The Best Schedule for Everyone
Brown County Public Safety Communications

Introduction Slide
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Lauri Maki III, CTO, QA; Chairman - Center Scheduling Committee

Center Demographics
Countywide Consolidated PSAP
Population
- 256,000
Land Area
- 530 square miles
Agencies Served
- 18 Fire
- 6 Law
- 2 Independent EMS
BCSPC Staffing (76 Employees)

- 5 Administrative Staff
  - Director, Assistant Director, Office Mgr., Comm Specialist, Information Specialist
- 6 Supervisors
- 64 Telecommunicators
  - 58 Full-time (includes 6 Leads)
  - 2 Full-time trainers
  - 4 Part-time
- 2 Emergency Management Staff

BCPSC Call Volume

Scheduling Committee

- Scheduling committee was formed
- Employees from each shift and Leads were then selected to represent the employees on the committee
- It was decided to have the committee do research and attempt to find or create new schedule options for the Communications Center
Scheduling Committee

• Many ideas were brought to the table, and the committee eliminated schedules until only a handful were left
• That handful was then brought to the rest of the employees via survey, the employees ranked schedules based on what they saw as the most appealing
• The majority selected Schedule A as their top choice

Implementation Process

• Conduct mock shift bulletin (May)
• Buy-in from staff (early June)
• Conduct binding shift bulletin (late June – early July)
• Cross-training of staff (July – December)
• Implement new schedule January 1, 2014

Schedule A

• Involves 3 groups, a group of 31-10 hr shifts, a group of 23-12 hr shifts, and a small group of 6-8 hr shifts.
• Employees would work 3 weekends and then have 3 weekends off, and vice versa
• The inclusion of the 8 hr shifts was based on survey responses wanting the option for 8 hr shifts
• Originally those on 12 hr shifts would be short of hours (working 72/pay period), and would need to sign for additional shifts every pay period
Schedule A

• After a mock shift pick and feedback from emails, it was decided that employees were more inclined to take a 10 hr shift than an 8 hr shift, so they were removed.
• Lastly, the 3 week rotation was changed to 4 weeks, work 4 weekends, have 4 weekends off, compared to having a couple of full weekends off approximately every 3-4 months as it previously stood.
• After these major changes, Schedule A, ver. 2 was created.

Schedule A Ver. 2 (current)

• Ver. 2 stands as two groups, a group of 31-10 hr shifts, and a group of 27-12 hr shifts. The two groups are not scheduled to work together.
• Also includes 2 Full-time Training officers (6a-2p and 6p-2a; M-F) and 4 Part-Time (3 follow the 10 group and 1 follows the 12 group)
• Each group works 4 weekends, and then has 4 weekends off.

Why Split 30-30?

• The idea behind the 30-30 split is to favor the 12 hr shift’s day. There is no reason to have someone working a 14, so extra coverage has been built in on the day the 12’s work as a buffer. There is enough coverage to allow for 5 off (FMLA, Vacation, sick) PER SHIFT before even worrying about finding coverage.
Why the switch to 31-27

• Extra coverage on 12's vs 10's
• Balance hours to 324/day per group
• 10's inversible
• Added 2 Full-time trainers taking one from each group.
• 12's not taking as much OT as originally thought and hours available were undesirable (Daytime easier to fill)

10-hr Shift Schedule
First 4 weeks of rotation; weeks 1-4

“O” represents a 10 hour shift
10-hr Shift Schedule
Second 4 weeks of rotation; weeks 5-8

“O” represents a 10 hour shift

One month of weekend rotation (10 hr shifts)

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10 hr Schedule Pros/Cons

* Pros
  - Only work 4 days in a week
  - Every 8 weeks you’ll get a period working 1 of 6 days (2-1on-3)
  - Have 4 weekends off in a row
  - Lots of days off per year
  - ANY additional hours will be over 40 (OT)

* Cons
  - Longer base-shifts
  - Every 8 weeks you’ll have a period working 7 of 8 days (3-1off-4)
  - Work 4 weekends in a row
  - More hours when using vacation/personal/casual
  - Inversible up to 12-hours
  - Interaction with group A is limited
10-hr Schedule Comparison

Current 5-2, 5-3
Days worked per year – 243
Days off per year – 122

10-hr Shift
Days worked per year – 208
Days off per year – 156
Giving you 34 more days off a year compared current schedule.

