeting, and other tasks all happen before and after the window is open.

In fact, the depth of County services reaches beyond the counter, clinic, or courthouse as staff use behind-the-scenes time to serve residents in other ways that include building community partnerships, applying for grant funding, improving infrastructure, and more.

24/7 County Services

Many key counter services are also available online!

- Find marriage license applications, renew your vehicle or vessel license, and register to vote online at your convenience.
- Use the online parcel search to find your existing documents and information 24/7.
- Pay property taxes, apply and review rules for special tax programs, view property records, and e-file court documents at any time.

Get started at
[sanjuancountywa.gov](https://www.sanjuancountywa.gov).



A Look at the Budget

The 32HWW helped the County's 2024 budget

save approx. \$975,000

According to the Auditor's Office, the County's budget faced a nearly \$1 million increase in Union requests for higher wages and benefits over the course of a 40-hour work week in 2024.

Holding Steady

As noted in the six-month report, the County continues to see budgetary savings when it comes to payroll, in addition to savings from decreased employee turnover.

At the one-year mark, the County maintains that Union-requested increases at a 40-hour work week would have amounted to an unsustainable budget difference of approximately \$975,000 more than the 32HWW budget in 2024.

High employee turnover incurs significant **separation, vacancy, and replacement costs**. Each time a new hire leaves, the organization faces not only direct financial expenses but also the intangible costs of decreased morale and team cohesion.

Since the adoption of the 32HWW, SJC's average

turnover rate dropped 43%



A Place People Want to Work

Word of mouth is a powerful tool in the islands – one that is supporting recruitment efforts locally. According to the All-Employee Survey, 59% of respondents have recommended that friends or family should apply to the County because of the 32HWW. In fact, the number of local applicants has increased by 82.85% since the adoption of the 32HWW.

