

32 HOUR WORKWEEK SURVEY REPORT



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1 - ABOUT US & THE SURVEY

This report documents the findings of Kaytee and Shubha from surveying social justice organizations who have implemented a 32-hour workweek. The surveying was done in the Spring of 2023.

We are Kaytee Ray-Riek and Shubha Balabaer. Kaytee is the founder of Tend Consulting, where she works with organizations (mostly social change, mostly remote teams) around culture and how we work together. Shubha is Director of Operations for MediaJustice, a movement organization that aims to center Black and Brown people in the tech justice and media justice spaces, and is passionate about ways to question the White supremacist status quo in how we work.

We both start from a place of recognizing that the traditional systems for work do not serve everyone. In fact, they serve very few people – namely those with historic access to power, privilege and wealth. White, able bodied, cisgender, male, in their 30s and 40s, not parenting or caregiving, heterosexual, primary earner with a spouse at home, etc, etc. At the root of these problems is capitalism, and a societal valuing of people based on how much they can produce as quickly as possible.

We are committed through our works to designing systems in workplaces that work for more people, because we know the work our movements are doing fighting for justice is essential and requires each of us to be able to show up for the work fully. We want workplaces that provide flexibility and support to BIPOC, disabled, transgender, female, femme, nonbinary, younger and older, parents and caregivers, queer folks, in families with multiple full time workers, etc, etc, not just because it's right, but because it makes us more effective in our critical work. This is our impetus for this project and the lens we bring to this project.

We are also deeply committed to the work of social change. The societal and political systems that we are tackling in our organizations aren't going to change without hard work. Our organizations, especially those that seek to challenge the roots of oppression, are often underfunded and understaffed. They have a history of burning people out at a rapid pace, which means that we have to continuously relearn lessons and rebuild relationships.

We also know that the reality of existing in a capitalist system can result in unhealthy or unrealistic goals. We also come with an aspiration that nobody should be left behind when it comes to work policies, which can sometimes run counter to capitalist structures, so we hold curiosity around how to implement a 32 hour workweek in a way that benefits everyone.

Our goal with this project is to explore what it takes to equitably implement a 32 hour workweek - something many organizations are considering adopting as a way to find balance. We believe that it is possible for organizations to work fervently towards their missions alongside a 32 hour workweek. This report offers some insights and thoughts for how that might look.

Lastly, we are doing this project outside of our main work because we know it's important. We are also committed to challenging perfectionism, and know this report may not be perfectly polished in every area. We would rather get this out so people can use it than make sure every single syllable is perfect.

Appreciations

We want to appreciate all the organizations who participated in this survey. While some remain anonymous, others have agreed to share their names:

- 18 Million Rising
- Alliance for Gun Responsibility
- Chinook Fund
- Climate Advocacy Lab
- Detroit Community Technology Project
- Funders for LGBTQ Issues
- Groundswell Fund
- Hand in Hand: The Domestic Employers Network
- Never Again Action
- People's Tech Project
- State Innovation Exchange
- The Organizing Center
- Theatre of the Oppressed NYC

We also want to thank Tasia Jelatis-Hoke for her work conducting data analysis and to the RadOps community on Facebook for connecting people committed to justice-oriented HR and operations practices to each other. Finally, we want to shout out Mala Nagarajan from VegaMala Consulting for offering insight into how a 32 hour workweek can contribute to wage equity.

2 - WHERE ARE WE AND HOW DID WE GET HERE?

We are writing this in the Summer of 2023, just after a historic labor victory for UPS Teamsters and during an extended strike of entertainment writers and actors. There's organizing happening at Amazon, at Starbucks, at Trader Joe's, and in many of our own organizations. It's clear right now that workers are not willing to tolerate the working conditions that were considered normal even a decade ago.

The COVID pandemic made clear that finding a balance between work and life is essential, and that workplace cultures have to understand that our jobs are not our whole lives. It also highlighted the enormous work there is to do as a society to care for all of us, no exceptions.

Out of all of this, a 32 hour workweek has emerged as something workers are asking for. If you read the media about it, it sounds like a "magic bullet". The [NY Times](#) says organizations that participated in a study of a 4 day workweek in the UK "saw no loss of productivity during the experiment, and in some cases had seen a significant improvement". Maryland is considering a law to incentivize companies to adopt it.



Other reporting has been more balanced, highlighting the challenges to a 32 hour workweek including unequal distribution of workloads, more intense work periods with less downtime, and difficulty coordinating with colleagues.

So how did the 40 hour workweek come to be? Labor activism! Workers went on strike against abysmal working conditions and excessively long hours in factories in the late 1800s. A 40 hour workweek became the norm in the 1930s during the Great Depression, and became the legal standard in the 1940s.

Today, workers are producing more during their time at work, and families are left with much less time to handle their lives. We are more aware than ever that the idea that we all live in heteronormative households where one spouse works and another handles the home was never true for many families, and is even less true now. Add to that the increasing complexity of our lives – doctors appointments, therapy, taking kids places, finding time to see friends and clean our houses and cook dinner and exercise and sleep and have hobbies and catch up on instagram and spend time with partners and not miss that new TV show and and and... I think it's fair to say we're all just a bit overwhelmed. The forty hour workweek is seen by many as unrealistic and unfair, and a shorter workweek allows us to spend more time on the many other essential things we need to do.

We can also see how a shorter workweek can address issues of pay. Our salaries go less far these days, as inflation means that even more people are barely keeping above water financially. We believe wages should rise so that every person is able to thrive. But sometimes nonprofit salaries can't increase yet, even in organizations that want to, because fundraising needs to increase and funders need to agree for wages to rise. Freeing up eight hours of our time each week can help to make salaries go further by either reducing expenses or increasing income. We can spend less money on childcare, or cook more meals at home, or find ways to earn money outside our main job. This isn't the long term answer to wages that are too low, but it can help now while organizations work to raise the money to raise wages.



3 - METHODOLOGY

OF ORGS

- 19 organizations replied - primarily Executive Directors and Directors of Operations
- 16 of the organizations still have a 32-hour workweek and 3 organizations did once but have now stopped
- 18 of the organizations are non-profit organizations, with 3 of these providing funding / grant-making. One organization is a for-profit consultancy.