12-hr Shift Schedule
First 4 weeks of rotation; weeks 1-4

“X” represents a 12 hour shift

One month of weekend rotation (12 hr shifts)

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12-hr Shift Schedule
Second 4 weeks of rotation; weeks 5-8

“X” represents a 12 hour shift

One month of weekday rotation (12 hr shifts)

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12-hr Schedule Pros/Cons

**Pros**
- Only work 3 days in a week
- Every 8 weeks you’ll get a period working 1 of 8 days (3-1on-4)
- Have 4 weekends off in a row
- Lots of days off per year
- Never more than 3 12’s in a row
- Not subject to inverting

**Cons**
- Longer base-shifts
- Every 8 weeks you’ll have a period working 5 of 6 days (2-1off-3)
- Work 4 weekends in a row
- More hours when using vacation/personal/casual
- Work 3 12’s in a row consistently
- 72-hours a pay period
- Interaction with group B is limited
12-hr Schedule Comparison (no OT on days off)

Current 5-2, 5-3
Days worked per year = 243
Days off per year = 122

10-hr Shift
Days worked per year = 209
Days off per year = 156
Giving you 34 more days off than current schedule

12-hr Shift
Days worked per year = 157
Days off per year = 208
Giving you 86 more days off than current schedule

Combined Schedule
Full Rotation

“O” represents a 10 hour shift
“X” represents a 12 hour shift

Month One: Full Rotation with Flip Day

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Full Rotation

Full Rotation has days off on the weekends with a flip day.
Shift Bulletin

Annual Shift Picks/Mini-Bumps

- Important to staff to maintain annual shift picks
- Previously allowed “mini-bumps” when vacancies
- Vacancies on least desirable shifts (10-nights)
- Result is undertrained staff and large amount of cross-training necessary on 10-nights.
- Originally we eliminated mini-bumps
- New hires were slotted in vacated positions for 1st year
- Compromised and now we allow 1 annual mini-bump around mid-October.
Cover Weeks

• The amount of coverage was not quite enough to move forward with implementation of schedule. Management asked the scheduling committee to come up with ideas.
• A couple employees brainstormed and worked out an idea of employees signing for days off to be on cover for sick call-ins beyond our normal buffer of extra staffing, thus the “cover week” was born.

Cover Weeks

• This added one more layer of buffer to protect the inability to work longer shifts (12’s unable to work 14 hrs, 10’s only up to 12).
• For the first year, employees signed for 3 cover weeks. (A 6a-6p employee working 3 days a week signs up to be on cover week from 6a-6p for the 4 other days of that week that they are not working.
• Each week has a day and night cover week person, 6a-6p, and 6p-6a

Cover Weeks (after 1st year)

• Problems arose when an employee quit and left a cover week vacated. When this happens management requests volunteers to take cover days/weeks or to switch them with their current signed weeks.
• After the first year, cover weeks were upped from 3 to 4 weeks per employee and slots for coverage were added on the busier weeks of the year (summer/holidays), while being taken away on times of the year where the extra coverage wasn’t necessary (Jan-Apr).
Picking of Covers/Vacation

• Vacation is picked in 3 rounds
  – Round 1 – 10 days
  – Round 2 – 10 days
  – Round 3 – all remaining days

• Cover Weeks are picked with 1st round Vacation

2015 Cover Week Deployments

• 2-hours a week average
• 12’s are uninvisible
• Less coverage
  – 31 on 12/s
  – 27 on 10’s

Filling OT >2 hours

• Pull from special projects.
• Voluntarily slide FT employees who are max staff on the other end of their shift to slide to cover the hours.
• Use cover
• Pull from training
• Inverse FT Trainers
• Inverse FT up to two hours
• Emergency Mode

**Exceptions are made if openings are 2-hours or less; staff is pulled from training prior to utilizing the cover week.**
**Inversed Hours**

- **Inversed hours** - are hours where an employee is forced to come in early before their shift or stay later after their shift (up to 12 hours)

- Inversed hours (2013 to present)
  - 2013 – 1842 hours
  - 2014 – 497 hours
  - 2015 – 630 hours
  - 2016 – 120 hours

**5-Year Trend for OT**

**Conclusion**

- Must get input and buy-in from staff
- Must do a minimum staffing analysis
- What works for us may not work for you
- There WILL be tweaks to any schedule change
- It is a continuous improvement process
QUESTIONS?

Contact Information

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