

# Success Story



## Employer Services

### Implementing a 4-Day Workweek

The National League for Nursing (NLN) is a non-profit headquartered in Washington, DC that promotes nursing education across the country. NLN works to connect nursing schools all over the world, offer faculty development, and educate nurses to advance the health of our nation and the global community. To complement their efforts to build a strong workforce, they offer a 4-day workweek to improve productivity, morale, and team culture.

### HOW THE IDEA TOOK HOLD

Pre-pandemic NLN's CEO, Dr. Beverly Malone, called for staff to investigate implementing a 4-day workweek. This allowed people to reimagine what the workplace can look like, especially with the onset of COVID-19, and their organizational workstyle. As a result of their research and buy in from leadership, NLN was able to implement a company-wide, 4-day workweek policy. Their policy consists of four 8.75-hour workdays, including a one hour lunch break, Monday through Thursday with Friday off. It has been a success for nearly three years now.

### IMPLEMENTATION AND TRANSITION

When NLN first introduced the new policy, staff weren't too thrilled since they were proposing 9.75-hour workdays (including a one hour lunch break), four days a week. The policy was put on hold, feedback was solicited from employees, and the leadership team went back to the drawing board. Adjustments were made to the hours per day and exceptions were put in place for special circumstances. When the revised policy was reintroduced, everyone was very open to it. The revised policy employed 8.75-hour workdays (including a one hour lunch break), four days a week and allowed a longer adjustment period for those with kids or other special circumstances. With the new adjustments staff were happy and quickly adjusted to the switch.



**National League  
for Nursing**



#### INDUSTRY

Trade Association



#### NUMBER OF EMPLOYEES

46



#### BENEFITS OFFERED

Commuter Subsidy  
4-day Workweek  
Telework  
Flexible Work Hours





## Tips For Success

When it came to meetings and events, NLN simply removed Friday from their event availability calendar and scheduled engagements for Thursday instead. They had already scheduled some big events on Fridays with vendors, so for the first couple of months they still had to hold events on Fridays to make a smooth transition. But now, if for some reason there is a meeting that has to be on a Friday, the events team gets it set up on Friday and then on Monday their supervisors give them a compensation date.

During the first month of implementing the new policy, all 43 staff members had to get used to working an extra hour in the day. But on Friday, they wake up and do not have to go to work. At NLN, they transitioned to a 4-day workweek while the staff was all remote, so most people did not feel a significant change.



**“Nobody drops the ball; all the staff still get their job done. That’s how we’ve been able to continue this, and there were no gaps in the transition,”**  
- Janet Darko, Department Director of Finance & Benefits at NLN

### BENEFITS

Beyond reducing stress by taking a longer break over the weekend, Janet explained that the organization is also benefiting from saving on commute costs. NLN provides their employees with a commuter benefit subsidy of \$100 per month, which 100% of their staff utilizes. With Friday being a day off for everyone they have reduced that subsidy cost.

In addition to the 4-day workweek, NLN also allows for one day of telework a week, and they are newly letting staff choose which day that is. NLN also lets staff choose the hours they work. Staff is notified of what hours the office is open and then they decide with their supervisor when they want to come in. For example, Janet arrives at the office at 5:30 AM, and by 2:30PM she heads home.



**“The CEO strongly believes in work-life balance and the culture we’ve created together is just amazing. We work together as one, and we get things done. The 4-day workweek is not going anywhere, and it is here to stay.”**  
- Janet Darko, Department Director of Finance & Benefits at NLN

- 1 Conduct Research**  
Understand the different types of 4-day workweeks you could implement, such as a compressed schedule, four 10-hour days, or eight 10-hour days, and the pros/cons of each.
- 2 Calculate Costs**  
Understand how your organization could save money. Would the cost of utilities or commuter subsidies decrease?
- 3 Notify Employees Early and Often**  
Let them know ahead of implementation so there is ample time to adjust commutes and schedules. Include details in staff meetings, emails, updated employee handbooks, letters, etc.
- 4 Be Flexible**  
Consider those who need a longer adjustment period due to childcare, events scheduled prior, or other personal factors.
- 5 Fine Tune**  
Collect feedback from managers and employees. How has this change affected their work-life balance? Have staff been able to meet their goals? Adjust as needed.

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