

U.S. DEPARTMENT OF LABOR
WAGE AND HOUR DIVISION
Washington

FOURTH SHIFT ANSWER TO 168 HOUR WEEK

Four-shift operation will solve the problem of the 168-hour workweek and get victory production out of the American industrial machine, Baird Snyder, Acting Administrator of the Wage and Hour Division, said today. In his Tuesday night address to the nation President Roosevelt asked for seven-day operations of defense industries. The Division has had many inquiries on how the President's call for a seven-day week, 24-hours a day, can be best met under the Fair Labor Standards Act, which requires that overtime be paid after 40 hours a week.

"There is nothing inconsistent about the 40-hour shift and continuous operation," said Mr. Snyder. "Many continuous operation industries—such as open hearth steel furnaces, electric power houses, rayon yarn factories, and transportation organizations—have operated for years on a four-shift basis.

"Since the President's request of June 1940 for maximum defense production, several alert manufacturing organizations have scheduled continuous operation of their productive machinery through the four-shift system.

"Planning a four-shift system is a very simple matter. In a typical 40-hour week, continuous-operation schedule, three shifts work regular eight-hour tricks five days a week, accounting for 120 of the 168 hours in the week. The swing shift works the remaining 48 hours on a staggered basis. Some manufacturers work the swing shift 40 hours and use the remaining eight hours for reconditioning the machines.

"The swing shift does not work the same days nor the same hours each week, but after three weeks it is right back where it started. Schedules are usually laid out in three-week cycles.

"We have distributed typical 168 hour-workweek schedules among our offices. Our inspectors examining payroll records are being instructed to show any manufacturer who is interested how he can go on a four-shift continuous-operation (9721)

basis. We realize that these schedules may not be practical in many operations. Laying out a schedule is easy. The difficult thing is to train additional foremen and more skilled workers. The defense manufacturer who has not been training more foremen and workmen has not been doing a full job. The Wage and Hour Law with its penalty of time and one-half after 40 hours has been forcing the training of supervisory personnel and skilled workers for additional shifts since the start of the emergency."

Two of the typical schedules distributed by the Division are shown below:

SCHEDULE I

SHIFT	SUN	MON	TUE	WED	THUR	FRI	SAT
12 Mdt - 8 AM	D	D	D	D	D	C	C
8 AM - 4 PM	C	B	B	B	B	B	X
4 PM - 12 Mdt.	A	C	C	A	A	A	A

SCHEDULE II

SHIFT	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
12 - 8	B	C	C	C	D	C	C	C	A	A	A	D	A	A	A	B	B	B	D	B	B
8 - 4	A	A	A	A	A	D	X	B	B	B	B	B	D	X	C	C	C	C	C	D	X
4 - 12	D	D	B	B	B	B	D	D	C	C	C	C	C	D	D	D	A	A	A	A	D

Period X is used for reconditioning machines.

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