

Imagine Canada and the 4-Day Work Week

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Who We Are



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Standards Program
Nonprofit Accreditation



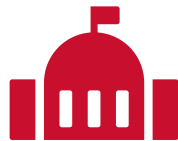
Grant Connect
fundraising research platform



Caring Company
Community Investment
Certification



HR Intervals
free HR knowledge base



Federal public policy &
advocacy



Research & foresight



Membership Program
Learn, network & advocate

What is the 4 Day Work Week?

- **100%** pay for **80%** time worked for **100%** of the results
- Shared day off vs Staggered vs Decentralized vs Annualized
- Part of a long history of evolving the nature of the work week for productivity and worker wellbeing

Factors that led to our pilot

- Desire to model decent work practices
- Normalization of overwork in purpose-driven industries
- Staff burnout due to the pandemic
- Addressing inequities around invisible labor, intergenerational caregiving responsibilities
- Talent attraction and retention in a hyper-competitive labour market

Benefits of the 4-Day Work Week

For employees

- Wellbeing
- Work-life harmony
- Creativity, Focus & Effectiveness

For organizations

- Recruitment & Retention
- Productivity
- Reduced absenteeism
- Equity, Diversity & Inclusion
- Sustainability
- Innovation

Challenges of the 4-Day Work Week

- Investment to prepare and transition
- Mental model shifts: norm of 5DWW, Results vs. Time worked, Working less as antidote for overwhelm
- Not universally desirable by employees
- In lieu of decent, competitive pay
- Application beyond knowledge industries & inequity

Imagine Canada's 4DWW Journey



Designing a 4-Day Work Week: Principles

- 1 | Simplicity
- 2 | Staff-led, consultative approach
- 3 | Impact over outputs
- 4 | Iteration over perfection
- 5 | Focus on equity

Designing a 4-day work week



Pilot start date & duration

Next month vs. next year? Pilot for 3 months, 6 months, 1 year?



Impact on hours & compensation

Salary, vacation, other time-based benefits;
Part-time staff pro-ration, overtime



Choosing the day

Monday, Friday, Flexible?



Monitoring & evaluation

How will we know if the pilot is working?



Approach for exceptions

Long weekends? Personal schedules?



Establish staff working group

Representative, empowered group, determine pilot structure and integrate feedback

Monitoring & evaluation

- Leverage existing monitoring & accountability mechanisms

Operating plan, budget, employee performance management, employee pulse surveys

- Invest in an evaluation partner

Like Four Day Week Global pilot program

- Evaluate employee & organizational factors

E.g. productivity, job satisfaction, stress levels, service delivery goals, absenteeism, revenue

- Establish pre-pilot baselines and set a realistic check-in schedule
- Resist the urge to over-evaluate

Preparing the team

Staff & teams

- Reducing number/duration of meetings
- Training on time management, communication norms, essentialism
- Individual & team reflections to clarify priorities and eliminate misaligned or unnecessary work

Organizational

- 1.5 days of meeting-free time (Mon aft + Friday)
- Operating plan & budget alignment (incl. grant commitments)
- Investment in process improvements and automation
- Role-modelling by senior leaders

Communicating the change

- Considered impact on different stakeholder groups
i.e. members, customers, funders, volunteers, board
- Key messaging: link between staff wellbeing and impact, commitment to no change in their service levels
- Emails to all stakeholders to inform, reaffirm commitment, invite feedback & questions
- Broader communications via blog and social explaining the how & why of our pilot
- Overwhelmingly positive responses

A photograph of a brick building with a bar named 'Before'. The bar has a red neon sign that says 'Before' and 'BAR'. There are several potted plants on the left side of the building. A red bicycle is parked in the foreground. A person is sitting at a table outside the bar. The text 'How it's going' is overlaid on the image.

How it's going

Resources

- 4 Day Week Global Pilot Project

<https://www.4dayweek.com/>

<https://www.4dayweek.com/research-results>

<https://www.4dayweek.com/book>

- Smart Workweek

<https://www.smartworkweek.io/>

- Let's Imagine Podcast Episode

- University of Cambridge report

<https://www.cam.ac.uk/stories/fourdayweek>

Q&A