SJC is filling open positions

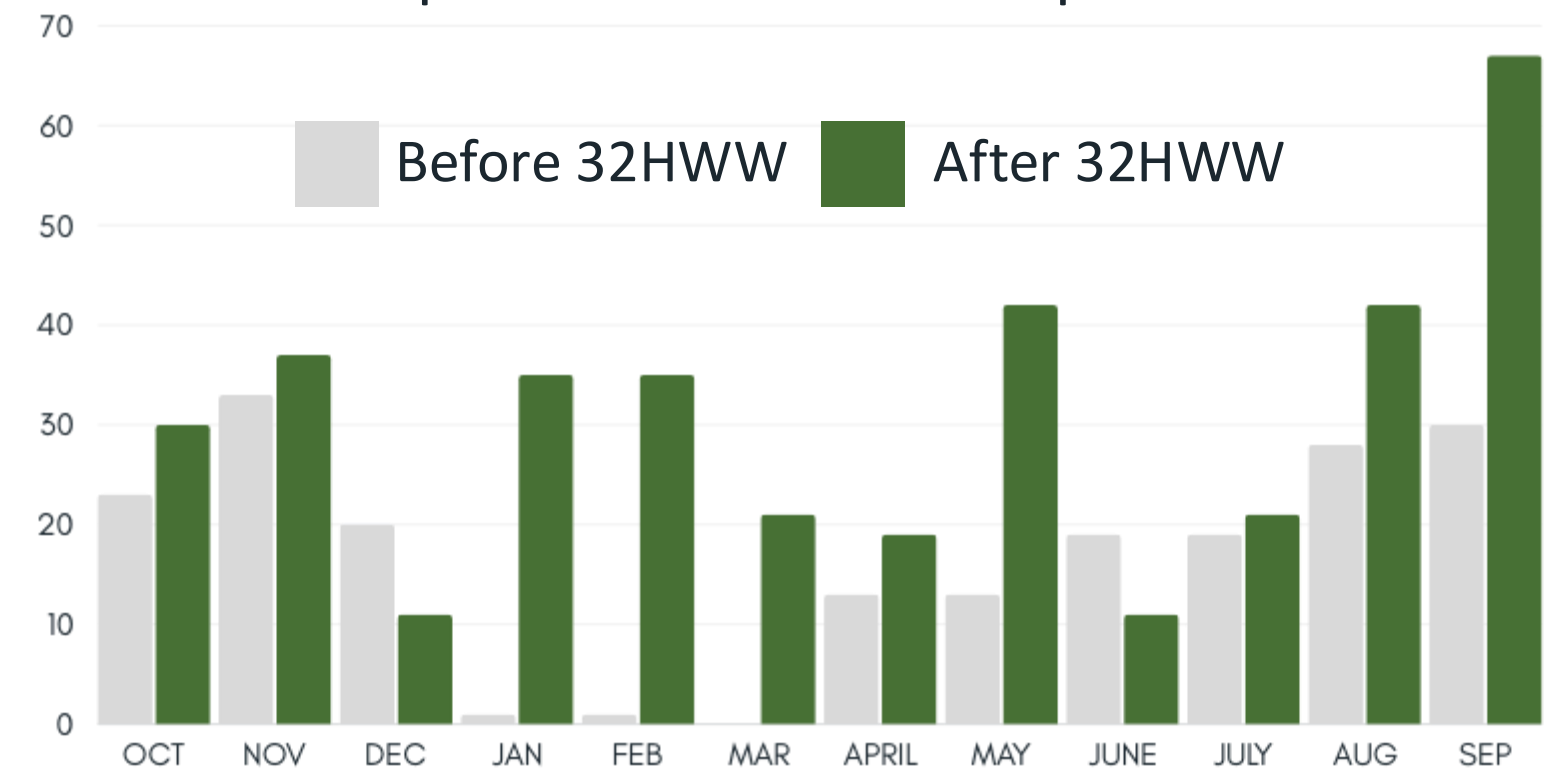
**23.75%
faster**

According to HR data, the rise in application volume and new recruitment practices has led to fewer vacancies.

Since the implementation of the 32HWW, interest in County employment has dramatically increased.

The total number of applicants has spiked by 85.5%

Total Applications Received for County Jobs
Oct. 2022-Sep 2023 vs Oct 2023- Sept 2024



From San Juan County Human Resources



A Place People Want to Stay

How staff feel about the 32HWW:

66%

Factors heavily into their desire to stay.

22%

Factors somewhat in their desire to stay.

9%

Does not factor in their decision to stay.

0%

Makes them more likely to look for another job.

3%

Gave other answers.

From San Juan County 32-Hour Work Week All-Employee Survey, Oct.2024



What staff are saying...

"It is a driving factor in continuing to work for the County, and it makes me feel proud to share how my County is trying to lead the way with regards to workers' welfare."

"The 32HWW allows me to spend more time with my family, which is so important while they are young. I feel empowered at work to accomplish what I can in 32 hours, and feel it is sufficient time to complete my job tasks. If the 32HWW were repealed, I would immediately begin looking for new employment."

Employees are choosing to stay.

Separations dropped 48%

HR data shows voluntary separations (quitting, retiring) have decreased by 48% between Q1-Q3 of 2023 vs 2024, allowing the County to retain a skilled workforce.



Room for Growth

Identifying Challenges

At the one-year check-in, departments throughout the County report ongoing challenges including adjusting to the new schedule (particularly balancing employee schedules and different office hours for several departments), re-organizing priorities, sustaining front desk coverage, and maintaining productivity.

Exempt Employee Survey Data

Please rate how the 32HWW has affected your workload.



Please rate how the 32HWW has affected your wellbeing.



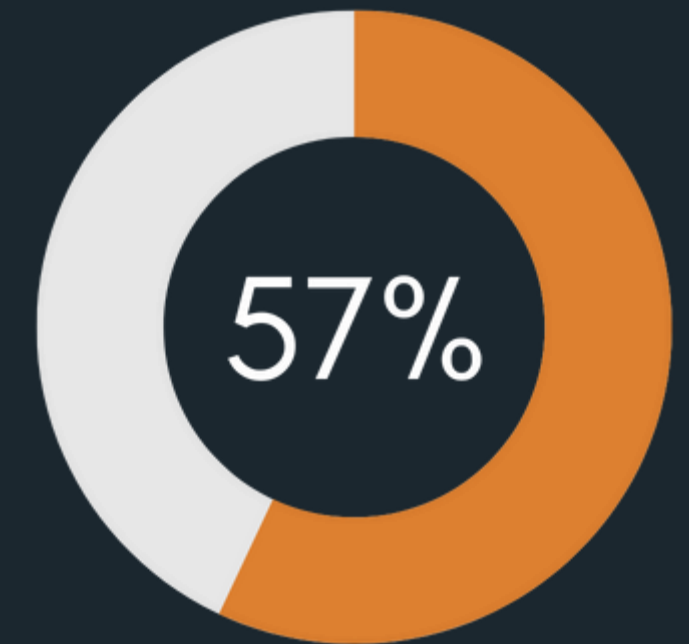
- Negatively
- Has Not Changed
- Positively
- Did Not Answer

Data from both the 6-month and 1-year All-Employee Surveys reveal that **additional work is reportedly shifting to exempt employees** as they work extra hours to ensure deadlines are met and services are upheld.

