

APPENDIX

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Appendix A: Data Collection Methods

The information in this final report is based on the following types of data collected from November 2008 to August 2009: (1) Three general County employee surveys; (2) a Non-Represented Employee survey; (3) County employee focus group discussions; (3) Employee Services records; (4) energy usage records, (5) Customer Comment Cards, and (6) a tally of customer usage of the extended hours. In the following section, the collection methods for each data set are explained.

County employee surveys

Three web-based surveys were administered during this study period.

Phase I: This online survey was posted from October 30 to November 7, 2008. Two sets of questions were prepared; one for employees who were about to start the alternate work week, and one for employees who were maintaining the standard work week. The survey included questions about (1) their expectation on the impact of adopting the alternate work week, (2) their commuting patterns, (3) their level of job satisfaction, (4) their assessment of work/life balance, and (5) demographics. By request, some departments took the survey using a paper-and-pencil format. The total number of respondents for the phase one survey was 1,107.

Phase II: This online survey was posted from April 8 to April 23, 2009. The basic set-up and contents of the survey were the same as the phase one survey. Reflecting feedback from the Phase I survey and focus group discussion, some questions on commuting patterns were eliminated; questions regarding child care concerns, eating patterns, and health status were added. A total of 1,039 responses were received.

Phase III: This online survey was posted from July 27 to August 6, 2009. The basic set-up of this survey was similar to Phase I and II. The total number of respondents for the Phase III survey was 867.

Non-Represented Survey

One web-based survey was administered to non-represented employees (Non-Represented Survey). It was posted from July 5 to 16, 2009. The survey included questions regarding (1) manager and staff productivity, (2) staff morale, (3) customer/client reaction to the alternate schedule, (4) employees' experience managing under the alternate schedule, and (5) demographic information. A total of 199 responses were received.

Focus group discussions

A total of four focus group discussions were conducted.

- Focus group category 1: alternate schedule, represented employees -- six members
- Focus group category 2: alternate schedule, non-represented employees -- six members
- Focus group category 3: employees on the standard schedule -- three members
- Focus group category 4: alternate schedule employees with child/elder care needs --- nine members

Focus group categories 1 to 3 took place on January 14, 2009. In order to select participants for the categories, 12 employees were randomly selected from the County employee list, and were invited to participate in the focus group discussion. Based on the number of responses, an additional invitation was extended to employees who were also randomly selected.

Because none of the focus group participants had any child/elder care needs, an additional focus group discussion session (category 4) took place February 25, specifically for those with child/elder care needs. Solicitation to participate in the focus group was sent out via e-mail, and nine people volunteered to participate in the focus group discussion.

Employee Services records

The Employee Services department provided information and data relevant to alternate work week schedule. This data included (1) employee's schedule change request, (2) overtime and comp time usage and cost, (3) survey questions for job applicants, (4) vacation and sick leave usage, (5) Americans with Disabilities and Family Medical Leave usage, and (6) exit interview information.

Energy usage records

Information and data relevant to the energy usage were provided by the Office of Sustainability, Facilities Management and Fleet Services. The Office of Sustainability provided information on the electricity and natural gas usage in the County buildings. Facilities Management supplied data on buildings currently on the alternate work schedule, and Fleet Services provided data on fuel usage and cost for County fleet vehicles.

Customer Comment Cards

The customer survey was entirely voluntary. Departments were asked to give the survey card to anyone who visited the office and encourage customers to fill out customer comment cards during the survey period. The customer survey was also available online.

Collection: Survey cards were placed in collection boxes located in the main lobby of the PSB and DSB buildings. For departments outside these buildings, there are instructions on the cards for departments to forward to Karen Pearson in DES. Customers could also choose to mail the cards to Masami Nishishiba, Ph.D. at Portland State University.

Survey period: The customer comment cards and web survey were collected from June 22, 2009 to July 16 (four weeks).

Customer Use Tally


Collection: Tally sheets were sent by department to Karen Pearson at DES.

Survey period: Departments were asked to track the number of customer calls and walk-ins received during the survey hours for the week of June 22 to 25.

SECTION 1

IMPACT ON CUSTOMER SERVICE/CITIZEN REACTION

Appendix B: Customer Comment Card Sample

Clackamas County Alternate Work Week Customer Survey	
<p>Many Clackamas County offices switched to an alternate work schedule last fall, and Portland State University is studying how this has impacted those who use County services.</p> <p>Please take a moment to answer the following questions. When you are done, you may place the survey in the response box in the lobby, mail it to PSU, or hand it to any County employee.</p> <p>Still have more to say? Send us an e-mail at jbitton@pdx.edu.</p> <p>You may also complete this survey on county website: www.clackamas.us.</p> <p>Thank you so much for your help!</p> <div style="text-align: center;">  <div style="display: inline-block; vertical-align: middle;"> Portland State <small>UNIVERSITY</small> </div> </div>	<ol style="list-style-type: none"> 1. What County services do you use most often? <div style="border-bottom: 1px solid black; height: 15px; margin-top: 5px;"></div> 2. Do you use County services during the extended hours of 7 to 8 a.m. and 5 to 6 p.m.? <div style="text-align: center; margin-top: 10px;"> Yes No </div> 3. Do you feel your access to County services has increased, decreased or remained the same since the County changed to the alternate work schedule? <div style="text-align: center; margin-top: 10px;"> Increased Remained the Same Decreased </div> 4. Do you have any other comments about the County's new alternate work week? <div style="border-bottom: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-top: 5px;"></div>

<p>CLACKAMAS COUNTY EMPLOYEES:</p> <p>If you receive this card, please forward to Karen Pearson, Employee Services, ext. 8272</p>	<div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> PLEASE PLACE </div>	<p style="text-align: center;">Clackamas County Alternate Work Week Evaluation c/o Dr. Masami Nishishiba Portland State University College of Urban and Public Affairs PO Box 751 Portland, OR 97207</p>
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Appendix C: Comments from Customer Comment Card

Positive Comments:

- More convenient.
- Seems to work okay.
- Extremely helpful.
- Good job.
- Good for people working later in day.
- It is good for us! Would appreciate an online tax site for vendors.
- 4 day work week works well.
- Love it.
- Friday closed is fine. 7am works great for me.
- Working 4-10's is better than 3-12's on the body- both physically and mentally.
- If it saves money I like it.
- I received great help in tax office!
- I appreciate the convenience and I hope it's saving taxpayer dollars.
- Ok with me, good staff.
- Like it.
- We agree with the 4 day workweek.
- Doing a fine job.
- They do a fine job.
- I can come before work or run by after because of extended hours. Glad to see the county trying to save money.
- I feel it should stay to 4-10 hour days to save our tax payers dollars!
- Like you are close to use location.
- Would love to see it permanent.
- It's good.
- Very convenient for people who work during the day.
- Sounds like a good plan.
- I like it!
- Great idea- I wish we had it where I work!
- It works for me.
- I like it!
- Open before/after regular business hours.
- Appreciated earlier opening hours even though only been here once.
- Like the extended hours for the 4 day week.
- Love it!
- All staff very helpful!

Positive Comments Continued:

- Good idea!
- Planning ahead on our part makes the alternate workweek fine.
- More after work time (6-7pm) would be great!
- Better use of funds. Good job.
- It's more convenient so I don't have to miss work.
- Wish my office would try it.
- It works for my schedule.
- I like the longer days and can live without Fridays.
- Keep it.
- Good for all concerned!
- Very helpful staff in Property Tax Dept- made the process easy
- Like 5 working days.
- I actually love the new schedule because it is more convenient for my daily schedule.
Thanks for the new hours of operation.
- Appreciative of earlier opening hours for my convenience!
- Good because it saves the environment.
- Nope, works well
- I believe it has been a benefit for my family to be available later in the evenings.
- It makes it easier to come in without missing too much work. Especially with a 9am-5pm job.
- It's great.
- Love new hours.
- It's working good.
- Fine with me.
- Extended hours are helpful.
- Longer hours benefit those who can't use services during the day because of their own job.
- I like the extended hours.
- Seems to work great.
- Good idea.
- It saves me money.
- Keep it green.
- Helps early.
- It works.
- Saves me from taking a day off to make it in before closing.
- I like it!
- I love it.
- Keep up the good work!
- I enjoy Fridays off for study time.

Positive Comments Continued:

- It's just fine the way it is.
- It's much better.
- Love the new hours. Available when I am not at work, so I can get services I need.
- It works out well because now I can access services after I get off work.
- Early in the am is easier on me.
- I think alternate work week gives County employees a day during the week to get things done that they can't on weekends.
- Seems to be ok. However, you need to plan ahead!
- A 4 day 1- hour week is good.
- I think it will help to serve a wider range of residents.
- I think it's a good idea.
- I think its fine the way it is.
- Way to go saving electricity!
- Good job.
- Good job.
- I like it!
- Keep up the good work!
- You seems to be more organized especially compared to Multnomah or PDX.
- Like the early morning hours.
- Recovery
- It's a good idea.
- I like it!
- I like the longer hours. Very helpful!
- Great idea.
- It saves energy to heat and cool buildings. Save money, why is there a discussion about this? It is a no brainer. Why are county employees so spoiled, they do not care about taxpayers.
- No problem with it
- It requires a little bit of advance planning, to remember that I can't go in on Friday, but other then that, it seems good.
- I really like the extended hours. I am able to drop by after my work day to verify building permit records and ask planners questions about zoning. Staff is really helpful.
- Keep it 4 day a week. Most efficient use of tax dollars.
- Excellent staff, pleasure to work with, and the extended hours really help when you are working 8-5.
- I believe the alternate work schedule is good
- I think the hour change is in keeping with the time and budget. They have always been very responsive to our needs and I know it will remain the same. Thank you for you effishency.

Positive Comments Continued:

- Being closed on Friday is a minor inconvenience. If it saves tax payer money, I'm all for it.
- Personally, I think it's great.
- Don't change it. We can make it work if we aren't lazy.
- Support it.
- I like it, it is handy to be able to do business with the county after I get off work.
- THANK YOU FOR SAVING MONEY, GOOD FOR PUBLIC GOOD FOR EMPLOYEES.
- I like it. Can get the permits early in the morning or after 5PM. County staff are very helpful.
- LIKE EXTENDED HRS
- I was able to stop by and get my information and forms before I went to work. That was very convenient. I know the offices are closed on Fridays, so I just plan my business accordingly. We receive extended hours of service without additional staff. Works well.
- Marcos was great! I thank him so much for seeing me so late.
- Great building and location!
- Makes good sense.