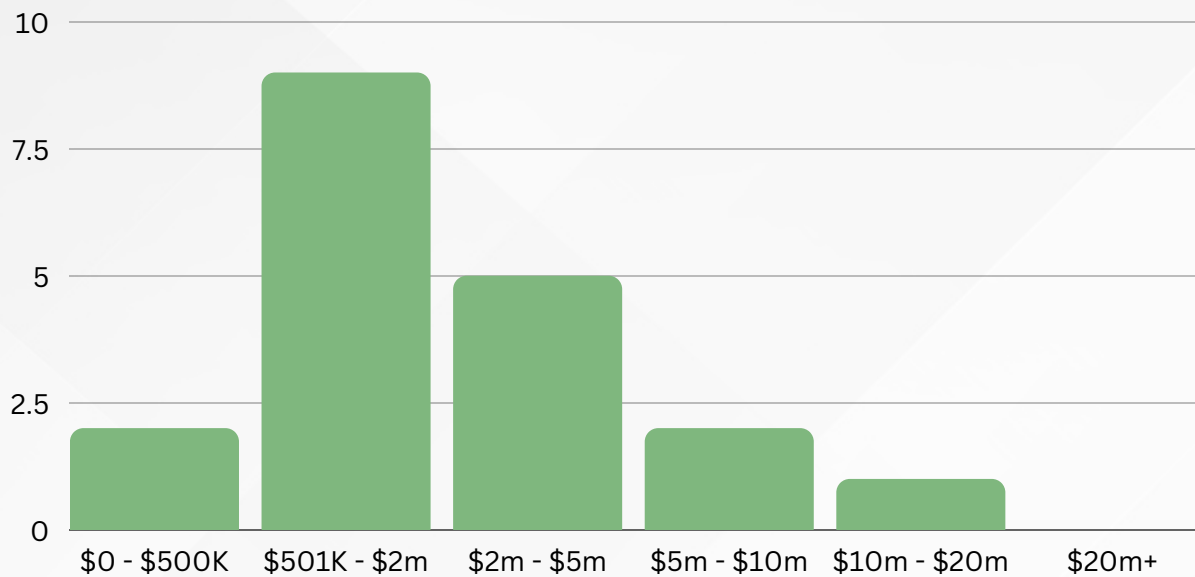


METHOD

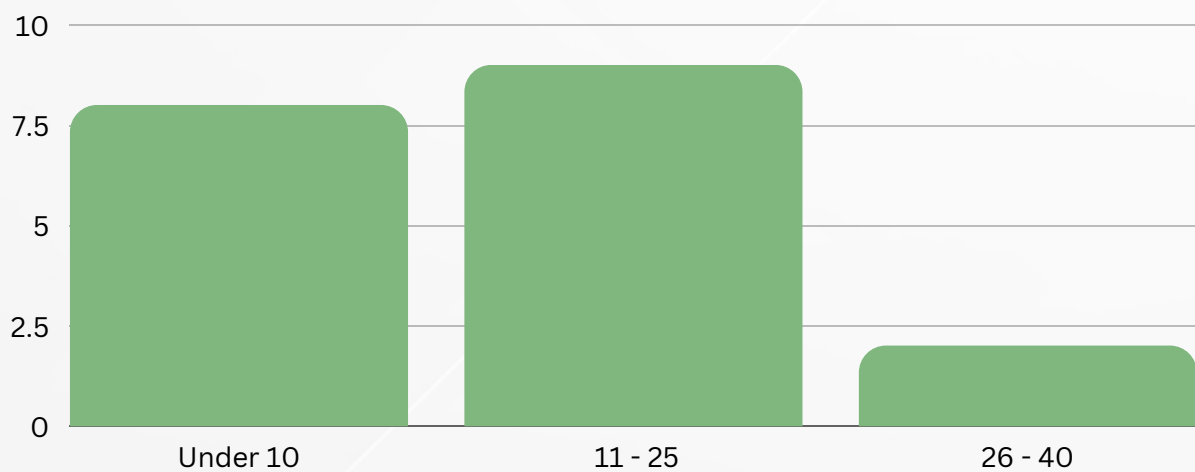
Created a survey (see Appendix for questions) and shared it in groups primarily for Operations people working at Progressive organizations.

