

# 32HWW Final Report

## Executive Summary

This two-year report serves as the culmination of the County's reporting on the 32HWW. Consistent data collection has shown **critical financial savings, increases in job applications, and improved employee well-being**, as well as **decreases in sick time used, fewer voluntary employee separations, and lower employee turnover**.

In addition, the report has highlighted opportunities for continued growth when it comes to balancing employee schedules and workloads, communicating the availability of public services, and maintaining productivity across departments.

Moving forward from the pilot, the 32HWW will serve as the County's standard work week. Our focus now shifts to maximizing the benefits of this approach and ensuring we continue to serve the public effectively and responsibly within our fiscal means.



### Evaluating the Transition

From the onset, San Juan County committed to a fair assessment of the 32HWW. Over the last three evaluation cycles, reports have detailed an honest review of the initiative's impact, analyzing employee and resident feedback, operations data, and departmental key performance indicators (KPIs) to provide a holistic picture of the 32HWW's impact.

While we will no longer be publishing regular updates, the organization remains committed to applying what we've learned, finding new ways to serve our community more effectively, and ensuring that our efforts remain aligned with the needs of those we serve.

An archive of all reports can be found on the County's Engage page:

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

### Benefitting the Bottomline

The County's budget faced a nearly \$2 million increase in requests for higher cost-of-living adjustments and benefits over the course of a 40-hour work week in 2024 & 2025.

 **\$1.9M saved**

**The 32HWW proved to be a prudent safeguard against the growing budget demands.**

### Healthy Workforce

Healthy employees put in the time! Timesheet data shows an average of 18% less sick time used after adopting the 32HWW.

 **18% less sick time**

### Maintaining Services

Though full-time hours were reduced by 20%, timesheet data shows hours worked only decreased an average of 13%, thanks in part to unchanged part-time and seasonal staff hours, and fewer vacancies.

 **only 13% fewer hours worked**



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Consistent data collection shows **marked improvements to employee recruitment and retention**, as well as clear **benefits to islander wellness**. According to HR data, the rise in application volume and new recruitment practices has led to fewer vacancies and faster onboarding times.

### Employees are choosing to stay

Retaining a consistent workforce is crucial for maintaining institutional knowledge and ensuring continuity in services. 85% of staff say the 32HWW factors into their decision to continue working at the County.

SJC is filling open positions

**27% faster**

SJC received approximately

**216% more job applications**

**28% fewer separations**  
**14% drop in turnover rate**

### Employee Wellness

The majority of employees report that the 32HWW benefits their health, well-being, and work-life balance.

32HWW has improved staff's work-life balance

**83% agree**

32HWW has increased staff's job satisfaction

**63% agree**

## Areas for Continued Growth

### Different Hours of Operation

**Across the organization, departments and offices are open to the public either four or five days a week.** The different schedules reflect the nature of the work and size of the department. For smaller departments, utilizing a four-day work schedule has ensured that services continue uninterrupted even when employees are sick or unexpectedly absent. Larger departments can stagger employees to offer a five-day schedule.

As looming financial constraints in the 2026 and 2027 budgets tighten staffing levels, more departments may consider enacting a four-day work schedule to maintain consistent coverage.

Differing schedules across the organization have posed challenges for interdepartmental collaboration and clarity of public access. **Adopting one universal schedule may support both internal functions and clarity of public messaging.** The County continues to educate the public about the hours of operation across its offices.

### Benefitting from the 32HWW

Another challenge identified by the All-Employee Survey is the **growing divide between non-represented (exempt) staff and union-represented (non-exempt) employees and their ability to benefit from the 32HWW.**

Many managers and directors (often exempt employees) report being unable to benefit from the 32HWW and struggling to manage their growing workload. While the majority still agree the change has improved their work-life balance and influences their desire to continue working at the County, it's clear this section of the workforce is not benefitting equally from the 32HWW.