Negative Comments:

- I understand the cutbacks, but are inconvenient.
- Fridays not open hampers research efforts and work schedule in Clackamas County.
- I feel it is more difficult to access County services without those services being available on Friday.
- Not being available on Friday is difficult for building inspections.
- Seems like Fridays are always when I need to come and you are closed.
- I liked offices being open on Friday because that is my only day off if I need to do county business
- I work Monday-Thursday, 3pm-1:30am. I prefer to have appointments on Friday.
- Not having services available 5 days a week makes it difficult for businesses that operate in this area.
- Very inconvenient- reduces my ability to get work done when office is closed on Friday.
- Fridays- no services Mondays- you are very busy.
- I doubt that there is a net savings.
- Fridays are important in the business world- we don't shut down why do you?
- We showed up at 7am before work and was told to wait until 8 am.
- It is hard to be effective four hours per day let alone 10-12 hours.
- Access is everything to a project.
- Makes scheduling building inspections more difficult. Hard to keep project on schedule.
- Needs to be available 5 days a week.
- Sometimes wish for building inspections on Fridays.

Negative Comments Continued:

- I sure miss Fridays.
- Does not work well for this contractor.
- Please go back to a five day week!!!
- Do not see how it decreases "carbon footprint".
- Re: Fridays closed: Sometimes you can't predict and plan ahead enough and need service that is now unavailable for 3 days. I hope the savings are significant and then I guess it's worth it.
- Waste of money-changing signs, publications, admin time, surveys...
- Wish they'd go back to a 5-day week.
- Slow building time so why not while they are slow.
- Sometimes Friday is only option and some workers are in field.
- It's too bad services that help people are being reduced.
- Don't like closed on Friday.
- We use vitals for death certificates. It can create an issue for our families if we cannot provide certified copies in a timely manner.
- Coordinator for Clackamas Co. family court classes was hard to contact. Wait was too long for a class; one month is too long to wait.
- Need more hours open to public.
- Really miss access on Fridays.
- Inconvenient.
- These services should be available Monday-Friday.
- Lost one day of work.
- Lost hours.
- We lost 10 hours a week on our paycheck. We lost air conditioning for janitorial. Making it very hard to work with.
- Not working Fridays does not work for anyone else!
- Due to inspection only 4 days jobs are taking longer to complete.
- Friday is the most inconvenient day to not have access. Missed inspections prohibit any work on the weekend.
- Being closed on Friday poses a problem for us and families for getting death certificates at times.
- With no inspections on Friday creates a difficulty building home.
- Access to County services when building homes 5 days a week is important
- Extra hours in the evening are not valuable and being closed on Friday creates a delay in obtaining some services.
- Changing the schedule of the employees and all their families for a savings approximately equivalent to one full time employee has been a struggle.
- go back to standard work week
- Not very user friendly being closed on Fridays.

Negative Comments Continued:

- No inspections on Fridays have radically increased our cost to our customers in working around the County inspection schedules. We often have to re-route ourselves on Fridays (or not work) as we cannot receive inspections enabling us to continue with our work in progress. This increases the customers cost. It is NOT a good procedure for us. The extended hours during the Mon - Thurs week do us no favors as our crews work an 8:00 AM to 4:30 PM shift. Jobs are usually locked up outside those hours and are not available to inspectors. The 4 - 10 hour days workweek is costing us and our customers money. The County has only transferred costs to the public, rather than actually SAVING money by eliminating costs. The county workweek should be returned to 5 - 8 hour days ASAP.
- This sucks!!! The County should do business on a 5-day work week basis like the MAJORITY of its citizens. I called in today (7-2-09) to get information on permit fees and the County offices are closed. So, this week the County is only open 3 days. How nice.... While the common tax payers are struggling, busting our rears to create new business, our tax payer paid County employees are enjoying a TAX PAYER paid 4-day weekend. Oh, and like always, we have no say in this policy change. Thanks again Big Brother....
- I find that 4x10 hr days is not as convenient as 5x8 hr days. There are many fewer times that I call after 5 PM than I would on Fridays. Overall, I feel that accessibility to the services has decreased as a result of the schedule change however, the impact is not dramatic.
- Hard to reach when not open all days. Would be better if open later and more hours at night past 5p.
- Often, on Fridays there is no one to talk to because they are closed.
- "I think this is a bad use of tax payers money because I highly doubt that staff are more productive in a 10 hr day than a regular 8hr day - it takes long enough to process applications and with effectively 4 -8hr work days the response from staff is slower and missing a day when regular business is conducted is very inconvenient when I make a phone call with a question on a Friday and have to wait until Mon or Tues. for an answer.
- Overall I don't see that this is providing a more efficient service to the public rather quite the opposite - I hope they switch back to regular business hours soon. "
- Not being able to do business on Friday is bad.
- Fire the commissioners.
- Need to work more hours.

Neutral Comments:

- Didn't know.
- Did not even know about it.
- Do anything to reduce size and cost of government.
- It really has not affected and so far it does not seem it will.

Neutral Comments Continued:

- Nope (just need to remember no Fridays, messed up twice).
- Sometimes no Friday is inconvenient, but extended hours M-Th is nice.
- Not at this time.
- Overall I like it but it is a challenge to deal with inspections. I would say I would like it the old way.
- Didn't notice change.
- Wasn't aware of the change.
- Not at this time.
- I haven't had that much interaction- so not that much experience to go off.
- Cost of hr
- "In the past I never scheduled trips to the Building Dept on Fridays as many of the employees were not there as they had scheduled the day off. With the decrease in business, I understand the problem of staffing and hours. I suggest they use this time to check, recheck and update their forms, websites, 411, etc with correct phone #\s. 503-353-4659 is listed as County Rd. Dept and it rings as a fax. If you call 411 on Verizon and ask for Clackamas Cty building dept you get the old number in Clackamas on Sunnyside. I've reported this....and got the answer. That's strange....."

Suggestions:

- Wold be better for close on Monday, rather than Friday
- Don't have to use services often, once online will not have to use at all
- It would work better for me if the offices were closed on Monday instead of Friday
- Closed Mondays would work better, unless survey records were online.
- Needs to rotate week by week.
- Maybe they should work less and give us less service.
- Child custody is critical- court dates so far out. Offer more online services?
- Leave building dept. open 5 days a week., but have employees work 4 days, and alternate days off.
- Change the time on the internet or give notice that starting at a certain date the time will change. It was a huge inconvenience to drive 45 minutes to wait another hour.
- A later schedule till 7pm would be more useful.
- When closed for holidays, put notice on website and post notice on building door.
- Yes, need to have some offices open on Fridays.
- Split shift so services are available all week
- Why not have some people work monday-thursday and some work tuesday-friday?
- We get requests for bids of survey work on Fridays but cannot do the research until Monday. Soon this will not be an issue as research is going online! YEAH!

Appendix D: Extended Hours Tally Form

Customer Service Log - Phone and Walk-Ins

Survey Week: June 22nd to 25th, 2009

Department: _____

Division: _____

Count External Customers Only (no County Employees)

Monday 6-22	Phone Calls	Walk-ins
7:00 - 8:00 AM		
8:00 - 9:00 AM		
4:00 - 5:00 PM		
5:00 - 6:00 PM		

Wednesday 6-24	Phone Calls	Walk-ins
7:00 - 8:00 AM		
8:00 - 9:00 AM		
4:00 - 5:00 PM		
5:00 - 6:00 PM		

Tuesday 6-23	Phone Calls	Walk-ins
7:00 - 8:00 AM		
8:00 - 9:00 AM		
4:00 - 5:00 PM		
5:00 - 6:00 PM		

Thursday 6-25	Phone Calls	Walk-ins
7:00 - 8:00 AM		
8:00 - 9:00 AM		
4:00 - 5:00 PM		
5:00 - 6:00 PM		

Please return completed log to Karen Pearson at DES by June 30, 2009. This information will be shared with PSU for use in the evaluation of the Alternate Workweek

Appendix E: Extended Hours Tally Results By Department

Service Usage During Extended Hours- by Department								
Department	7:00-8:00am		8:00-9:00am		4:00-5:00pm		5:00-6:00pm	
	Phone calls	Walk-ins	Phone calls	Walk-ins	Phone calls	Walk-ins	Phone calls	Walk-ins
A&T	40	5	129	4	130	11	30	2
BCC	4	0	9	2	8	0	2	0
BCS	27	1	61	2	46	2	24	2
County Clerk	8	5	14	4	13	13	0	0
County Counsel	3	0	13	2	5	4	4	2
DES	6	0	7	1	7	0	4	0
DHS	214	33	401	157	428	68	203	32
DTD	96	36	169	70	125	74	61	49
Emergency Management	3	1	3	2	5	2	2	0
Family Court	6	0	22	0	36	6	14	6
Finance	2	0	5	0	2	0	4	0
HA	7	4	19	11	24	7	14	4
Juvenile	7	9	36	45	45	78	17	24
PGA	0	0	0	0	0	0	0	0
Tourism and Cultural Affairs	2	0	4	0	3	0	3	0
WES	26	1	33	3	35	10	11	4
Totals	451	95	925	303	912	275	393	125
	546		1228		1187		518	

SECTION 2.1.

IMPACT ON COUNTY OPERATIONS: COST SAVINGS

Appendix F: Overtime and Comp Time Cost Comparison

Six Month Comparison Feb - Aug 08 and 09

	All Depts on Alt Wk Week		Removing Roads from All Depts	
Prior to Alternate Work Week	Hours	Cost	Hours w/o Roads	Cost w/o Roads
Paid Overtime (Feb 08 - Aug 08; 13 pp)	6908.26	\$275,771.82	5250.68	\$223,191.32
Comp Time Taken/CT (Feb 08 - Aug 08; 13 pp)	8768.51	\$316,362.39	5370.46	\$202,023.55
Total all OT and CT 2-22-08 to 8-8-08	15676.77	\$592,134.21	10621.14	\$425,214.87
During Alternate Work Week	Hours	Cost	Hours w/o Roads	Cost w/o Roads
Paid Overtime (Feb 09 - Aug 09; 13 pp)	4739.59	\$195,992.49	3793.99	\$164,840.44
Comp Time Taken/CT (Feb 09 - Aug 09; 13 pp)	5107.23	\$202,786.17	4017.94	\$164,170.31
Total all OT and CT 2-20-09 to 8-7-09	9846.82	\$398,778.66	7811.93	\$329,010.75
Difference in total OT for 13 pp	5829.95	\$193,355.55	-2809.21	-\$96,204.12
Estimated Difference per pay period	-448.46	-14873.50	-216.09	-\$7,400.32
Annualized Difference for year (26 pp)	-11659.9	-\$386,711.10	-5618.42	-\$192,408.24

Calculating OT Cost Savings:	Including all Depts.		Excluding Roads	
Estimated Total OT per year Prior to Alt Wk Week	31353.54	\$1,184,268.42	21242.28	\$850,429.74
Estimated Savings per year	-11659.9	-\$386,711.10	-5618.42	-\$192,408.24
Estimated Percentage reduction in OT under alternate work week		-32.65%		-22.62%

Appendix G: Vacation and Sick Leave Usage Comparison

	Nov. 07 - July 08		Nov. 08 - Aug. 09		Difference	
	Hours	Earnings	Hours	Earnings	Hours	Cost
Vacation Leave	66,800	\$ 1,831,789	65,124	\$ 1,836,830	(1,676)	\$ 5,040
Sick Leave	34,288	\$ 885,737	36,026	\$ 976,243	1,738	\$ 90,506

	Cost Per Pay Period	Annual Cost
Vacation Leave	\$ 252.02	\$ 6,552.44
Sick Leave	\$ 4,525.30	\$ 117,657.80

SECTION 2.2.