3.1 Demographic Summary

Annual Budgets

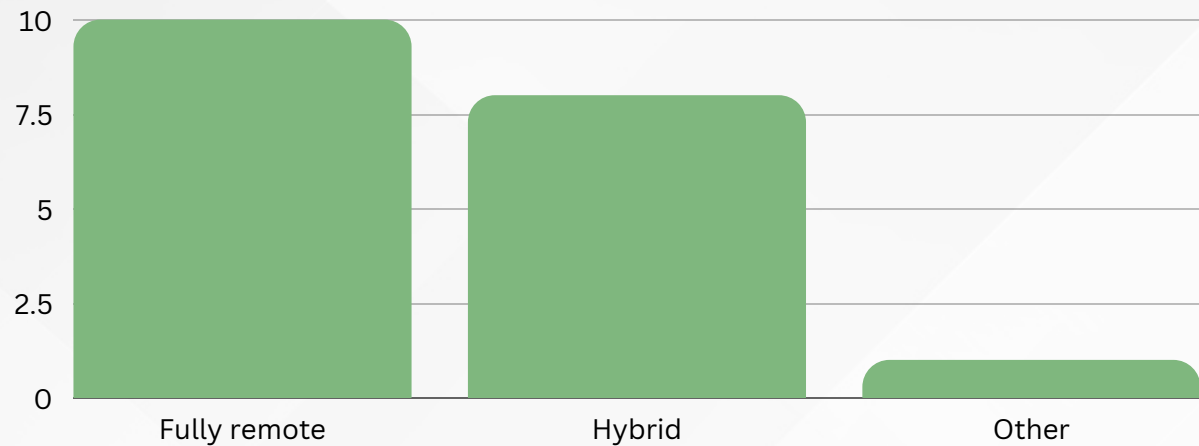


Staff Size

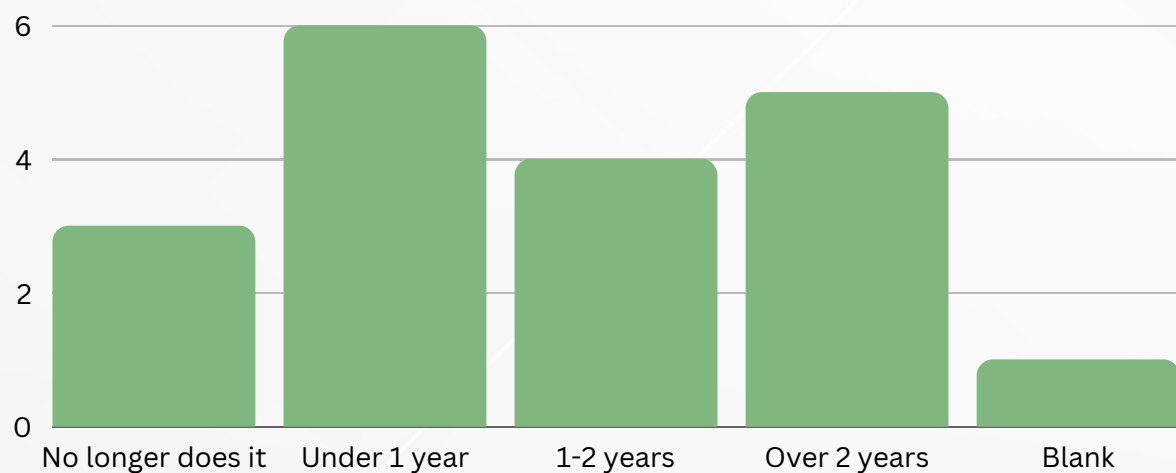


3.1 Demographic Summary (cont.)

Remote vs Hybrid

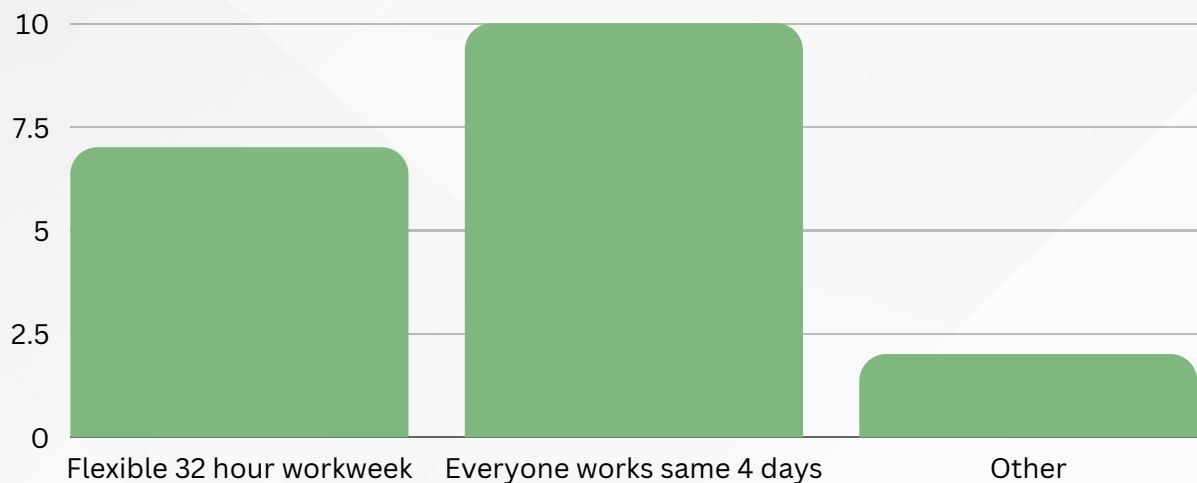


Length of time with 32 hour week



3.1 Demographic Summary (cont.)

Structure of 32 hour workweek



3.2 Caveats

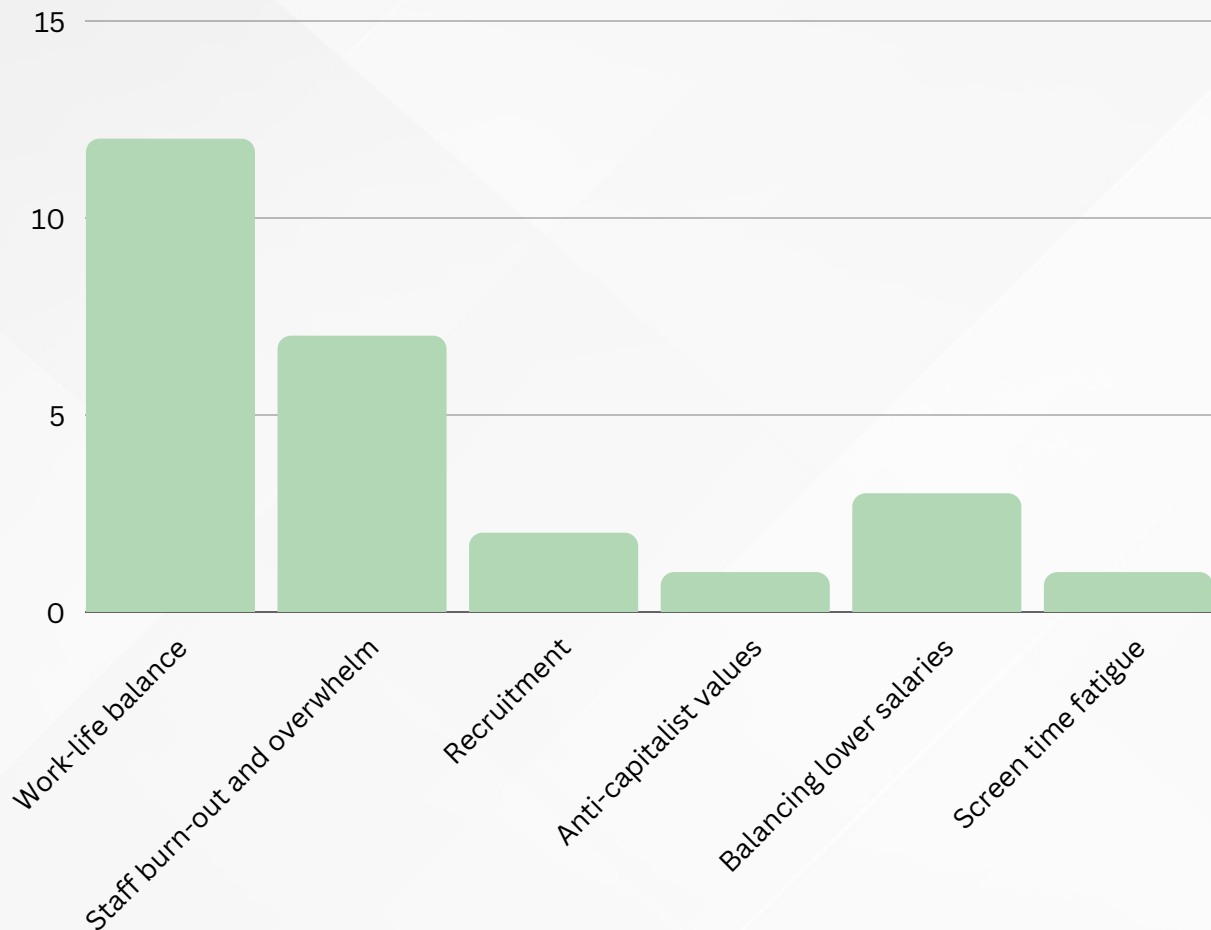
- Sample size is small, and too small to really find trends or patterns in (e.g. hybrid vs remote, bigger vs smaller)
- Things like the positive impact and challenges are reported on by the survey respondent. From the responses, we gather that some orgs had an explicit evaluation piece baked into their work through surveying their staff, whereas others are responding based on informal conversations with their staff. We also know that some people just say more than others in a qualitative survey, which can skew quantitative analysis of those responses.

4 - DETAILED FINDINGS

4.1 Summary

- Most organizations love that they did this, and wouldn't want to go back to 40 hours - 3 organizations did switch back to 40 hours
- Some benefits from a 32 hour workweek include practicing a culture of care and appreciation, reduced burnout, efficiency and better work, healthier work/life balance and rest, improved hiring and retention, and shifting organizational strategy and scope to prioritize the most critical projects.
- However, it's also hard and not a panacea.
- You have to reduce workloads and plan for that, and if some people are already overburdened, you have to deal with that first. Simply going to a 32 hour workweek does not fix overwork issues (if anything, it can exacerbate those issues and create new equity issues).
- There are equity considerations around who actually benefits and has a 32 hour workweek. We heard from organizations that found that not everyone was able to transition from working 40 hours to working 32. In one case this inequity led to resentment and moving back to 40 hour workweeks, other orgs deal with this inequity in different ways.
- We also heard some reports that having less time each week meant there wasn't enough time to get the work done and meetings were more difficult to schedule.
- For a couple of organizations they did feel the impact in their staffing and needed to create fundraising plans to ensure they had enough resources to get the work done.