But it's not always simple...

Some staff, regardless of exemption status, continue to feel their already full workloads increase. Challenges with understaffed programs, inter-departmental communication, completing tasks within their shorter work weeks, and managing the seasonality of certain, time-intensive projects remain.

Is the pressure of the new schedule the same for everyone?



of exempt respondents report consistently working more than 32 hours per week.



Impact on County

Staff

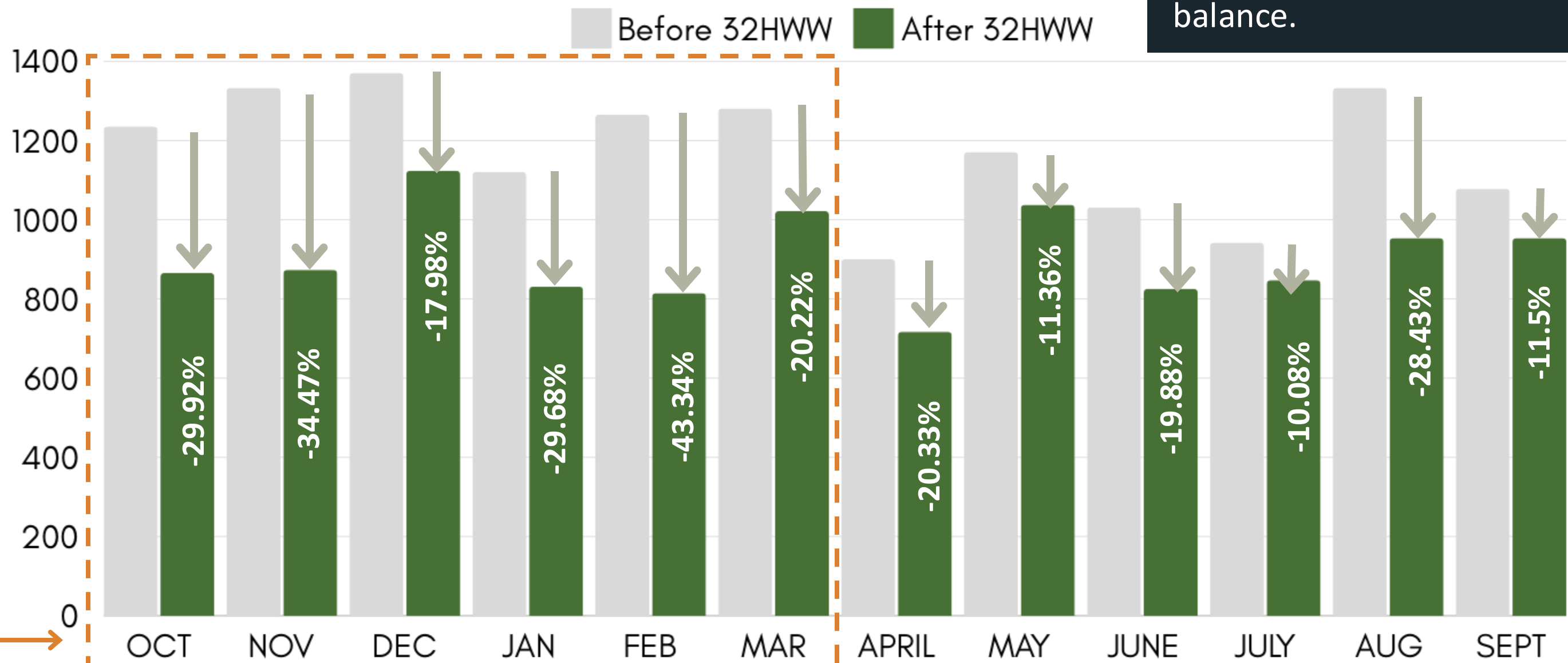
SJC employees used

23%
less sick time

Even during respiratory illness season, employee timesheet data showed 27% less sick time used.

Total Sick Leave Use is Down 23%,
Oct. 2022 to Sep. 2023 vs. Oct. 2023 to Sep. 2024

From San Juan County Human Resources



SJC staff say their work-life balance is

84% better

In the All-Employee Survey, 84% of respondents 'somewhat' or 'strongly' agree that the 32HWW has improved their work life balance.