IMPACT ON COUNTY OPERATIONS: ENERGY USAGE AND SUSTAINABILITY

Appendix H: Buildings Studied for Electricity Consumption

Standard Work Week Buildings (27)	
Abernethy Building-FM1900	Juvenile DA Modular - FM3890
Butler Bldg - DA - FM8200	McCoy Roads Maint-FM1700
Central Utility Plant	Public Health Modular #1-FM1991
County Archives - FM100	Public Health-FM4900
Courthouse-FM900	Public Safety Trng Ctr - FM0005
DA Family Support - Red Soils Ct	Records Management - FM6600
Data Center - FM 1100	Shaver Building
Data Center Annex -FM 5000	Sheriff Modular - FM0007
Delta Bldg Victim Asst - FM1300	Sheriff Property Room - FM5400
Dog Services Admin - FM190	Sheriff's Fleet Office - FM2200
Facilities Management -FM4600	Stewart Community Center - FM 6100
Hilltop / OC Clinic-FM5600	Stokes Bldg-FM5700
Holman Bldg-FM400	Washington St Bldg - FM22
Homestead Bldg - FM3500	
Alternate Work Week Buildings (4)	
Extension Service Bldg - FM3200	Weatherization
Public Services Building	Willamette Bldg - CSCC 6000
Buildings Operating 24/7 (8)	
Corrections 34 bed Facility -FM700	Emergency Ops Center -FM500
Corrections 80 Bed Facility -FM6200	Juvenile-FM3800
County Intake Center - FM805	North Station Precinct - FM9000
County Jail - FM810	South Station - FM5300

Appendix I: Buildings Studied for Natural Gas Consumption

Standard Work Week Buildings (21)	
Abernethy Building-FM1900	Homestead Bldg - FM3500
Butler Bldg - DA - FM8200	McCoy Roads Maint-FM1700
Central Utility Plant	Public Health-FM4900
County Archives - FM100	Public Safety Trng Ctr - FM0005
Courthouse-FM900	Records Management - FM6600
DA Family Support - Red Soils Ct	Shaver Building
Data Center - FM 1100	Sheriff Property Room - FM5400
Data Center Annex -FM 5000	Sheriff's Fleet Office - FM2200
Facilities Management -FM4600	Stewart Community Center - FM 6100
Hilltop / OC Clinic-FM5600	Washington St Bldg - FM22
Holman Bldg-FM400	
Alternate Work Week Buildings (3)	
Public Services Building	Willamette Bldg - CSCC 6000
Weatherization	
Buildings Operating 24/7 (8)	
Corrections 34 bed Facility -FM700	Emergency Ops Center -FM500
Corrections 80 Bed Facility -FM6200	Juvenile-FM3800
County Intake Center - FM805	North Station Precinct - FM9000
County Jail - FM810	South Station - FM5300

Appendix J: Fuel Consumption Calculations

The average fuel efficiency for all cars on the road was calculated by taking into account the differences between passenger cars and light trucks. Using the reported frequencies of single occupancy vehicle (SOV) drivers and carpool drivers (approximately 2.39 people per carpool), the daily number of trips was calculated for each period in order to obtain what a year of driving would look like.

Vehicle Type	MGP (2006)	Avg. Commute (mi)	Daily Fuel Use (g)	Weekly Use on 4/10 (g)	Weekly Use on 5/8 (g)
Passenger Car	22.40	26.50	1.18	4.73	5.92
Light Truck	18.00	26.50	1.47	5.89	7.36

(cont'd from above)

Vehicle Type	Yearly Use on 4/10* (g)	Yearly Use on 5/8 (g)	*Based on 50 weeks
Passenger Car	236.61	295.76	
Light Truck	294.44	368.06	

Phase I

SOV (daily trips)	Carpool (daily trips)	Total Yearly Consumption (g)
687.51	23.35	235,938.89

1:1 car to truck usage based on responses from Phase I survey

Phase II

SOV (daily trips)	Carpool (daily trips)	Total Yearly Consumption (g)	Total Δ From Phase I (g)
690.21	23.80	189,589.72	-46,349.17

Phase III

SOV (daily trips)	Carpool (daily trips)	Total Yearly Consumption (g)	Total Δ From Phase I (g)
655.27	28.07	181,445.96	-54,492.93

http://www.bts.gov/publications/national_transportation_statistics/html/table_04_23.html

Appendix K: Work Units Reporting Fleet Fuel Data

Work Unit
BCC
Risk/Benefits
County Assessor
County Surveyor
Public Land Corner Pres.
Purchasing
Records
Facilities
Technology Services
Courier
Homeland Security
District Attorney
Juvenile
E/Services
CC/Residential
CC/Field
Fleet Services
Roads
Engineering
Community Environment
Community Health
Dog Services
Social Services
Community Health
Parks
Property Resources
NCPRD
Library Network
Community Development
Community Solutions
Planning
County Forester
Building Services
WES

SECTION 2.3.

**IMPACT ON COUNTY OPERATIONS: HUMAN
RESOURCE OPERATION**

Appendix L: Applicant Survey Table

Questions asked on online application -- November 2008 to August 2009

Did you know that the position you are applying for is included in the County's alternate workweek pilot program (full time work hours in four days: Mondays through Thursdays with Fridays off)?	Applicants Selecting Answer	Percentage
Yes, I knew it.	823	72.5%
I have heard about the alternate work week pilot program but was not quite sure how it would apply to the position I am applying for.	162	14.3%
No, I did not know about it.	150	13.2%
Total	1135	100.0%
How did the County's alternate workweek pilot project affect your decision to apply for this position?	Applicants Selecting Answer	Percentage
It made the position more attractive.	539	47.4%
It did not affect my decision to apply for this position.	594	52.3%
It made the position less attractive.	3	0.3%
Total	1136	100.0%
In general, how do you think the County's alternate workweek schedule affects people's perception about the employment opportunity with Clackamas County?	Applicants Selecting Answer	Percentage
People will be more favorable about the employment opportunity with Clackamas County.	880	77.7%
People will not be impacted about how they see the employment opportunity with Clackamas County.	241	21.3%
People will be less favorable about the employment opportunity with Clackamas County.	11	1.0%
Total	1132	100.0%

Appendix M: Departments on the Alternate Work Week

Department	Total Regular Employee Count	Building
Board of County Commissioners	5	PSB
County Administration	10	PSB
County Counsel	12	PSB
Homeland Securities		
Homeland Securities	7	Emergency Ops Center -FM500
Employee Services (DES)		
Employee Services Admin	22	PSB
Risk & Benefits Administration	13	PSB
County Assessor	55	DSB
County Surveyor		
County Surveyor	11	DSB
Corner Land Preservation	8	DSB
Finance		
Department of Finance	29	PSB
Purchasing	7	PSB
County Courier	1	PSB
Mail Operations	2	PSB
Public & Government Affairs		
Public & Government Relations	11	PSB
Cable Administration	4	PSB
Tourism Development Council	4	PSB
District Attorney		
Family Court Service	9	PSB
Juvenile	48	Juvenile-FM3800
Dept Of Transportation & Development		
Road Maintenance	90	McCoy Roads Maint-FM1700
Road Administration	11	McCoy Roads Maint-FM1700
Community Environment	7	DSB
Office of Sustainability	7	DSB
Planning	30	DSB
Building Services	43	DSB

Development Agency	6	DSB
Department	Total Regular Employee Count	Building
Business and Community Services		
Property Management	2	DSB
Economic Dev & Property Resources	6	DSB
County Forester	3	DSB
Veterans Services	3	? May be same building as Facilities
North Clackamas Parks/Recreation Administration	10	DSB?
Department Of Human Services		
Human Services Administration	4	PSB
Office for Children and Youth	7	PSB
CD Administration	4	PSB
CD Housing	4	PSB
Community Solutions	26	Willamette Bldg - Com Solutions 6000
Community Solutions-Weatherization	21	Weatherization

Departments with Employees on Both Schedules

County Treasurer	5	PSB
Water Environment Services	106	DSB & Plants (Tri-City and Kellogg)
Engineering	43	DSB
Parks	11	DSB
Community Health	245	PSB and Clinics
Social Services Administration	116	PSB

**Total Number of Employees Working for Departments
on the Alternate Work Week** 1,068

**Percentage of employees in Clackamas County who
work on the Alternate Work Week** 57%

SECTION 3

EMPLOYEE EXPERIENCE

Appendix N: Survey Demographics

	Phase I	Phase II	Phase III	Non-Rep. Survey
Gender				
Men	411	399	344	78
Women	596	607	485	117
Average Age	46.27	46.6	46.1	49.7
Respondents on Alternate Work Week	734	773	342	125
Respondents on Standard Schedule	371	265	204	32
Respondents in a Mixed Work Unit				42
Work Schedule				n/a
Full-time	631	569	342	
37.5 hours per week	385	380	264	
Part time	82	76	58	
Marital Status				n/a
Married/Domestic Partnership	761	737	595	
Single/Divorced	240	265	232	
Other	15	18	13	
Average Number of Dependents	1.94	1.09	1.1	n/a
Represented Respondents	810	788	657	
Non-represented Respondents	218	236	189	199
Average Number of Years Worked	9.61	9.28	10.34	12.4

Appendix O: Number of Respondents to the Employee Survey by Departments

Department	Phase I	Phase II	Phase III	Non-rep Survey
County Admin/BCC/County Counsel/Community & Legislative Affairs	25	18	16	17
County Assessor	39	54	47	5
Business & Community Services (Library, Library Network, NCPR, Parks, Vet Services, Economic Development)	53	48	41	12
C-Com & Emergency Management	10	11	11	8
Community Corrections	33	40	22	8
County Clerk	19	9	9	2
District Attorney/Law Library	27	27	28	10
Employee Services	34	35	27	28
Finance (Facilities, Fleet, Purchasing)	47	56	53	11
Human Services (Community Health, OCF, Community Development, Community Solutions, SSD)	262	268	200	40
Juvenile/Family Court Services	29	41	32	5
Public & Government Affairs/Tourism	14	12	12	5
Sheriff's Office	161	60	37	5
Technology Services	30	38	32	3
Transportation and Development	130	194	186	18
Water Environment Services	50	54	50	11
County Treasurer	3	4	3	2
(No answer)	141	70	61	9
Total	1107	1039	867	199

Appendix P: November 2008 Survey -- Alternate Work Week

Clackamas County Alternate Work Week Survey

To the employees of Clackamas County:

As you know, the County is starting a pilot project to test the effectiveness of an alternative (4-day) work week. The County has contracted Portland State University to conduct an evaluation of this pilot project and monitor employees' experience with the alternate work week for the coming year. As part of the evaluation process, PSU will be sending you requests to participate in an employee survey. This is the first of a series of surveys to be administered during the project. Please take a few minutes of your time and respond to the following survey. This survey could take up to 25 minutes, and you may complete the survey during work time.