4.2 What was the catalyst for moving to a 32 hour workweek?

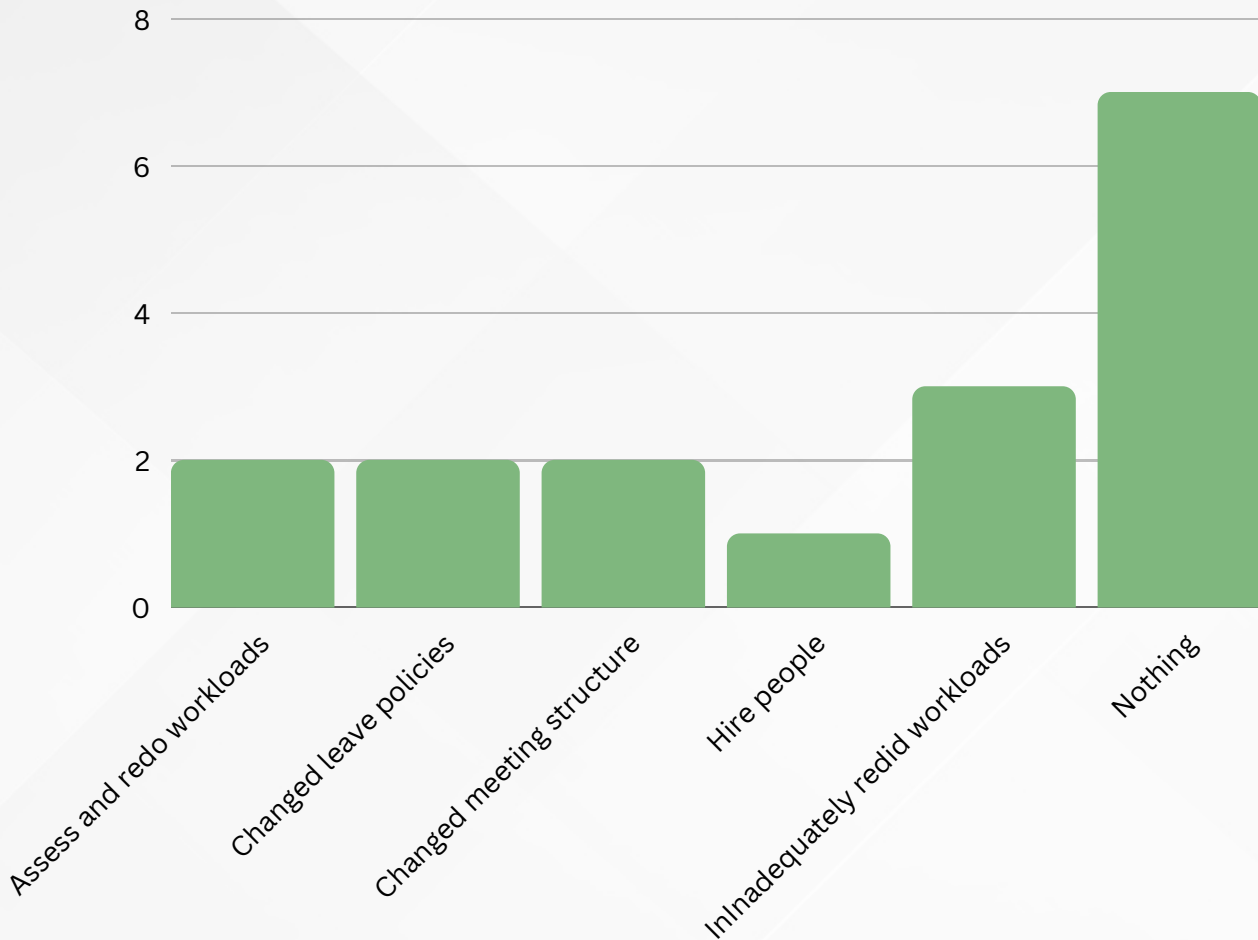


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“We felt staff were not able to breathe working 5 days.”

”

4.3 What did preparation look like for moving to a 32 hour week?



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"some people did [adjust workload] with their manager but not everyone, and as a result some people choose to work more than 32 hours/week"

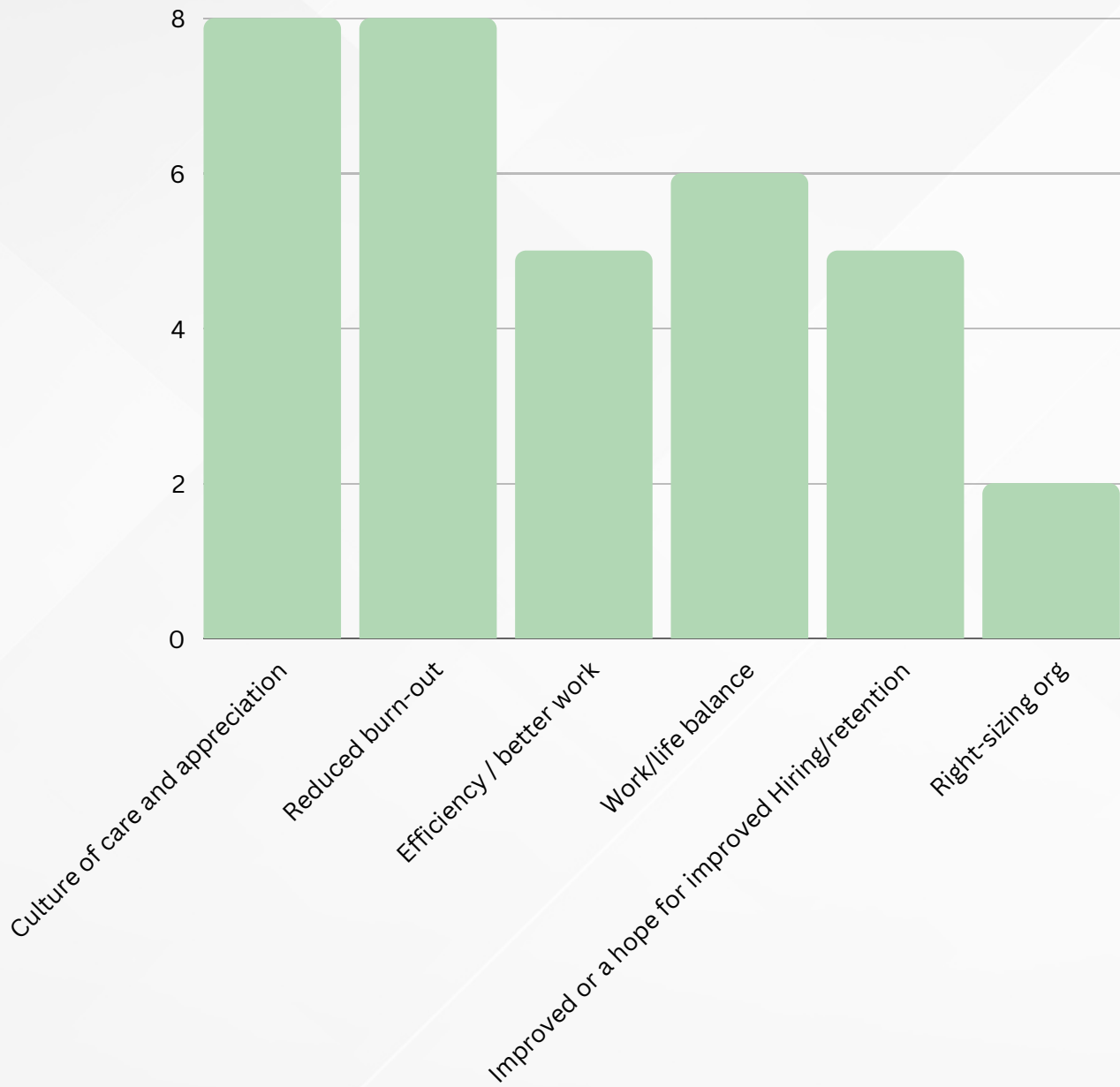
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4.4 Why did some organizations stop?

- 3 out of 19 organizations tried a 32 hour workweek but are not doing it currently
- All three organizations tried the plan for temporary amounts of time - either because of COVID, a summer, or as a pilot - but then didn't continue or try again
- All three organizations reported that some employees worked more than 32 hours, and this created an issue. All 3 also reported similar issues that some orgs who still have a 32 hour workweek also reported
- Some comments include it leading to disorganization, resentment as some people still worked more, some stuff not getting done, in 2 cases higher-level staff working more than 40 hour workweeks to make up for time, and people still feeling burnt out

4.5 Positive Impacts

We asked organizations to share the positive impacts of the 32 hour workweek in the survey. The results were categorized into the 6 buckets below:



Culture of care & appreciation

8 respondents

- "Transformational"
- "Critical to our collective trust and feeling of care. We know that we view each other as full humans first."
- "People seem to be happier and lighter"

Reduced Burnout

8 respondents

- "this has created ... reduced burn out"
- 7 variations on "this reduced burnout on our team"

Efficiency / Better work

5 respondents

- "Definitely improved the quality of work"
- "More time for processing"

Work/life balance. Rest!