Evaluating County Operations

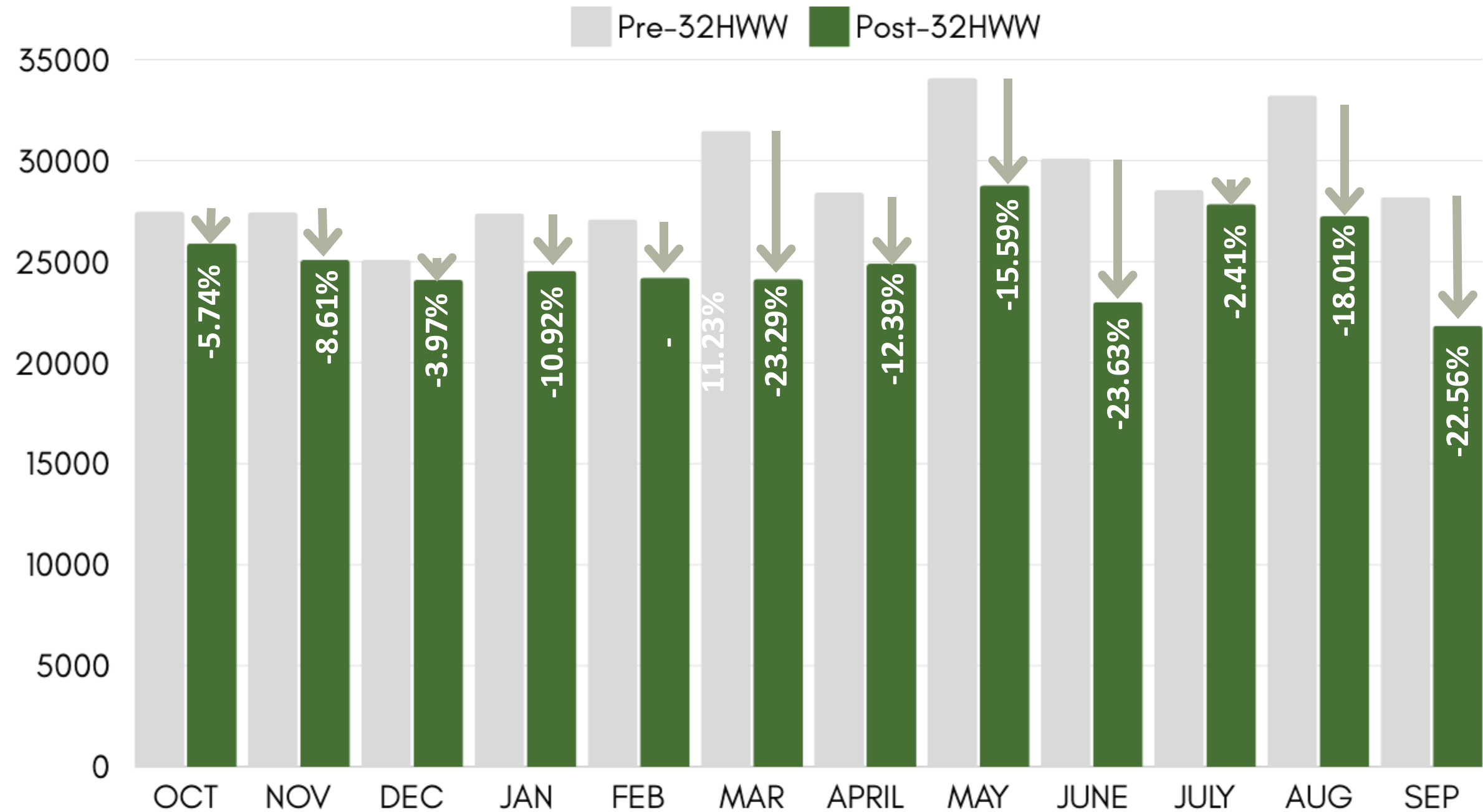
Still putting in the time.

only 13% decrease

Though full-time hours were reduced by 20%, hours worked across the organization only decreased by 13% (inclusive of paid time off) according to available timesheet data. This is thanks in part, to part-time staff whose hours did not change and fewer vacancies across the organization.