This survey addresses your perspective on your current work environment, work-life balance, commute pattern, concerns about the alternate work week, and background demographic information. The information you provide on your commute will also be used to study the County's impact on greenhouse gas emissions and to identify ways to improve transportation options for employees. The County decided to conduct this assessment prior to the launch of the alternate work week to properly identify areas that may have an impact after moving to an alternate work week.

To capture an accurate picture of the County employees' perspective and experience, it is very important for all of you to provide input. However, there is no penalty involved if you decide not to participate. Your participation in this survey is entirely voluntary and will have no impact whatsoever with your relationship to Clackamas County or Portland State University.

Your survey response will be sent to the PSU research team, and we guarantee your answers will not be identified by any means including your department affiliation. Your responses will be gathered and analyzed by PSU. No individuals at the County will have access to your individual responses. The PSU team will only submit a summary of the information to the County.

If you have any concerns or problems about this survey, please contact Dr. Masami Nishishiba at Portland State University either by phone (503-725-5151) or by e-mail (nishism@pdx.edu).

Masami Nishishiba, Ph.D.
Portland State University

First, we would like to ask you about your work patterns and your thoughts on the alternate work week. Please fill in the blank or select the statement that describes your opinion.

1) What best reflects your work schedule?

- ☐ 40
- ☐ 37.5
- ☐ Part-time

2) Do you anticipate the number of overtime hours you work each week will increase or decrease after the County adopts a alternate work week?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

3) Do you anticipate the alternate work week will be a positive or negative experience for you?

- ☐ Positive
- ☐ Neutral
- ☐ Negative
- ☐ Don't Know

4) How do you currently rate your productivity at work?

- ☐ Very High
- ☐ High
- ☐ Moderate
- ☐ Low
- ☐ Very Low
- ☐ Don't Know

5) Do you anticipate your personal work productivity will increase or decrease after the County adopts an alternate work week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

6) Do you anticipate the efficiency of the overall County work will increase or decrease after the County adopts a alternate week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

7) Do you anticipate the citizen access to County services will increase or decrease after the County adopts the alternate work week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

8) Do you currently use child care or elder care services?

- ☐ Yes
- ☐ No

9) Do you anticipate child care or elder care arrangements will be more difficult or less difficult after the County adopts the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know
- ☐ I don't use child care or elder care.

Additional comments

10) Do you currently participate in any educational opportunities outside work?

☐ Yes

☐ No

11) Do you anticipate attending classes after work hours will be more difficult or less difficult after the County adopts an alternate work week? In the "Additional Comments" section, can you provide a reason why?

☐ More Difficult

☐ About the Same

☐ Less Difficult

☐ Don't Know

☐ I don't attend classes after work hours.

Additional comments

12) Do you currently have secondary employment?

☐ Yes

☐ No

☐ Prefer not to answer

13) Do you anticipate having secondary employment will be more difficult or less difficult after the County adopts the alternate work week? In the "Additional Comments" section, can you provide a reason why?

☐ More Difficult

☐ About the Same

☐ Less Difficult

☐ Don't Know

Additional comments

14) Do you anticipate participating in social or volunteer activities (e.g., church, children's activities, personal time) will be more or less difficult after the County adopts the alternate work week? In the "Additional Comments" section, can you tell us why?

☐ More Difficult

☐ About the Same

☐ Less Difficult

☐ Don't Know

Additional comments

15) Do you anticipate participating in wellness programs (e.g., exercise classes) or personal exercise regimens will be more or less difficult after the County adopts the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

16) Do you anticipate that scheduling meetings with other agencies, citizens or vendors will be more difficult or less difficult after the County adopts the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

17) How concerned are you that your workload will increase on Monday mornings because you are not in the office on Fridays? In the "Additional Comments" section, can you provide a reason why?

- ☐ Very Concerned
- ☐ Somewhat Concerned
- ☐ Not Concerned
- ☐ Don't Know

Additional comments

18) Do you anticipate accessing central services (e.g., Employee Services, County Counsel, Finance, Technology Services, Records Management, etc.) will be more difficult or less difficult after the County adopts an alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
☐ About the Same
☐ Less Difficult
☐ Don't Know

Additional comments

Next, we would like to ask you about your commuting patterns. Please fill in the blank, or select the statement that best reflects your situation.

19) How did you travel to work during the last work week? If you used more than one method in one day, mark the one you used to travel farthest.

	Drive Own Car Alone	Motorcycle	Bus	Carpool or Vanpool	Bicycle	Walk	Telecommute	Day Off
Monday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thursday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20) If you carpooled or vanpooled, how many people (including yourself) are typically in the group?

21) Did your commute last week accurately portray how you commute throughout the year?

- ☐ Yes
☐ No
☐ Not Sure

22) How do you typically commute? Please indicate the way you normally commuted to and from work in the last year, and the approximate percentage of how much you used each method. Select as many as apply.

	20%	40%	60%	80%	100%
Drive Own Car	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Max or Streetcar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpool or Vanpool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23) Approximately how many miles is your round-trip commute to and from work? If your office is relocating to the DSB, please provide the round-trip distance for your previous office location.

24) If your office is relocating to the DSB, will your commute distance increase, decrease or remain the same?

- ☐ Increase
- ☐ Remain the Same
- ☐ Decrease
- ☐ Does Not Apply

25) If you are switching to the alternate work week, how do you anticipate the switch will affect your commuting habits?

- ☐ More Driving Alone/Motorcycling
- ☐ More Carpooling
- ☐ More Transit Use
- ☐ More Bicycling
- ☐ More Telecommuting
- ☐ No Change
- ☐ Other (please specify)

If you selected other, please specify

26) If you combine driving alone with carpooling or another alternative, how many miles do you drive alone round-trip?

27) If you drive alone or carpool, please tell us about the vehicle you drive most often. This will be used to

estimate your fuel use.

- ☐ Subcompact
- ☐ Compact
- ☐ Hybrid
- ☐ Full-size Sedan
- ☐ Minivan
- ☐ Compact SUV
- ☐ Full-size SUV
- ☐ Light Pickup Truck
- ☐ Pickup Truck

28) What is the make, model and year of the vehicle?

Make (e.g., Honda, Ford)

Model (e.g., Civic, Explorer)

Year

29) Would you be more likely to choose an alternative commute method (e.g., carpooling, bicycling, walking or transit) if... (choose all that apply)

- ☐ the County provided a shuttle service that stopped near your house.
- ☐ the County provided a shuttle service between Red Soils Campus and the Green Line (new MAX at Clackamas Town Center).
- ☐ the County provided a shuttle service between Red Soils Campus and the Oregon City Transit Center.
- ☐ the County increased the number of carpool parking spaces.
- ☐ the County provided free bus/transit passes (note that the County offers a 50% discount now).
- ☐ the County provided a similar benefit for biking, walking or carpooling.
- ☐ the County provided more facilities for bicyclists (e.g., covered parking, lockers, showers).
- ☐ the County helped you find a carpool match with other County employees.
- ☐ the County stopped providing free parking and adopted parking fees.
- ☐ a bus stop were closer to your house.
- ☐ bus service was faster or timed better for work hours.
- ☐ Other (please specify)

If you selected other, please specify

30) If you drive alone to work, please select the reasons why it is your preferred method (Choose as many as apply).

- ☐ Need car for errands
- ☐ Saves time

- ☐ Irregular work schedule
- ☐ Want car for emergencies
- ☐ No one to carpool with
- ☐ Saves money
- ☐ Need car for work
- ☐ Drop off/pick up children
- ☐ No bus/Max/streetcar where I live
- ☐ No bus/Max/streetcar where I work
- ☐ No bus during my commute hour

31) If you use alternative commuting methods (e.g., carpooling, bicycling, walking or transit), or if you telecommute, please select the reasons why.

- ☐ Better use of my time
- ☐ Saves money
- ☐ Saves time
- ☐ Offers more flexibility
- ☐ Reduces air pollution
- ☐ Parking is hard to find
- ☐ Parking is costly
- ☐ Special parking for carpool/vanpools
- ☐ Enjoy commuting with others
- ☐ Less stress than driving alone
- ☐ Employer pays all or part of a TriMet pass
- ☐ Employer offers incentives
- ☐ Bus/MAX/streetcar stops near my work
- ☐ I do not have a car to use

32) If you work part-time, how many days a week do you commute to work?

33) On average, how many miles do you think you drive on weekends?

34) Do you anticipate you will drive more or less on your days off if you work an alternate work week?

- ☐ Drive more
- ☐ Drive the same amount
- ☐ Drive less
- ☐ Don't know

35) I anticipate an alternate work week will save on fuel costs for commuting to and from work.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Next, we would like to ask you how satisfied you are with your job.

36) Please indicate the level of satisfaction with the following:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of resources to work effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity for professional growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication within the County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People I work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningfulness of the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Job Satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We would like some information about your ability to balance your work and family life.

37) Please select the statement that best reflects your current situation and opinion.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I come home too tired from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time for my personal interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week will contribute to more personal/recreational time to pursue interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time I'd like to spend with family and friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am too tired at work because of my home demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week will create a day in the week to schedule personal appointments without having to take time off of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take me away from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take up time I'd rather spend at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week will contribute to better work/life balance in a shorter work week.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Finally, please let us know your demographic background. Once again, we would like to assure you that all background information you provide in this survey will be kept confidential, and will be accessed only by the PSU research team members. The background information you provide will only be used to identify if there are any systematic patterns in County employees' perceptions and opinions on the alternate work week.

38) Are you a represented or non-represented worker?

- ☐ Represented
- ☐ Non-represented

39) Do you work part-time or full-time?

- ☐ Regular full-time status
- ☐ Regular part-time status
- ☐ Temporary or seasonal

40) What is your marital status?

- ☐ Married/Domestic Partnership
- ☐ Single
- ☐ Divorced/Separated
- ☐ Other

41) How many dependents (e.g., children, elders, non-working adult) do you have at home?

42) What is your ethnicity/race?

- ☐ White
- ☐ Black
- ☐ American Indian/Alaska Native
- ☐ Asian
- ☐ Native Hawaiian or other Pacific Islander
- ☐ Hispanic
- ☐ Other (please specify)

If you selected other, please specify

43) What is your age?

44) What is your gender?

- ☐ Male
☐ Female

45) What month did you start working at the County?

- ☐ January
☐ February
☐ March
☐ April
☐ May
☐ June
☐ July
☐ August
☐ September
☐ October
☐ November
☐ December

46) What year did you start working at the County?