6 respondents

- "Staff are calmer with more time to themselves and family and friends"

Improved (or hopeful improved) Hiring/retention

5 respondents

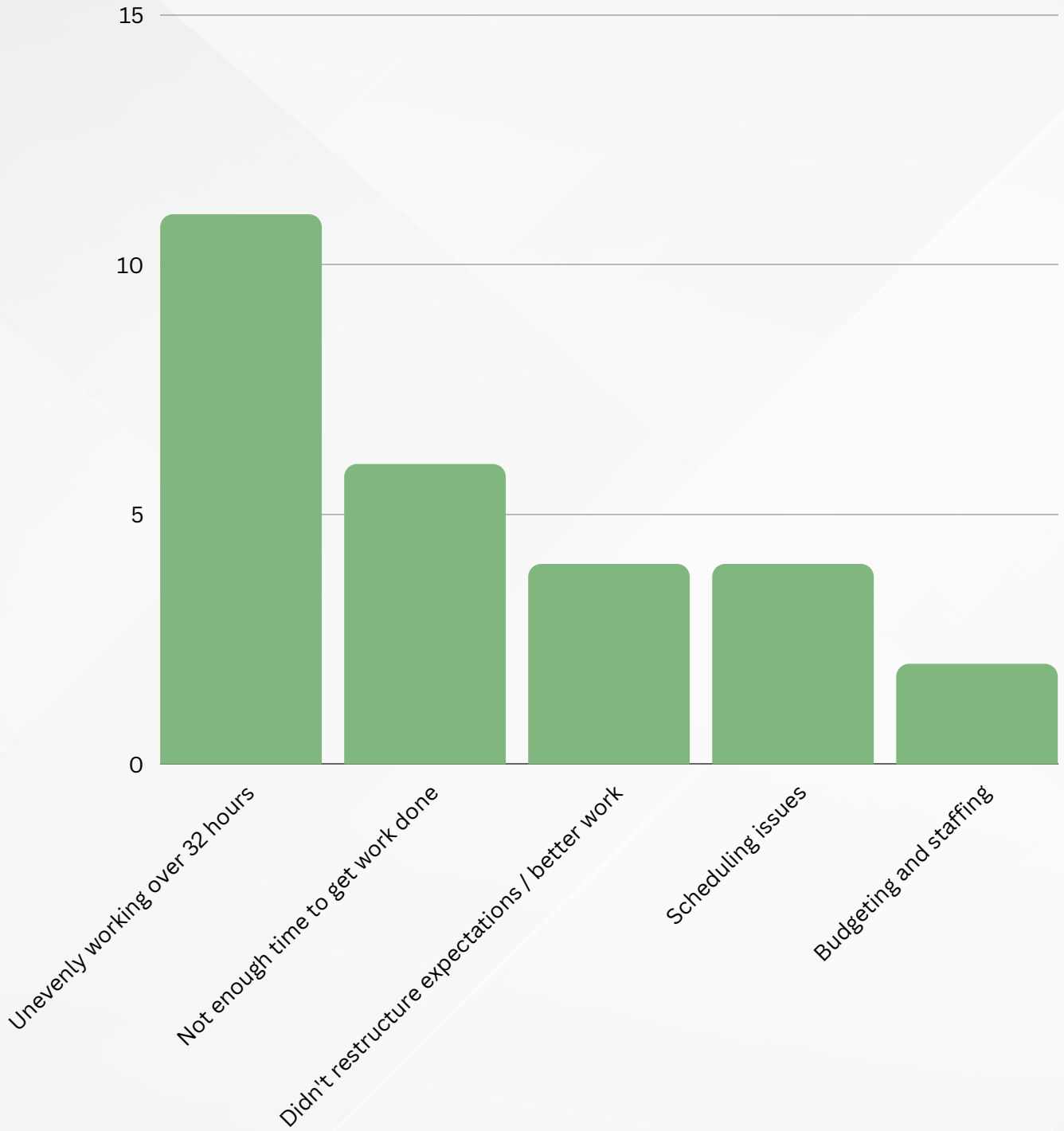
- "I'm hiring right now and we have way more applicants in general and more are high-quality"

Right-sizing organization

2 respondents

“ we are learning more about what work really is and should be ”

4.6 Challenges



Unevenly working >32 hrs

11 respondents

- Multiple respondents states that directors and supervisors work more than 32 hours specifically, with another specifically stating their development team works more hours
- Several people generally stated that the work is uneven with some staff working over 32 hours consistently and still not getting everything done or some staff choosing to work more hours
- One respondent cited having 4 very long days
- One respondent shared it is very hard to not work on holidays as those weeks feel very short
- “We definitely don't always work 32 hours. It's the floor, not the ceiling. But the guideline helps us make more realistic work plans and guides us to doing less better than more work poorly.”

Didn't restructure expectations

4 respondents

- One respondent specifically said they hadn't done an organizational assessment around workloads before beginning
- Another respondent said it was taking them longer to implement because they decided to make the switch but hadn't adjusted workplans or deliverable dates.

Scheduling issues

4 respondents

- Respondents cited difficulty managing to schedule meetings, retreats, times to convene board / staff, etc.

Not enough time to get work done

6 respondents

- *This was the flipside of working more than 32 hours - people stick to 32 hours and don't hit deadlines.*
- Many of the organizations here cited having to delay deadlines or feeling stressed about missing deadlines

Budgeting and Staffing

2 respondents

- One organization stated that due to the staff size, the organizations cited that it is very hard to work 32 hours and do the work that is needed at a quality that everyone feels good about, however their current funding makes it impossible to increase staff size.

4.7 In Hindsight

We asked respondents what they would repeat, and what they wish they had done differently, if they were to do this over. Here are some of the responses:

- Many people mentioned some version of doing more intentional planning. This included a suggestion to write up workplans with allotted hours or create an onramp from 40 hours to 32 hours for each staff person. One suggestion was to hire a consultant to map workloads and make recommendations. Another suggested doing more of a literature review of a 4-day workweek to inform the roll out. Another mentioned that it's helpful to write up what the practice is, and what it is not, in a policy.
- 2 people mentioned recalibrating workloads and having a purposeful discussion of doing less overall.
- Two people mentioned they wish their organizations had started the 32 hour workweek sooner than they did.
- Two people mentioned that it's important to have rigor around days off, so that it becomes routine. Strict rules around not working on days off help.
- A couple of people mentioned acknowledging and planning for what staffing will be needed to sustain the 32 hour workweek and having a fundraising plan to meet that - and actively reminding staff that if there are weeks they have to work 40 hours or a diminished capacity that there is a plan in place to meet those needs
- One person mentioned that surveying staff and having a flexible 32 hours rather than Monday-Thursday workweek might have worked better.
- One person mentioned a need to update the PTO policy so that time off meets the change to the 32-hour workweek.

“ Write up a policy of sorts. What this is and what this practice is NOT. ”

“ I would have work plans established with allotted hours. ”

- One person strongly suggested making it a pilot and repeating that regularly, so that if it doesn't work you can go back without people feeling confused.
- One person supported staff by adding comp hours or days when staff work on Fridays or over a weekend.
- A couple of people mentioned the need for constant feedback and evaluation, debriefing on workloads, the quality, and the impact of the work.
- Several people mentioned constantly communicating with staff to remind them of the 32 hour workweek, to delay deadlines, to challenge a sense of urgency, and to remember that work like planning, strategizing, learning, are all part of that 32 hour week

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start it earlier, and implement it slightly more strictly to prevent people from working far over 32 hours.

”

5 CONCLUSION

After reviewing this research, our sense is that a 32 hour workweek is something that has the potential to benefit many people who are doing work towards justice. It's not, however, the solution to every problem. But alongside attention to workloads, fair wages, strong cultures of trust and feedback, clear goals and strategy, and other facets of strong workplaces, a 32 hour workweek can make a difference in employee happiness and in supporting our movements from the inside out. And when our people are happy, they are more effective at the critical work our organizations are doing. Implementing a 32 hour workweek can also be a chance for an organization to intentionally put its focus towards how they work, and seek iterative improvements and growth.

It also introduces its own set of challenges and issues that need to have attention paid to them to not risk hurting the work or the people. For example, a lot of momentum can be lost, and inequities exacerbated, if implementation is messy. At a time when the problems our society is facing are growing, we need to adopt policies like this with care and planning so that our work and our people benefit.