From San Juan County Human Resources

Hours Worked, Oct. 2022 - Sep. 2023 vs. Oct. 2023 - Sep. 2024



Identifying the Indicators

County-Wide KPI Summary

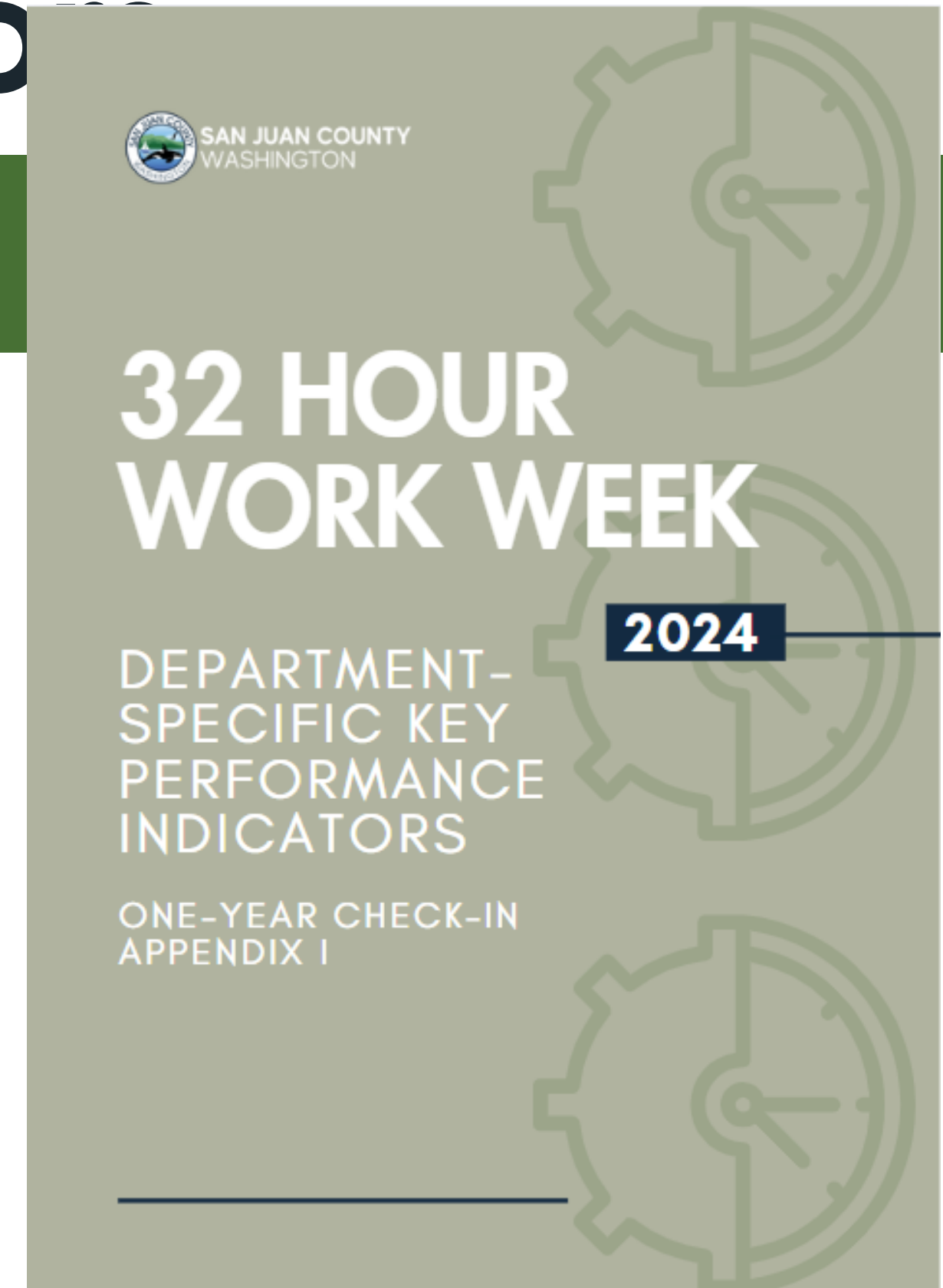
In most cases, departments have reported slight changes to operations but an overall ability to maintain essential services and core functions. Many departments continue their 'on-call' services and respond to after-hours needs.

It's essential to recognize that more than one year's worth of data is needed to accurately evaluate trends - especially in departments that are highly seasonal or have cyclical projects.

By Department

Each department was tasked with identifying and monitoring the KPIs related to their programs and services. Some are more easily tracked than others.

A list of department-specific KPIs is located in Appendix I.





32-HOUR WORK WEEK

2024

Questions or Interested in the Full Report?



<https://engage.sanjuancountywa.gov/san-juan-county-s-32-hour-work-week>



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