- | | | |
|-------------------------------|-------------------------------|-------------------------------|
| <input type="checkbox"/> 2008 | <input type="checkbox"/> 1992 | <input type="checkbox"/> 1976 |
| <input type="checkbox"/> 2007 | <input type="checkbox"/> 1991 | <input type="checkbox"/> 1975 |
| <input type="checkbox"/> 2006 | <input type="checkbox"/> 1990 | <input type="checkbox"/> 1974 |
| <input type="checkbox"/> 2005 | <input type="checkbox"/> 1989 | <input type="checkbox"/> 1973 |
| <input type="checkbox"/> 2004 | <input type="checkbox"/> 1988 | <input type="checkbox"/> 1972 |
| <input type="checkbox"/> 2003 | <input type="checkbox"/> 1987 | <input type="checkbox"/> 1971 |
| <input type="checkbox"/> 2002 | <input type="checkbox"/> 1986 | <input type="checkbox"/> 1970 |
| <input type="checkbox"/> 2001 | <input type="checkbox"/> 1985 | <input type="checkbox"/> 1969 |
| <input type="checkbox"/> 2000 | <input type="checkbox"/> 1984 | <input type="checkbox"/> 1968 |
| <input type="checkbox"/> 1999 | <input type="checkbox"/> 1983 | <input type="checkbox"/> 1967 |
| <input type="checkbox"/> 1998 | <input type="checkbox"/> 1982 | <input type="checkbox"/> 1966 |
| <input type="checkbox"/> 1997 | <input type="checkbox"/> 1981 | <input type="checkbox"/> 1965 |
| <input type="checkbox"/> 1996 | <input type="checkbox"/> 1980 | <input type="checkbox"/> 1964 |
| <input type="checkbox"/> 1995 | <input type="checkbox"/> 1979 | <input type="checkbox"/> 1963 |
| <input type="checkbox"/> 1994 | <input type="checkbox"/> 1978 | <input type="checkbox"/> 1962 |
| <input type="checkbox"/> 1993 | <input type="checkbox"/> 1977 | <input type="checkbox"/> 1961 |

- | | | |
|-------------------------------|-------------------------------|-------------------------------|
| <input type="checkbox"/> 1960 | <input type="checkbox"/> 1957 | <input type="checkbox"/> 1954 |
| <input type="checkbox"/> 1959 | <input type="checkbox"/> 1956 | <input type="checkbox"/> 1953 |
| <input type="checkbox"/> 1958 | <input type="checkbox"/> 1955 | |

47) What building do you work in?

- ☐ Public Services Building
- ☐ Juvenile
- ☐ Development Services Building (formerly Sunnybrook)
- ☐ Central Utility Plant (CUP)
- ☐ Technology Services
- ☐ Assessment and Taxation
- ☐ Records Management
- ☐ Dog Services
- ☐ Sheriff's Office
- ☐ CCOM
- ☐ Corrections Residential Center
- ☐ Community Corrections
- ☐ Road Division
- ☐ Parks Facility
- ☐ WES Wastewater Treatment Plant
- ☐ Community Health Clinic
- ☐ Courthouse
- ☐ Other Downtown Oregon City Location
- ☐ Other (please specify)

If you selected other, please specify

48) What department do you work in?

- ☐ County Admin/BCC/County Counsel/Community & Legislative Affairs
- ☐ County Assessor
- ☐ Business & Community Services (Library, Library Network, NCPR, Parks, Vet Services, Economic Development)
- ☐ C-Com & Emergency Management
- ☐ Community Corrections
- ☐ County Clerk
- ☐ District Attorney/Law Library
- ☐ Employee Services
- ☐ Finance (Facilities, Fleet, Purchasing)
- ☐ Human Services (Community Health, OCF, Community Development, Community Solutions, SSD)
- ☐ Juvenile/Family Court Services

- ☐ Public & Government Affairs/Tourism
- ☐ Sheriff's Office
- ☐ Technology Services
- ☐ Transportation and Development
- ☐ Water Environment Services
- ☐ County Treasurer

49) In order to track the changes from this survey over time, we need to assign your survey a unique identification which only you and the PSU researchers will know. Please fill in the boxes below. Be sure to use the same answers for all future surveys related to the alternate work week project.

Last four digits of your home telephone number: _____

The name of the city where you were born _____

Thank you for completing the Alternate Work Week survey.

Appendix Q: November 2008 Survey – Standard Work Week Employees

Clackamas County Alternate Work Week Survey (Standard Schedule Employees)

To the employees of Clackamas County:

As you know, the County is starting a pilot project to test the effectiveness of an alternative (4-day) work week. The County has contracted Portland State University to conduct an evaluation of this pilot project and monitor employees' experience with the alternate work week for the coming year. As part of the evaluation process, PSU will be sending you requests to participate in an employee survey. This is the first of a series of surveys to be administered during the project. Please take a few minutes of your time and respond to the following survey. This survey should take about 10 to 15 minutes, and you may complete the survey during work time.

This survey addresses your perspective on your current work environment, work-life balance, commute pattern, concerns about the alternate work week, and background demographic information. The information you provide on your commute will also be used to study the County's impact on greenhouse gas emissions and to identify ways to improve transportation options for employees. The County decided to conduct this assessment prior to the launch of the alternate work week to properly identify areas that may have an impact after moving to an alternate work week.

To capture an accurate picture of the County employees' perspective and experience, it is very important for all of you to provide input. However, there is no penalty involved if you decide not to participate. Your participation in this survey is entirely voluntary and will have no impact whatsoever with your relationship to Clackamas County or Portland State University.

Your survey response will be sent to the PSU research team, and we guarantee your answers will not be identified by any means including your department affiliation. Your responses will be gathered and analyzed by PSU. No individuals at the County will have access to your individual responses. The PSU team will only submit a summary of the information to the County.

If you have any concerns or problems about this survey, please contact Dr. Masami Nishishiba at Portland State University either by phone (503-725-5151) or by e-mail (nishism@pdx.edu).

Masami Nishishiba, Ph.D.
Portland State University

First, we would like to ask you about your work patterns and your thoughts on the alternate work week. Please fill in the blank or select the statement that describes your opinion.

1) What best reflects your work schedule?

- ☐ 40
- ☐ 37.5
- ☐ Part-time

2) How do you currently rate your productivity at work?

- ☐ Very High
- ☐ High
- ☐ Moderate
- ☐ Low
- ☐ Very Low
- ☐ Don't Know

3) Do you anticipate the efficiency of the overall County work will increase or decrease after the County adopts a alternate week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

4) Do you anticipate the citizen access to County services will increase or decrease after the County adopts the alternate work week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

5) Do you currently use child care or elder care services?

☐ Yes

☐ No

6) Do you currently participate in any educational opportunities outside work?

☐ Yes

☐ No

7) Do you currently have secondary employment?

☐ Yes

☐ No

☐ Prefer not to answer

8) Do you anticipate that scheduling meetings with other agencies, citizens or vendors will be more difficult or less difficult after the County adopts the alternate work week? In the "Additional Comments" section, can you provide a reason why?

☐ More Difficult

☐ About the Same

☐ Less Difficult

☐ Don't Know

Additional comments

9) Do you anticipate accessing central services (e.g., Employee Services, County Counsel, Finance, Technology Services, Records Management, etc.) will be more difficult or less difficult after the County adopts an alternate work week? In the "Additional Comments" section, can you provide a reason why?

☐ More Difficult

☐ About the Same

☐ Less Difficult

☐ Don't Know

Additional comments

Next, we would like to ask you about your commuting patterns. Please fill in the blank, or select the statement that best reflects your situation.

10) How did you travel to work during the last work week? If you used more than one method in one day, mark the one you used to travel farthest.

	Drive Own Car Alone	Motorcycle	Bus	Carpool and Vanpool	Bicycle	Walk	Telecommute	Day Off
Monday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thursday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11) If you carpooled or vanpooled, how many people (including yourself) are typically in the group?

12) Did your commute last week accurately portray how you commute throughout the year?

- ☐ Yes
☐ No
☐ Not Sure

13) How do you typically commute? Please indicate the way you normally commuted to and from work in the last year, and the approximate percentage of how much you used each method. Select as many as apply.

	20%	40%	60%	80%	100%
Drive Own Car	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Max or Streetcar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpool or Vanpool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14) Approximately how many miles is your round-trip commute to and from work? If your office is relocating to the DSB, please provide the round-trip distance for your previous office location.

15) If you combine driving alone with carpooling or another alternative, how many miles do you drive alone round-trip?

16) If you drive alone or carpool, please tell us about the vehicle you drive most often. This will be used to estimate your fuel use. What is the vehicle class of your vehicle?

- ☐ Subcompact
- ☐ Compact
- ☐ Hybrid
- ☐ Full-size Sedan
- ☐ Minivan
- ☐ Compact SUV
- ☐ Full-size SUV
- ☐ Light Pickup Truck
- ☐ Full-size Pickup Truck

17) What is the make, model and year of the vehicle?

Make (e.g., Honda, Ford) _____

Model (e.g., Civic, Explorer) _____

Year _____

18) Would you be more likely to choose an alternative commute method (e.g., carpooling, bicycling, walking or transit) if... (choose all that apply)

- ☐ the County provided a shuttle service that stopped near your house.
- ☐ the County provided a shuttle service between Red Soils Campus and the Green Line (new MAX at Clackamas Town Center).
- ☐ the County provided a shuttle service between Red Soils Campus and the Oregon City Transit Center.
- ☐ the County increased the number of carpool parking spaces.
- ☐ the County provided free bus/transit passes (note that the County offers a 50% discount now).
- ☐ the County provided a similar benefit for biking, walking or carpooling.
- ☐ the County provided more facilities for bicyclists (e.g., covered parking, lockers, showers).
- ☐ the County helped you find a carpool match with other County employees.
- ☐ the County stopped providing free parking and adopted parking fees.
- ☐ a bus stop were closer to your house.
- ☐ bus service was faster or timed better for work hours.
- ☐ Other (please specify)

If you selected other, please specify

19) If you drive alone to work, select the reasons why it is your preferred method. Choose as many as apply.

- ☐ Need car for errands
- ☐ Saves time
- ☐ Irregular work schedule
- ☐ Want car for emergencies
- ☐ No one to carpool with
- ☐ Saves money
- ☐ Need car for work
- ☐ Drop off/pick up children
- ☐ No bus/Max/streetcar where I live
- ☐ No bus/Max/streetcar where I work
- ☐ No bus during my commute hour

20) If you use alternative commuting methods, or if you telecommute, please select the reasons why.

- ☐ Better use of my time
- ☐ Saves money
- ☐ Saves time
- ☐ Offers more flexibility
- ☐ Reduces air pollution
- ☐ Parking is hard to find
- ☐ Parking is costly
- ☐ Special parking for carpool/vanpools
- ☐ Enjoy commuting with others
- ☐ Less stress than driving alone
- ☐ Employer pays all or part of a TriMet pass
- ☐ Employer offers incentives
- ☐ Bus/MAX/streetcar stops near my work
- ☐ I do not have a car to use

21) If you work part-time, how many days a week do you commute to work?

22) On average, how many miles do you think you drive on weekends?

Next, we would like to ask you how satisfied you are with your job.