We also found ourselves with additional questions that arose as we evaluated the results, and invitations for further research from others:

- For the organizations that replied to this, each had different levels of formal evaluation with their staff. This means that while some respondees had data on how all their staff felt, some respondees were making their best guesses. We'd be interested in research that assessed the impact on all staff of organizations using consistent evaluation.
- We would be interested in the longer term impact a 32 hour workweek has on an organization's budget so that organizations embarking on a 32 hour workweek would have more information for planning. For example, if the output of a Development team goes down - which isn't necessarily true for a 32 hour workweek but our research shows it can be true - but the total funding needed for the organization doesn't change since salaries don't change, then would development teams need to grow? Would there be an increase in personnel expenses, or perhaps an increase in contractor expenses if contractors and temps need to be hired to fill the gap? On the other hand, would non-personnel expenses decrease since the amount that the team can do would decrease?

- What is an effective way to ensure that reducing to 32 hours doesn't result in staff only doing the "keep the trains running" work, missing out on time to think, plan, learn, think about short and long-term strategy, etc?
- As more organizations adopt this, will we find it is getting harder to do cross-organizational collaborative work without a "standard" workweek? Will finding days to have coalition meetings become harder, for instance?
- What is the interest from funders for this kind of shift to workplaces, and how can that be increased?
- While a 40 hour workweek, for salaried employees, often results in inequity where some people work less than 40 hours, and other people work more, switching to a 32 hour workweek is a chance for organizations, supervisors, and individuals to become really intentional and thoughtful about their workload. What are specific ways that organizations can calibrate, recalibrate, and evaluate workloads to ensure equity for all?

6 RESOURCES

Articles:

- Monster: The Four-Day Workweek: How and Why We Should Work Less
- Wired: The 4-Day Week Is Flawed. Workers Still Want It
- NY Times: 4-Day Workweek Brings No Loss of Productivity, Companies in Experiment Say

Organizations:

- 4 Day Week Global

A guide to implementation by survey respondent Sean Kosofsky:

- <https://www.nonprofitfixer.com/nonprofit-fixer-blog/the-complete-guide-to-implementing-the-four-day-workweek>



7 APPENDIX: SELECT SURVEY RESULTS



We asked the 19 respondents if they were willing to share their responses with their org-name, or without their org-name. We are sharing the results for the organizations who agreed to share their data below. Note that the respondents who were comfortable sharing results tended to be those who felt very positively about the decision.

7.1 Never Again Action

Organization

Never Again Action

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

Since summer 2020

Is your organization:

Fully remote

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

Under 10

What is the annual budget of your organization?

\$0 - \$500K

How is your 32 hour work week structured?

Everyone works the same 4-days per week

Did staff salaries change when switching to a 32 hour work week?

No

What are your standard annual leave days?

We say we have "unlimited PTO." We take about 3 weeks off collectively throughout the year (our culture is very Jewish-rooted, so we take all Jewish high holidays off plus a week in the summer and week in the winter time, plus all federal holidays) and encourage everyone to take an addition 1-2 weeks off on their own time a year. Average is about 4-5 weeks off I'd say.

7.1 Never Again Action (cont.)

What are your additional leave policies?

Offer up to 3 months paid time off for most emergent things (medical, bereavement, etc.), ideal would be to offer 6 months for parental, we are working up to that budget-wise. We don't have a standard sabbatical policy yet, but we've had people take 1-3 months off before for different mental and physical health reasons, all paid.

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

Started during the uprising when people were spending so much time protesting and felt like working 40 hours plus going to 1-2 protests every week wasn't the play. Then after the summer of 2020, we figured there was no reason to go back to 40 hours a week.

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

We update job descriptions and do capacity checks pretty regularly, at least every 3-4 months. This doesn't feel tied to the change from 40 hours to 32 a week, more just in general the question we lead with is: "what feels sustainable as a human in latestage capitalism, will move us towards our longterm goals and feels like meaningful work, and not burn us out too fast?"

Have you seen any positive impacts of the 32 hour workweek?

Yes - definitely improved quality of work, general culture and vibes on the team. Sometimes people do work more, but the expectation and option of a 4 day work week feels critical to our collective trust and feeling of care. We know that we view each other as full humans first.

7.1 Never Again Action (cont.)

Have there been any challenges?

We definitely don't always work 32 hours. It's the floor, not the ceiling. But the guideline helps us make more realistic work plans and guides us to doing less better than more work poorly. It's far from perfect, and sets the tone of how we prioritize and calendar out the year in terms of how much we hold as individuals and collectively.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

Unfortunately a lot of our issues re: capacity and how many hours we all work are budget-related. We need a bigger team in general, but can only afford 5 staff people. We used to have 10 people on staff and we all did work 32 hours or even less and the quality of work was really solid. We had to let 3 members of our team go because of budget shortages, and 3 left because of other life transitions. In 2020 our strategic planning was too short-sighted, including but not limited to our fundraising strategy, and come 2021 we couldn't afford our full staff size. With 4 people (we are in the process of hiring a 5th), 32 hours a week is proving to be pretty impossible if we want to do the work that we think is needed and that we all feel good about as a collective. If we could have done something differently, it would have a lot to do with how we used our 10 person capacity to prioritize longer term strategy and fundraising plans.

In general, I think our focus on thinking of ourselves as full-humans is really good and enables us to be flexible with our work schedules to prioritize our sustainability. It's a priority for our team to get to a staff size that is more sustainable and can do better work (7-8 people), but that will take 2-3 years fundraising-wise. I think we all feel the pressure and responsibility to not burn out in that process, and therefore prioritize doing less than feels good sometimes, or taking time off emergently. It also means working 40 hours more than we would like. We are definitely actively trying to find the balance, and communicating about it actively. We have a big culture of debriefing and feedback and checking in on how the work *feels* as well as the quality and impact of what we are doing. Far from a perfect balance, but I think the level of communication and checking in feels like the only way to get to a place where we can get a more sustainable work flow long-term. This only feels possible because of deeply shared values, commitment and vision, as well.

7.2 Climate Advocacy Lab

Organization

Climate Advocacy Lab

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

Starting may 2 2022. Still going.

Is your organization:

Fully remote

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$501K - \$2m

How is your 32 hour work week structured?

Everyone works the same 4-days per week

Did staff salaries change when switching to a 32 hour work week?

No

What are your standard annual leave days?

Federal holidays. Xmas to NY Day off. 2 floating days. the org also moved to OPEN PTO on jan 1 2023

7.2 Climate Advocacy Lab

(cont.)

What are your additional leave policies?

100% paid for medical, dental, vision. Sabbatical at 7 years.

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

I decided it would be critical for retention given the great resignation and how much I hated doing searches

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

same pay, same workload, 32 hours. Period. Here is how we did it bit.ly/4DAYWW

Have you seen any positive impacts of the 32 hour workweek?

Even though some workers kept having some work on Fridays, everyone loved the option of being able to checkout. Those who had work on Fridays may not have been using each option to save time

Have there been any challenges?

we think this led to too generous a policy on vacation time. We may have been too generous to get full productivity out of people. Also, need to get everything in writing so its clear 1) this isn't technically a benefit employees are owed. 2) that the guardrail about salary staff still needing to occasionally be available on a Friday or weeknight should be spelled out

If you could go back and do this again, what is one thing you'd do similarly? Differently?

Write up a policy of sorts. What this is and what this practice is NOT.

7.3 18 Million Rising

Organization

18 Million Rising

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

Since June 2020- Start of the pandemic

Is your organization:

Fully remote

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

Under 10

What is the annual budget of your organization?

\$501K - \$2m

How is your 32 hour work week structured?

Everyone works the same 4-days per week

Did staff salaries change when switching to a 32 hour work week?

No

What are your standard annual leave days?

1 week paid "Bye week" in the summer- Week is decided by the whole team at all staff retreat. Virtual office closed 3 week paid (last 2 weeks of Dec and first week of Jan)- Virtual office closed.

