



Minutes

DSD Reform (Staffing and Performance Optimization)

8/20/2015, 3:00pm-5:00pm

Location: Webb 10.E.1

Present:

- Stephanie O'Malley
- Sheriff Elias Diggins
- Jennifer Jacobson
- Sergeant Ilya Telesin
- Captain James Johnson
- Brendan Hanlon
- Dr. Mary Davis
- Deputy Annette Grimes
- Laura Wachter
- Mark Valentine
- Division Chief Venessie Brown

Agenda:

1. Approval of Minutes
2. Discuss shift lengths
3. Next Steps/Open Forum

Discussion:

The meeting opened with a review of the minutes from the team meeting that was held on August 24, 2015, which were approved by the team with no changes.

Captain Johnson reviewed staffing and recapped the pros/cons of each shift length.

Current 12 Hour Shift

Shift Pattern

- Shift: 15 mins briefing / 12hr post coverage
- Flex time earned 3hrs 15 mins a work cycle or 84.5hrs a year
- Work Cycle: 3 days on 3 days off / 4 days on 4 days off
- 4 shifts: (0230-1430, 1430-0230, 0830-2030, 2030-0830)
- Days off: Other Mon, Tues, Weds, Thurs or Fri, Sat, Sun other Mon

Challenges

- Staff members are scheduled 85.75hrs per work cycle and are paid overtime in the amount of 3.25hrs a work cycle when staffing levels are low.
- During staffing shortages, staff members are paid 1 hr 45 min overtime to attend briefing during a work cycle.
- There are six hour gaps between shift start times. Staff members can only work 16hrs in a day. If a staff member is ordered overtime, the staff members could be ordered to work 18.25hrs until the next shift starts to maintain staffing/post minimums.
- Difficulty in allowing staff members to switch post during their shifts. With a new shift starting every 12hrs on each floor, staff members could be scheduled an entire 12hrs on a single post.

Consideration

- Scheduled days off 182 days a year
- Possible Holiday comp paid/earned: 183.75hrs
- Staff members get 10 days off using 36.75hrs of vacation for a voted vacation

- Supervisors work full shift/schedules with subordinates
- 50% of staff have full weekend off

Current 10 Hour Shift

Shift Pattern

- Shift: 19 mins briefing / 10 hr post coverage
- No Flex time earned
- Work Cycle: 3 days on 4 days off
- (04) 10hr shifts: (0141-1200, 0541-1600, 1141-2200, 1541-0200, 2145-0600) & (01) 8hr shift: 2145-0600
- Days off: 10hr shifts allows for 3 days in a row

Challenges

- Supervisors and subordinates do not work the entire work week together. Depending on days off, the direct reporting supervisor and employee may only work two days a week together. Note: Supervisors are still scheduled with staff on all shifts, just not a staff member's Direct Report Supervisor.
- There are fewer full weekends available for staff to vote (vs. 12hr shifts). This is offset by some shifts having partial weekends off. Example: Thurs, Fri, Sat off

Consideration

- Scheduled days off 157 days a year
- Possible holiday comp paid/earned: 154.8hrs
- Staff members get 10 days off using 41.25hrs of vacation for a voted vacation
- A new shift starts every 4 or 6 hours. If a staff member is ordered to cover minimum staffing, it is likely they would only have to work 4 hour of overtime bringing their total shift length to 14.32hrs
- In most cases, staff members would change post every 4 or 6 hours
- There is no flex time, when staffing levels are low, staff members would not be paid overtime to attend briefing.
- County Jail Division has used the 10hrs shifts for over 25 years

Current 8 Hour Shift

Shift Pattern

- Shift: 15 mins briefing / 8hr post coverage
- No flex time earned
- Work Cycle: 5 days on 2 days off
- 3 shifts: (0545-1400, 1345-2200, 2145-0600)
- Days off: two day in a row

Challenges

- Supervisors and subordinates do not work the entire work week together. Depending on days off, the direct reporting supervisor and employee may only work two days a week together. Note: Supervisors are still scheduled with staff, just not a staff member's Direct Report Supervisor.
- There are fewer full weekends available for staff to vote (vs 12hr shifts).

- There are 8 hour gaps between shift start times. If a staff member is ordered overtime to maintain minimum staffing levels, the staff members could be ordered to work a total of 16.25hrs.
- There will be difficulty in allowing staff members to switch post during their shifts if there is no new shift starting during the 8hrs. Without a new shift starting, in most cases, there wouldn't be staff available to relieve staff members so they could get to their next post.
- Staff members can call in sick once a month and maintain their sick balances. Staff members earn 8hrs of sick time a month.

Consideration

- Scheduled days off 105 days a year
- Possible Holiday comp paid/earned: 123.75hrs
- Staff members get 9 days off using 41.25hrs of vacation for a voted vacation
- 8 hour shifts are the least preferred shift by staff members
- In-service Training is three ten hour shifts. Staff members on 8hr shifts are paid 1.75hrs of overtime each day they attend training.

The discussion regarding the shifts centered on safety, officer preference, coverage and department management. Ms. O'Malley asked which shift is best for the department and staff (assuming a full staff compliment), considering stress, assignments and wellness. Conversation among the group centered on the pros/cons of the 12 hour shift, including performance and fatigue factor. Mr. Hanlon asked if anyone in the room endorsed 12 hour shifts, to which no one endorsed the 12 hour shift.

A vote was taken as to which shift length was better for the greater good of the organization. The options were 10 hour shifts along with some 8 hour shifts OR 12 hour shifts along with some 8 hour shifts. The Action Team reached consensus on recommending that 10 hour shift be implemented at the DDC with some exceptions where 8 hour shifts are appropriate for operational needs. The Action Team then reached consensus to recommend that the department completed vacation votes by team and shifts.

Next Meeting: September 10, 2015, 3:00pm - 5:00pm
Location: TBD