23) Please indicate the level of satisfaction with the following:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of resources to work effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity for professional growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication within the County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retirement benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I work with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meaningfulness of the work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Job Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

We would like some information about your ability to balance your work and family life. Please select the statement that best reflects your current situation and opinion.

24) Please select the statement that best reflects your current situation and opinion.

	Strongly Agree	Agree	Neither Agree	Disagree	Strongly
--	----------------	-------	---------------	----------	----------

			nor Disagree		Disagree
I come home too tired from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time for my personal interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week will contribute to more personal/recreational time to pursue interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time I'd like to spend with family and friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am too tired at work because of my home demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week will create a day in the week to schedule personal medical appointments without having to take time off of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take me away from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take up time I'd rather spend at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week will contribute to better work/life balance in a shorter work week.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Finally, please let us know your demographic background. Once again, we would like to assure you that all background information you provide in this survey will be kept confidential, and will be accessed only by the PSU research team members. The background information you provide will only be used to identify if there are

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any systematic patterns in County employees' perceptions and opinions on the alternate work week.

25) Are you a represented or non-represented worker?

- ☐ Represented
- ☐ Non-represented

26) Do you work part-time or full-time?

- ☐ Regular full-time status
- ☐ Regular part-time status
- ☐ Temporary or seasonal

27) What is your marital status?

- ☐ Married/Domestic Partnership
- ☐ Single
- ☐ Divorced/Separated
- ☐ Other

28) How many dependents (e.g., children, elders, non-working adult) do you have at home?

29) What is your ethnicity/race?

- ☐ White
- ☐ Black
- ☐ American Indian/Alaska Native
- ☐ Asian
- ☐ Native Hawaiian or other Pacific Islander
- ☐ Hispanic
- ☐ Other (please specify)

If you selected other, please specify

30) What is your age?

31) What is your gender?

- ☐ Male
☐ Female

32) What month did you start working at the County?

- ☐ January
☐ February
☐ March
☐ April
☐ May
☐ June
☐ July
☐ August
☐ September
☐ October
☐ November
☐ December

33) What year did you start working at the County?

- | | | |
|-------------------------------|-------------------------------|-------------------------------|
| <input type="checkbox"/> 2008 | <input type="checkbox"/> 1989 | <input type="checkbox"/> 1970 |
| <input type="checkbox"/> 2007 | <input type="checkbox"/> 1988 | <input type="checkbox"/> 1969 |
| <input type="checkbox"/> 2006 | <input type="checkbox"/> 1987 | <input type="checkbox"/> 1968 |
| <input type="checkbox"/> 2005 | <input type="checkbox"/> 1986 | <input type="checkbox"/> 1967 |
| <input type="checkbox"/> 2004 | <input type="checkbox"/> 1985 | <input type="checkbox"/> 1966 |
| <input type="checkbox"/> 2003 | <input type="checkbox"/> 1984 | <input type="checkbox"/> 1965 |
| <input type="checkbox"/> 2002 | <input type="checkbox"/> 1983 | <input type="checkbox"/> 1964 |
| <input type="checkbox"/> 2001 | <input type="checkbox"/> 1982 | <input type="checkbox"/> 1963 |
| <input type="checkbox"/> 2000 | <input type="checkbox"/> 1981 | <input type="checkbox"/> 1962 |
| <input type="checkbox"/> 1999 | <input type="checkbox"/> 1980 | <input type="checkbox"/> 1961 |
| <input type="checkbox"/> 1998 | <input type="checkbox"/> 1979 | <input type="checkbox"/> 1960 |
| <input type="checkbox"/> 1997 | <input type="checkbox"/> 1978 | <input type="checkbox"/> 1959 |
| <input type="checkbox"/> 1996 | <input type="checkbox"/> 1977 | <input type="checkbox"/> 1958 |
| <input type="checkbox"/> 1995 | <input type="checkbox"/> 1976 | <input type="checkbox"/> 1957 |
| <input type="checkbox"/> 1994 | <input type="checkbox"/> 1975 | <input type="checkbox"/> 1956 |
| <input type="checkbox"/> 1993 | <input type="checkbox"/> 1974 | <input type="checkbox"/> 1955 |
| <input type="checkbox"/> 1992 | <input type="checkbox"/> 1973 | <input type="checkbox"/> 1954 |
| <input type="checkbox"/> 1991 | <input type="checkbox"/> 1972 | <input type="checkbox"/> 1953 |
| <input type="checkbox"/> 1990 | <input type="checkbox"/> 1971 | |

34) What building do you work in?

- ☐ Public Services Building
- ☐ Juvenile
- ☐ Development Services Building (formerly Sunnybrook)
- ☐ Central Utility Plant (CUP)
- ☐ Technology Services
- ☐ Assessment and Taxation
- ☐ Records Management
- ☐ Dog Services
- ☐ Sheriff's Office
- ☐ CCOM
- ☐ Corrections Residential Center
- ☐ Community Corrections
- ☐ Road Division
- ☐ Parks Facility
- ☐ WES Wastewater Treatment Plant
- ☐ Community Health Clinic
- ☐ Courthouse
- ☐ Other Downtown Oregon City Location
- ☐ Other (please specify)

If you selected other, please specify

35) What department do you work in?

- ☐ County Admin/BCC/County Counsel/Community & Legislative Affairs
- ☐ County Assessor
- ☐ Business & Community Services (Library, Library Network, NCPR, Parks, Vet Services, Economic Development)
- ☐ C-Com & Emergency Management
- ☐ Community Corrections
- ☐ County Clerk
- ☐ District Attorney/Law Library
- ☐ Employee Services
- ☐ Finance (Facilities, Fleet, Purchasing)
- ☐ Human Services (Community Health, OCF, Community Development, Community Solutions, SSD)
- ☐ Juvenile/Family Court Services
- ☐ Public & Government Affairs/Tourism
- ☐ Sheriff's Office
- ☐ Technology Services
- ☐ Transportation and Development
- ☐ Water Environment Services
- ☐ County Treasurer

36) In order to track the changes from this survey over time, we need to assign your survey a unique identification which only you and the PSU researchers will know. Please fill in the boxes below. Be sure to use the same answers for all surveys related to the alternate work week project.

Last four digits of your home telephone number: _____

The name of the city where you were born _____

Thank you for completing the Alternate Work Week survey.

Appendix R: April 2009 Survey

Clackamas County Alternate Work Week Mid-Project Survey

Clackamas County Alternate Work Week Survey

To the employees of Clackamas County:

As you know, the County has contracted Portland State University to conduct an evaluation of this pilot project and monitor employees' experience with the alternate work week. As part of the evaluation process, we would like you to participate in an employee survey -- the second of a series of surveys administered during the project. Please take a few minutes of your time and respond to the following survey. This survey should take no more than 20 minutes, and you may complete the survey during work time.

Those of you who have taken the first survey may notice some of the questions are similar to the surveys you have taken before. We will be asking your perspective on your current work environment, work-life balance, commute pattern, concerns about the alternate work week, and background demographic information. We are asking these questions to see if your perspective has changed since the County adopted the alternate workweek last November.

To capture an accurate picture of the County employees' perspective and experience, it is important for all of you to provide input. However, there is no penalty if you decide not to participate. Your participation in this survey is entirely voluntary and will have no impact whatsoever with your relationship to Clackamas County or Portland State University.

Your survey response will be sent to the PSU research team, and we guarantee your answers will not be identified by any means including your department affiliation. Your responses will be gathered and analyzed by PSU. No individuals at the County will have access to your individual responses. Our team will only submit a summary of the information to the County.

If you have any concerns or problems about this survey, please contact Masami Nishishiba at Portland State University either by phone (503-725-5151) or by e-mail (nishism@pdx.edu).

Masami Nishishiba, Ph.D.
Portland State University

First, we would like to ask you about your work patterns and your thoughts on the alternate work week. Please fill in the blank or select the statement that describes your opinion.

1) Do you currently work on the alternate work week schedule?

- ☐ Yes
- ☐ No

2) What best reflects your work schedule?

- ☐ 40
- ☐ 37.5
- ☐ Part-time

3) Has the number of overtime hours you work each week increased or decreased after the County adopted the alternate work week?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

4) Has the alternate work week been a positive or negative experience for you?

- ☐ Positive
- ☐ Neutral
- ☐ Negative
- ☐ Don't Know

5) How do you currently rate your productivity at work?

- ☐ Very High
- ☐ High
- ☐ Moderate
- ☐ Low
- ☐ Very Low
- ☐ Don't Know

6) Has your personal work productivity increased or decreased after the County adopted the alternate work week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

7) Has the efficiency of the overall County work increased or decreased after the County adopted the alternate week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

8) Has the citizen access to County services increased or decreased after the County adopted the alternate work week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

9) Do you currently use child care or elder care services?

- ☐ Yes
- ☐ No

10) Has child care or elder care arrangements been more difficult or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

11) Do you currently participate in any educational opportunities outside work?

- ☐ Yes
- ☐ No

12) Has attending classes after work hours been more difficult or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

13) Do you currently have secondary employment?

- ☐ Yes
- ☐ No

14) Has having secondary employment been more difficult or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

15) Has participating in social or volunteer activities (e.g., church, children's activities, personal time) been more or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you tell us why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

16) Has participating in wellness programs (e.g., exercise classes) or personal exercise regimens been more or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

17) Have scheduling meetings with other agencies, citizens or vendors been more difficult or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

18) Has your workload been increased or decreased on Monday mornings because you are not in the office on Fridays? In the "Additional Comments" section, can you provide a reason why?

- ☐ Increased
- ☐ About the same
- ☐ Decreased
- ☐ Don't Know

Additional comments

19) Has accessing central services (e.g., Employee Services, County Counsel, Finance, Technology Services, Records Management, etc.) been more difficult or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

20) Have your eating patterns changed because of the alternate work week? If yes, please explain.

- ☐ Yes
- ☐ No

Additional comments

21) Do you feel the alternate work week has improved or deteriorated your overall health? In the “Additional Comments” section, can you provide a reason why?

- ☐ Improved Health
- ☐ Remained the Same
- ☐ Deteriorated Health
- ☐ Don't Know

Additional comments

22) Do you feel the County should keep the alternate work week for some services or should the County return all employees to a standard work schedule? In the Additional Comments section, can you provide a reason why?

- ☐ Keep Alternate Work Week
- ☐ Keep Alternate Work Week with Some Changes
- ☐ Return to a Standard Work Week
- ☐ Other (please specify)

If you selected other, please specify

Additional comments

23) What best reflects your work schedule?

- ☐ 40
- ☐ 37.5
- ☐ Part-time

24) How do you currently rate your productivity at work?

- ☐ Very High
- ☐ High
- ☐ Moderate
- ☐ Low
- ☐ Very Low
- ☐ Don't Know

25) Has the efficiency of the overall County work increased or decreased after the County adopted the alternate week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

26) Has the citizen access to County services increased or decreased after the County adopted the alternate work week? In the "Additional Comments" section, can you please tell us why?