PTO: 10 days for first year, 15 days for 2nd and 3rd year, 20 days four or more years. There should be no more than 20 PTO days in a year.

Sick/Mental health day: 10 days each year

Holidays: New Year's Day, Martin Luther King, Jr. Day, Cesar Chavez Day, May Day, Memorial Day Juneteenth, Indigenous Peoples Day, "Independence" Day, Labor Day, Thanks-taken Day aka National Day of Mourning and the Friday after Floating Holiday

7.3 18 Million Rising (cont.)

What are your additional leave policies?

Parental: 40 days (We are looking into extending this to 3 months)

Bereavement: 5 days bereavement per death

Sabbatical: 3 months after 5 years- needs to be approved and taken within 5 years and does not have to be taken all in one time. We plan to have sabbatical leave every 5 years.

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

First it was the pandemic and addressing individual and the team's burnout. We also acknowledged that everyone on our team was also involved in their own grassroots volunteer organizing, community/volunteer work, and caretaking responsibilities that we also see as part of the work we do. We also saw that because of the state of our world and continued attacks on our communities and allies, that our team was being impacted mentally and emotionally especially because we are digital first. It had been taking a toll on our team and we wanted to also live and practice our values in centering care for ourselves to sustain our work.

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

Yes, we talked about "How to 4-day work week" and made decisions like cutting down staff mtg time from 2 hours to 1.5 hours and weekly mtgs to bi-weekly, and instead of a 1-hour mtg we changed to 45 mins. We also implemented a No meeting Wednesdays.

Have you seen any positive impacts of the 32 hour workweek?

Yes! Having a 4-day work week has supported in reducing burnout and the team feeling cared for. Our team has also been able to do incredible work including campaigns, programs, and other internal work that is more sustainable and at the same time impactful.

7.3 18 Million Rising (cont.)

Have there been any challenges?

Some challenges: The first 6 months to a year, was a transition period where we had to build alignment on what we can and can't do. There were times where we planned to do something, i.e fundraiser but because of not having enough time and or having multiple people out, scheduling mtgs can be a challenging and then not having enough time or space to follow through on some plans.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

Nothing, we learned by trying and doing and we continue to learn how to 4-day work week:)

7.4 Funders for LGBTQ Issues

Organization

Funders for LGBTQ Issues

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

From the beginning of the pandemic. Around June 2020

Is your organization:

Fully remote

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$2m - \$5m

How is your 32 hour work week structured?

Everyone works the same 4-days per week

Did staff salaries change when switching to a 32 hour work week?

No. We felt this move was based on the mental health of staff and not a monetary issue.

What are your standard annual leave days?

4 weeks PTO, 3 weeks office closes (1 week before Labor Day +2 weeks after Christmas), 2 weeks sick leave, all bank holidays + international women's day.

What are your additional leave policies?

8 weeks parental leave, 8 weeks sabbatical for all staff after 5 years, and 8 weeks bereavement leave

7.4 Funders for LGBTQ Issues

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

We felt staff were not able to breath working 5 days.

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

We were at fault for not having established work plans. We do now and this impacts our 4 day, 32 hour with week. The work plans allow us to see what is possible or impossible and should be moved or cancelled.

Have you seen any positive impacts of the 32 hour workweek?

Staff are calmer with more time to themselves and family and friends.

Have there been any challenges?

Staff not being true to the 4 days. We support staff by adding comp hours or days when staff work on Fridays or over a weekend. Managers are supposed to check in with staff who consistently work during these times.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

I would have work plans established with allotted hours.

7.5 Hand in Hand

Organization

Hand in Hand: The Domestic Employers Network

Do you currently have a 32 hour workweek?

No - we previously tried it

How long have you had a 32 hour workweek (or how long did you have it for)?

10 weeks during the summer

Is your organization:

Hybrid

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$2m - \$5m

How is your 32 hour work week structured?

N/A

Did staff salaries change when switching to a 32 hour work week?

Yes, people who were already working 32 hours a week, we increased salaries. 40 hour/week staff we kept the same and they reduced hours.

What are your standard annual leave days?

For full time staff: Vacation (15-20 depending on years), 12 sick days, 23 paid holidays (including floating holidays)

What are your additional leave policies?

5 days of bereavement, after 7 years up to 3 months sabbatical, pregnancy leave, paid leave

7.5 Hand in Hand (cont.)

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

Reasons why we tried it for the summer: 1) people needed a break, 2) people already working at 32 hours were feeling pressured to work more because other staff were working 40+, 3) to experiment to see if we could pull it off and maybe do full-time

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

recalibrated workload some, but not enough

Have you seen any positive impacts of the 32 hour workweek?

I think reduced burnout and retention.

Have there been any challenges?

Some people still working more than 32 hours, did not recalibrate enough of the workload so some stuff didn't get done.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

Early planning on what to scale back.

7.6 Theatre of the Oppressed

Organization **NYC**

Theatre of the Oppressed NYC

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

Since January 1, 2023

Is your organization:

Hybrid

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$501K - \$2m

How is your 32 hour work week structured?

Other

Did staff salaries change when switching to a 32 hour work week?

No

What are your standard annual leave days?

27 paid holidays (including 2 week closures in winter & summer), 8 paid sick days, 12-18 vacation days

What are your additional leave policies?

5 day bereavement, 8 weeks of paid parental leave, and 4 weeks of unpaid parental leave.

7.6 Theatre of the Oppressed NYC (cont.)

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

Equity for staff and meeting market salaries for our sector

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

Updated leave policies for a 32 hour work week, admin staff retreats to discuss pros/cons/impacts

Have you seen any positive impacts of the 32 hour workweek?

Staff is very happy, too early to see other impact.

Have there been any challenges?

Too early to see impact.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

Not sure yet.

7.7 Detroit Community Technology Project

Organization

Detroit Community Technology Project

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

January 2023 but we've been piloting since Memorial Day 2022

Is your organization:

we are remote until our new building is renovated

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

Under 10

What is the annual budget of your organization?

\$501K - \$2m

How is your 32 hour work week structured?

Everyone works the *same* 4 days per week

Did staff salaries change when switching to a 32 hour work week?

No

What are your standard annual leave days?

New Year's Day; Martin Luther King, Jr. Day; May Day; Memorial Day; Independence Day; Labor Day; Thanksgiving Day and the Friday after; Christmas Eve and the days that follow, through New Year's Day. Floating Holiday - can be used to celebrate a religious or other recognized holiday not listed (for example, Eid, Juneteenth, Easter Monday, and Rosh Hashanah) . 10 days of sick leave; paid time off is based on # of years of full time employment (1st year - 10 days, 2nd and 3rd year - 15 days, and 4 or more years - 20 days.

7.7 Detroit Community Technology Project (cont.)

What are your additional leave policies?

parental leave is 40 days. 5 days of bereavement leave after 3 months of employment.

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

Rest for our team. Extricate ourselves from grind culture. Self care and attention to oneself.

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

We followed the process of Allied Media Projects. They did receive board approval for the 4 day work week. They - and DCTP - began to pilot the 4 day work week in May/June of 2022.

Have you seen any positive impacts of the 32 hour workweek?

yes. this has created flexibility for self care, focused work, easeful planning and collaboration, reduced burn out, more time for processing.

Have there been any challenges?

There have been some challenges for our IT team. We work M-Th but one of our anchor orgs works on Friday. If there is an outage or other network issue, our IT team either has to troubleshoot virtually or go to the site location - even if it's Friday. They handle the more complicated network issues and outages. They are having to make decisions around which one of them will be on call on Fridays. It's difficult to take comp time during the other days of the week because of meetings and their other work.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

We are still early into the 4 day work week, but so far it is going well. As a team we are intentionally talking through how we can make this transition work for our IT team so they can fully experience the 4 day work week.