- ☐ Increase
- ☐ About the Same
- ☐ Decrease
- ☐ Don't Know

Additional comments

27) Do you currently use child care or elder care services?

- ☐ Yes
- ☐ No

28) Do you currently participate in any educational opportunities outside work?

- ☐ Yes
- ☐ No

29) Do you currently have secondary employment?

- ☐ Yes
- ☐ No
- ☐ Prefer not to answer

30) Have scheduling meetings with other agencies, citizens or vendors been more difficult or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

31) Has accessing central services (e.g., Employee Services, County Counsel, Finance, Technology Services, Records Management, etc.) been more difficult or less difficult after the County adopted the alternate work week? In the "Additional Comments" section, can you provide a reason why?

- ☐ More Difficult
- ☐ About the Same
- ☐ Less Difficult
- ☐ Don't Know

Additional comments

32) Do you feel the County should keep the alternate work week for some services or should the County return all employees to a standard work schedule? In the Additional Comments section, can you provide a reason why?

- ☐ Keep Alternate Work Week
- ☐ Keep Alternate Work Week with Some Changes
- ☐ Return to a Standard Work Week
- ☐ Other (please specify)

If you selected other, please specify

Additional comments

We would like some information about your ability to balance your work and family life.

33) Please select the statement that best reflects your current situation and opinion.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I come home too tired from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time for my personal interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week would contribute to more personal/recreational time to pursue interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time I'd like to spend with family and friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am too tired at work because of my home demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week would create a day in the week to schedule personal appointments without having to take time off of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take me away from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take up time I'd rather spend at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week would contribute to better work/life balance in a shorter work week.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

We would like some information about your ability to balance your work and family life.

34) Please select the statement that best reflects your current situation and opinion.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I come home too tired from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time for my personal interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week has contributed to more personal/recreational time to pursue interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work takes away time I'd like to spend with family and friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am too tired at work because of my home demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week has created a day in the week to schedule personal appointments without having to take time off of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take me away from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal demands take up time I'd rather spend at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An alternate work week has contributed to better work/life balance in a shorter work week.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next, we would like to ask you about your commuting patterns. Please fill in the blank, or select the statement that best reflects your situation.

35) How did you travel to work during the last work week? If you used more than one method in one day, mark the one you used to travel farthest.

	Drive Own Car Alone	Motorcycle	Bus	Carpool or Vanpool	Bicycle	Walk	Telecommute	Day Off
Monday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tuesday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wednesday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thursday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saturday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sunday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36) Did your commute last week accurately portray how you commute throughout the year?

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- ☐ Yes
- ☐ No
- ☐ Not Sure

37) Approximately how many miles is your round-trip commute to and from work?

38) Approximately how many minutes does it take to commute to work each day?

39) Approximately how many minutes does it take to commute home from work each day?

40) Do you feel your commute time has increased or decreased since the County adopted the alternate work week?

- ☐ Increased
- ☐ Remained about the same
- ☐ Decreased

41) If you saw a change in your commute time, approximately how many minutes has your commute changed?

42) If your schedule changed to the alternate work week, how has the switch affected your commuting habits? Please answer for all commuting methods you use.

	More	Same	Less	Not Applicable
Driving Alone/Motorcycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpooling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit Use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43) On average, how many miles do you think you drive on weekends?

44) If you switched to the alternate work week, have you driven more or less on your days off? (This question is asked to help us understand whether the fuel savings from reduced commutes leads to real overall fuel savings for employees.)

- ☐ Drive more
- ☐ Drive the same amount
- ☐ Drive less
- ☐ Don't know
- ☐ I do not work the alternate work week schedule.

45) An alternate work week has saved on fuel costs for commuting to and from work.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ I do not work the alternate work week

Next, we would like to ask you how satisfied you are with your job.

46) Please indicate the level of satisfaction with the following:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of resources to work effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity for professional growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication within the County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People I work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningfulness of the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Job Satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Finally, please let us know your demographic background. Once again, we would like to assure you that all background information you provide in this survey will be kept confidential, and will be accessed only by the PSU research team members. The background information you provide will only be used to identify if there are

any systematic patterns in County employees' perceptions and opinions on the alternate work week.

47) Are you a represented or non-represented worker?

- ☐ Represented
- ☐ Non-represented

48) Do you work part-time or full-time?

- ☐ Regular full-time status
- ☐ Regular part-time status
- ☐ Temporary or seasonal

49) How many dependents (e.g., children, elders, non-working adult) do you have at home?

50) What is your marital status?

- ☐ Married/Domestic Partnership
- ☐ Single/Divorced/Separated
- ☐ Other

51) What is your ethnicity/race?

- ☐ White
- ☐ Black
- ☐ American Indian/Alaska Native
- ☐ Asian
- ☐ Native Hawaiian or other Pacific Islander
- ☐ Hispanic
- ☐ Other (please specify)

If you selected other, please specify

52) What is your age?

53) What is your gender?

- ☐ Male
- ☐ Female

54) What month did you start working at the County?

- ☐ January
- ☐ February
- ☐ March
- ☐ April
- ☐ May
- ☐ June
- ☐ July
- ☐ August
- ☐ September
- ☐ October
- ☐ November
- ☐ December

55) What year did you start working at the County?

- ☐ 2008
- ☐ 2007
- ☐ 2006
- ☐ 2005
- ☐ 2004
- ☐ 2003
- ☐ 2002
- ☐ 2001
- ☐ 2000
- ☐ 1999
- ☐ 1998
- ☐ 1997
- ☐ 1996
- ☐ 1995
- ☐ 1994

<input type="checkbox"/> 1993	<input type="checkbox"/> 1979	<input type="checkbox"/> 1965
<input type="checkbox"/> 1992	<input type="checkbox"/> 1978	<input type="checkbox"/> 1964
<input type="checkbox"/> 1991	<input type="checkbox"/> 1977	<input type="checkbox"/> 1963
<input type="checkbox"/> 1990	<input type="checkbox"/> 1976	<input type="checkbox"/> 1962
<input type="checkbox"/> 1989	<input type="checkbox"/> 1975	<input type="checkbox"/> 1961
<input type="checkbox"/> 1988	<input type="checkbox"/> 1974	<input type="checkbox"/> 1960
<input type="checkbox"/> 1987	<input type="checkbox"/> 1973	<input type="checkbox"/> 1959
<input type="checkbox"/> 1986	<input type="checkbox"/> 1972	<input type="checkbox"/> 1958
<input type="checkbox"/> 1985	<input type="checkbox"/> 1971	<input type="checkbox"/> 1957
<input type="checkbox"/> 1984	<input type="checkbox"/> 1970	<input type="checkbox"/> 1956
<input type="checkbox"/> 1983	<input type="checkbox"/> 1969	<input type="checkbox"/> 1955
<input type="checkbox"/> 1982	<input type="checkbox"/> 1968	<input type="checkbox"/> 1954
<input type="checkbox"/> 1981	<input type="checkbox"/> 1967	<input type="checkbox"/> 1953
<input type="checkbox"/> 1980	<input type="checkbox"/> 1966	

56) What building do you work in?

- ☐ Public Services Building
- ☐ Juvenile
- ☐ Development Services Building (formerly Sunnybrook)
- ☐ Central Utility Plant (CUP)
- ☐ Technology Services
- ☐ Assessment and Taxation
- ☐ Records Management
- ☐ Dog Services
- ☐ Sheriff's Office
- ☐ CCOM
- ☐ Corrections Residential Center
- ☐ Community Corrections
- ☐ Road Division
- ☐ Parks Facility
- ☐ WES Wastewater Treatment Plant
- ☐ Community Health Clinic
- ☐ Courthouse
- ☐ Other Downtown Oregon City Location
- ☐ Other (please specify)

If you selected other, please specify

57) What department do you work in?

- ☐ County Admin/BCC/County Counsel/Community & Legislative Affairs
- ☐ County Assessor

☐ Business & Community Services (Library, Library Network, NCPR, Parks, Vet Services, Economic Development)

☐ C-Com & Emergency Management

☐ Community Corrections

☐ County Clerk

☐ District Attorney/Law Library

☐ Employee Services

☐ Finance (Facilities, Fleet, Purchasing)

☐ Human Services (Community Health, OCF, Community Development, Community Solutions, SSD)

☐ Juvenile/Family Court Services

☐ Public & Government Affairs/Tourism

☐ Sheriff's Office

☐ Technology Services

☐ Transportation and Development

☐ Water Environment Services

☐ County Treasurer

58) In order to track the changes from this survey over time, we need to assign your survey a unique identification which only you and the PSU researchers will know. Please fill in the boxes below. Be sure to use the same answers for all future surveys related to the alternate work week project.

Last four digits of your home telephone number: _____

The name of the city where you were born _____

59) Do you have any additional thoughts about the alternate work week? The following answer will allow you unlimited space to comment on the alternate work week.

Thank you for completing the survey on the Alternate Work Week at Clackamas County.

Appendix S: Non-Represented Employee Survey

Clackamas County Alt Work Week Non-Rep Survey

Dear Non-represented employees:

After the County adopted the alternate work week schedule last fall, we received feedback from non-represented employees about their experiences, which may not have been fully captured through the employee surveys conducted in November 2008 and April 2009.

To get more in-depth insights of the impact of alternate work week on non-represented employees, we would like you to take this survey. It will take approximately 10 - 15 minutes to complete. Your responses will be sent to the Portland State University research team, and we guarantee your answers will not be identified by any means including your department affiliation. Your responses will be gathered and analyzed by Portland State University. No individuals at the County will have access to your individual responses. Our team will only submit a summary of the information to the County. If you have any concerns or problems about this survey, you can contact Masami Nishishiba at Portland State University either by phone (503-725-5151) or by e-mail (nishism@pdx.edu). This survey will be open for responses from July 7 - 16th, 2009. In addition to the non-represented employee survey, a third and final employee survey will be administered county-wide in late July/early August. We appreciate your input to both these employee surveys.

1) Is your department on the alternate work week schedule?

- ☐ Yes
- ☐ No [If No, skip to Question #15]
- ☐ Mixed

2) Is it easier or more difficult to supervise your staff after the County implemented the alternate work week?

- ☐ Much more difficult
- ☐ Somewhat more difficult
- ☐ About the same
- ☐ Somewhat easier
- ☐ Much easier

3) How do you assess the amount of work produced by your department under the alternate work week?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low

4) How do you feel about your quality of work under the alternate work week schedule?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low

5) How do you feel about your staff's quality of work under the alternate work week schedule?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low

6) How do you assess your clients/customers reaction to the alternate work week?

- ☐ Very positive
- ☐ Positive
- ☐ Neutral
- ☐ Negative
- ☐ Very negative

7) How has the schedule affected your ability to conduct business with external peers, partners, professional contacts, etc.?

- ☐ Very high - positively
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low - negatively

8) How has the schedule affected your ability to conduct business with internal county staff and resources who may not work on Fridays?

- ☐ Very high - positively
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low - negatively

9) How do you assess the work morale of your staff under the alternate work week?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low

10) How do you assess the level of your productivity before 8 a.m. and after 5 p.m.?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low

11) How do you assess the level of productivity of your staff before 8 a.m. and after 5 p.m.?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low

12) Do you feel the alternate work week has improved or deteriorated your overall health? In the "Additional Comments" section, can you provide a reason why?

- ☐ Improved Health
- ☐ Remained the Same
- ☐ Deteriorated Health
- ☐ Don't Know

Additional comments

13) Has the total number of hours you work each week increased or decreased after the County adopted the alternate work week?

- ☐ Increased
- ☐ About the Same
- ☐ Decreased
- ☐ Don't know

14) How often do you work on Friday in addition to working Monday through Thursday?

- ☐ Very Often
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

[After Question #14, please skip to Question #18]

15) How do you assess your staff's ability to provide services on Fridays under the county's alternate work week schedule?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low
- ☐ Not applicable

16) How do you assess your personal ability to get work done on Fridays under the County's alternate work week schedule?

- ☐ Very high
- ☐ High
- ☐ About the same
- ☐ Low
- ☐ Very low
- ☐ Not applicable

17) How difficult is it to find people to respond to issues on Fridays because of the alternate work week?

- ☐ Very difficult
- ☐ Somewhat difficult
- ☐ About the same
- ☐ Not so difficult
- ☐ Not difficult at all
- ☐ Don't know
- ☐ Not applicable

18) Would you like the alternate work week to continue?

- ☐ Yes
- ☐ No Preference
- ☐ No
- ☐ Don't know

19) What best reflects your status as a non-represented employee?

- ☐ I am an elected official, department director, or division director
- ☐ I am a mid level manager or supervisor (all other supervisors)
- ☐ I am either a confidential non-represented employee or under employment contract non-supervisory)
- ☐ I am a Deputy District Attorney included in the non-represented group
- ☐ Other (please specify)

If you selected other, please specify

20) If you supervise employees, how many employees do you supervise? If you do not supervise employees, please enter "0".

21) What is your gender?

- ☐ Male
- ☐ Female

22) What is your age?

23) How many years have you worked for the County?

24) What department do you work in?

- ☐ County Admin/BCC/County Counsel/Community & Legislative Affairs
- ☐ County Assessor
- ☐ Business & Community Services (Library, Library Network, NCPR, Prks, Vet Services, Economic Development)
- ☐ C-Com & Emergency Management

- ☐ Community Corrections
- ☐ County Clerk
- ☐ District Attorney/Law Library
- ☐ Employee Services
- ☐ Finance (Facilities, Fleet, Purchasing)
- ☐ Human Services (Community Health, OCF, Community Development, Community Solutions, SSD)
- ☐ Juvenile/Family Court Services
- ☐ Public & Government Affairs/Tourism
- ☐ Sheriff's Office
- ☐ Technology Services
- ☐ Transportation and Development
- ☐ Water Environment Services
- ☐ County Treasurer

25) Any other comments you would like to add about the Alternate Work Week?

Thank you very much for your cooperation.

If you have any other comments or questions please contact Masami Nishishiba (503)725-5151,
nishism@pdx.edu

Appendix T: Focus Group Scripts

Focus Group Script 1

(Employees who switched to alternate work week/non-represented)

Setting the stage and tone.

Facilitator/note-taker self-introduction.

Thank the participants for attending.

Explain why they were invited to this focus group.

“You are invited to participate in this focus group through a random selection of the employee rosters, and you indicated your interest to participate”

Explain the objective of the study

“The purpose of the study is to evaluate the impact of the alternate work week pilot project on your work environment, citizen interaction and your driving patterns on the weekends.”

Explain time, confidentiality, and other issues in the informed consent.

Ask for informed consent. Ask for audio taping consent.

Ask for brief self introduction of the participants.

Questions

Invite to talk about their experiences since the alternate work week pilot program started in November.

“Please tell us your experience moving to the alternate work week, working four days a week.

- How was the transition moving from the regular work week to four-day work week?
- What are the positive aspect of the alternate work week, and what are the negative aspects of the alternate work week?”

Encourage participants to comment on each other’s experience.

(possible follow-up)

“The experience working four days a week; is it close to what you imagined things would be, or is it very different from how you expected?”

“What are the major challenges for you in adjusting to a new schedule?”

“Are there any specific suggestions as to how the county should have implemented the schedule change?”

Invite to take about what they hear other employees are saying about the alternate work week.

“What kinds of things are you hearing from your colleagues about their experience in the alternate work week? Are you hearing anything that’s very different from your experience?”

Invite to talk about what they hear from citizens/customers/other agencies

“What kinds of things are you hearing from the citizens about the County moving to four-day work week?”

“How about other type of customers, contractors or other agencies?”

Invite to talk about their off-work/weekend experience.

“Now that you have to work longer hours Monday to Thursday, but have longer weekends, how does the alternate work week affect your activities outside work? What are the positive and negative aspects of the alternate work week in relation to your lifestyle outside work?”

“County administrators are wondering if the alternate work week has some impact on the ‘carbon foot print’. How does your commuting patterns and driving patterns during the weekend changed or not changed with the alternate work week? “

Invite general comments

“Are there anything you would like to add, or ask people here about the alternate work week?”

“Do you think the County should adopt the alternate work week formally or not?”

“What are the information you think should be the key determinant factor in making the decision as to adopt alternate work week or not?”

Thank the participants and conclude.

Focus Group Script 2

(Employees who switched to alternate work week/represented)

Setting the stage and tone.

Facilitator/note taker self-introduction.

Thank the participants for attending.

Explain why they were invited to this focus group.

“You are invited to participate in this focus group through a random selection of the employee rosters, and you indicated your interest to participate.”

Explain the objective of the study

“The purpose of the study is to evaluate the impact of the alternate work week pilot project on your work environment, citizen interaction and your driving patterns on the weekends.”

Explain time, confidentiality, and other issues in the informed consent.

Ask for informed consent. Ask for audio taping consent.

Ask for brief self introduction of the participants.

Questions

Invite to talk about their experiences since the alternate work week pilot program started in November.

“Please tell us your experience moving to the alternate work week, working four days a week.

- How was the transition moving from the regular work week to four-day work week?

- What are the positive aspect of the alternate work week, and what are the negative aspects of the alternate work week?”

Encourage participants to comment on each other’s experience.

(possible follow-up)

“The experience working four days a week; is it close to what you imagined things would be, or is it very different from how you expected?”

“What are the major challenges for you in adjusting to a new schedule?”

“Are there any specific suggestions as to how the county should have implemented the schedule change?”

“Are there any concerns/issues from the union’s perspective?”

Invite to take about what they hear other employees are saying about the alternate work week.

“What kinds of things are you hearing from your colleagues about their experience in the alternate work week? Are you hearing anything that’s very different from your experience?”

Invite to talk about what they hear from citizens/customers/other agencies

“What kinds or things are you hearing from the citizens about the County moving to four-day work week?”

“How about other type of customers, contractors or other agencies?”

Invite to talk about their off-work/weekend experience.

“Now that you have to work longer hours Monday to Thursday, but have longer weekends, how does the alternate work week affect your activities outside work? What are the positive and negative aspects of the alternate work week in relation to your lifestyle outside work?”

“County administrators are wondering if the alternate work week has some impact on the ‘carbon foot print’. How does your commuting patterns and driving patterns during the weekend changed or not changed with the alternate work week? “

Invite general comments

“Are there anything you would like to add, or ask people here about the alternate work week?”

“Do you think the County should adopt the alternate work week formally or not?”

“What are the information you think should be the key determinant factor in making the decision as to adopt alternate work week or not?”

Thank the participants and conclude.

Focus Group Script 3

(Employees who did not switch to alternate work week)

Setting the stage and tone.

Facilitator/note taker self-introduction.

Thank the participants for attending.

Explain why they were invited to this focus group.

“You are invited to participate in this focus group through a random selection of the employee rosters, and you indicated your interest to participate”

Explain the objective of the study

“The purpose of the study is to evaluate the impact of the alternate work week pilot project on your work environment, citizen interaction and your driving patterns on the weekends.”

Explain time, confidentiality, and other issues in the informed consent.

Ask for informed consent. Ask for audio taping consent.

Ask for brief self introduction of the participants.

Questions

Invite to talk about their experiences since the alternate work week pilot program started in November.

“Please tell us your experience after the rest of the County moved to the alternate work week, working four days a week. Is it affecting your work as a result of it?”

- How was the transition moving from the regular work week to four-day work week?

- What are the positive aspect of the alternate work week, and what are the negative aspects of the alternate work week?”

Encourage participants to comment on each other’s experience.

(possible follow-up)

“The County’s move to the alternate work week; is it close to what you imagined things would be, or is it very different from how you expected?”

“Are there any specific suggestions as to how the county should have implemented the schedule change?”

Invite to take about what they hear other employees are saying about the alternate work week.

“What kinds of things are you hearing from your colleagues about their experience in the alternate work week?”

Invite to talk about what they hear from citizens/customers/other agencies

“What kinds of things are you hearing from the citizens about the County moving to four-day work week?”

“How about other type of customers, contractors or other agencies?”

Invite general comments

“Are there anything you would like to add, or ask people here about the alternate work week?”

“Do you think the County should adopt the alternate work week formally or not?”

“What are the information you think should be the key determinant factor in making the decision as to adopt alternate work week or not?”

Thank the participants and conclude.

Appendix U: Results of Productivity Related Questions from Non-Represented Survey

<i>Mean (and standard deviation) for productivity related questions under the alternate work schedule. (1 = Very Low, to 5 = Very High)</i>				
Productivity related question	All Respondents	Alternate Schedule	Mixed Schedule	Standard Schedule
How has the schedule affected your ability to conduct business with external peers, partners, professional contacts, etc.?	2.91 (.83)	3.00 (.86)	2.64 (.67)	NA
How has the schedule affected your ability to conduct business with internal county staff and resources who may not work on Fridays?	2.94 (.81)	3.10 (.66)	2.48 (1.01)	NA
How do you assess the level of your productivity before 8 a.m. and after 5 p.m.?	3.45 (.95)	3.52 (.95)	3.25 (.93)	NA
How do you assess the level of productivity of your staff before 8 a.m. and after 5 p.m.?	3.25 (.92)	3.33 (.90)	3.03 (.93)	NA
How do you assess your personal ability to get work done on Fridays under the County's alternate work week schedule?	3.07 (1.01)	3.08 (1.08)	2.97 (.97)	3.18 (.91)
How do you assess your staff's ability to provide services on Fridays under the county's alternate schedule?	2.85 (1.04)	2.71 (1.05)	2.77 (1.04)	3.22 (.97)
How difficult is it to find County employees to respond to issues on Fridays because of the alternate work week? (1 = Very difficult. . . 5 = Not difficult at all)	2.43 (1.30)	2.93 (1.34)	2.16 (1.32)	1.73 (.60)



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