7.8 ORG A

Organization

Anonymous

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

since summer 2022

Is your organization:

Remote

Where is your organization located?

My org is centered in the US but employs people outside the US (Germany)

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$501K - \$2m

How is your 32 hour work week structured?

Everyone works the *same* 4 days per week

Did staff salaries change when switching to a 32 hour work week?

No

What are your standard annual leave days?

16 paid holidays, 2 personal days, 12 sick days, a minimum of 12 vacation days and a max of 25 (accrual increases depending on how many years you've worked here). Sick and vacation carry over, vacation caps at 30 days / 6 weeks and you must use some before accrual restarts

What are your additional leave policies?

Short and long term disability, 6 weeks paid family and medical leave, 12 weeks unpaid family and medical leave, 5 bereavement days, time off to vote

7.8 ORG A (cont.)

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

lack of work-life balance and burnout

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

some people did with their manager but not everyone, and as a result some people choose to work more than 32 hours/week

Have you seen any positive impacts of the 32 hour workweek?

helps me for sure with reduced burnout and efficiency, and I have seen a change in recruitment as I'm hiring right now and we have way more applicants in general and more are high-quality

Have there been any challenges?

as I said, some people continue to work more than 32 hours but that seems to be more of a personal choice than anything. sometimes it is a little hard to fit everything into a shorter week especially if it's also a holiday weekend

If you could go back and do this again, what is one thing you'd do similarly? Differently?

start it earlier, and implement it slightly more strictly to prevent people from working far over 32 hours

7.9 ORG B

Organization

Anonymous

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

3 years

Is your organization:

Remote

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$2m - \$5m

How is your 32 hour work week structured?

Everyone can choose how to distribute their 32 hours throughout the week

Did staff salaries change when switching to a 32 hour work week?

No. Everyone who was salaried remained the same. When calculating hourly rates, we use our compensation calculator (annual) and divide by 32 hours rather than 40 so they're comparable to our salaried folks.

What are your standard annual leave days?

About 70 days per year plus additional COVID leave

What are your additional leave policies?

Parental, medical, bereavement, jury, movement leave, sabbatical

7.9 ORG B (cont.)

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

It was implemented at the start of the COVID pandemic to allow staff to rest and deal with their life outside of work

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

I wasn't there yet when we changed, but I don't think there was much of a process, and I wish we had recalibrated our workloads to be less. We did this around the same time as switching to a worker self-directed nonprofit, which adds additional governance work to each staff member's plate.

Have you seen any positive impacts of the 32 hour workweek?

I wasn't there before, but have definitely heard from staff a positive influence on work culture (though we are doing other things to affect that as well). I think it's made it easier to have a balanced view on what we can get done in a certain amount of time.

Have there been any challenges?

I think each person's workload is still too high, though we're working on that. It sometimes means project timelines need to be longer (especially combined with democratic governance processes).

If you could go back and do this again, what is one thing you'd do similarly? Differently?

I'd have to ask more veteran staff than I am. I think reducing work loads for sure.

7.10 ORG C

Organization

Anonymous

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

3 years

Is your organization:

Remote

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$2m - \$5m

How is your 32 hour work week structured?

Everyone can choose how to distribute their 32 hours throughout the week

Did staff salaries change when switching to a 32 hour work week?

NO

What are your standard annual leave days?

120 hours sick; 120 hours vacation; 40 personal; 12 paid holidays; 3 weeks of office closure

What are your additional leave policies?

1 year paid parental leave
6 month paid gender affirmation leave
Bereavement
2 months paid sabbatical after 4 years

7.10 ORG C (cont.)

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

No one should have to "work" for a living or sell their labor

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

We changed the structure of how our meetings worked, but outside of that it was pretty static.

Have you seen any positive impacts of the 32 hour workweek?

retention recruitment reduced burnout

Have there been any challenges?

Work plans have had to be condensed, but we are learning more about what work really is and should be

We did not change our 120 hours of vacation/sick time, which equals three weeks for 40-hour work weeks. It has left some staff not being able to use all of their time before it is lost

If you could go back and do this again, what is one thing you'd do similarly? Differently?

We would have done it sooner.
I would have updated the PTO policy.

7.11 ORG D

Organization

Anonymous

Do you currently have a 32 hour workweek?

No - we previously tried it

How long have you had a 32 hour workweek (or how long did you have it for)?

6 months

Is your organization:

Hybrid

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$5m - \$10m

How is your 32 hour work week structured?

Everyone works the *same* 4 days per week

Did staff salaries change when switching to a 32 hour work week?

NO

What are your standard annual leave days?

This was in addition to the 2 weeks of "regular" PTO, 12-14 fed holidays and 6 weeks of office closure that our org provides to staff (winter and summer break that is collective)

What are your additional leave policies?

All

7.11 ORG D (cont.)

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

Our hypothesis was 4 days might allow folks to "take better care of themselves" self care/handle personal things. The goal was to acknowledge burn out and try to remedy it.

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

No

Have you seen any positive impacts of the 32 hour workweek?

Nice to have the collective day off

Have there been any challenges?

Ultimately, it led to resentment and disorganization. Organizers often work on the weekends, it impacted our team's ability to have "a team flow". Folks didn't take any "better" care of themselves and still complained about burn out.. Most leadership staff were still working on Friday's. We have big goals and working less wasn't helping ourselves or the org and caused more anxiety for some.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

One thing that helped was we called it a "pilot" to test it out, wish we repeated that more throughout the process, folks really felt like we took something away when we decided to go back to 5 days. We have a very generous time off policy and reminded folks that they can use their time.

7.12 ORG E (for-profit org)

Organization

Anonymous

Do you currently have a 32 hour workweek?

Yes

How long have you had a 32 hour workweek (or how long did you have it for)?

We are currently piloting a 35 hr work week. 6 months to start

Is your organization:

Hybrid

Where is your organization located?

My org is entirely in the US

What is the staff size of your organization?

11 - 25

What is the annual budget of your organization?

\$2 - \$5m

How is your 32 hour work week structured?

Everyone can choose how to distribute their 32 hours throughout the week.

Did staff salaries change when switching to a 32 hour work week?

No, unless people who already worked less than 40 hrs wanted to cut / up their hours

What are your standard annual leave days?

Vacation: 3 weeks; Paid Holidays: 17 (these can be taken within 2 pay periods of the official holiday). This also includes a paid week off between Christmas and New Years where the office closes; Sick Days: 0

What are your additional leave policies?

None

7.12 ORG E (for-profit org) (cont.)

What was the catalyst for your organization to consider a 32 hour workweek? What problem were you trying to solve?

Staff surveys about the demand of the the skills and jobs at hand and not 1.) paying accordingly 2.) giving enough time off to really relax from the constant stresses of the job

Did you go through any particular process to be able to implement the 32-hour workweek (e.g. recalibration of workload, redoing job descriptions, changing leave policies, etc)?

None besides a staff meeting going over what everyone's (new) hours would look like. Financially - as a for profit company, we needed to make sure we didn't lose money on this so financially things were figured out ahead of time to make this possible.

Since it's a pilot program - nothing official has been changed as far as documentation

Have you seen any positive impacts of the 32 hour workweek?

Oh yes! People seem to be happier and lighter. It also feels like everyone has mentioned feeling a little more balanced with their work and life. (These are all observations. We have no clear data since we are still piloting).

Have there been any challenges?

Yes, coordinating schedules feels more challenging. It has made everyone better at communicating and calls for everyone to place boundaries, even more constantly. As the consultant culture works, not everyone works the reduced work schedule every week (like our CEO) but that was the case before the reduced work week.

If you could go back and do this again, what is one thing you'd do similarly? Differently?

I am loving all of it and since it's so new -I don't have a good answer to this