

## **Introduction**

The 9-1-1 Center Management Team is committed to putting people first. Based on the results of the survey that was provided to staff in January 2015, 85% of the employees wanted us to seriously consider the implementation of a 12-hour shift. There was specific interest in having a different shift schedule that provided more consecutive time off, including additional weekends, and rotating shifts would be strongly considered if it meant getting the above benefits.

A great deal of work has been done to develop a 12-hour shift plan that can be successfully implemented and offer the most benefit to everyone. With any plan there will be pros and cons to be considered to ensure a successful long-term solution for staff and the core operation. Some highlights of the plan include moving to a 4-month shift rotation, holiday pay rolled into an adjusted annual base salary, a moderate pay increase, and sick leave incentives. 12-hour shifts will substantially increase payroll costs. Reducing unplanned sick leave is one way to mitigate these costs. This is an important goal of a 12-hour shift and the plan provides a financial incentive for individual reduction in sick leave usage.

We value staff input and feedback and are invested in ensuring that each employee completely understands the County's implementation plan. We strongly encourage everyone to read each point carefully in order to make an informed decision for themselves and their family.

Outlined below is information on the implementation plan with detailed background information, operational requirements, and the benefits and expectations resulting from this plan. After taking the time to read and discuss the plan, each employee will be given a survey with one question, "Are you in favor of the County's 12-hour shift plan?" The survey will be open starting today through April 3, 2015.

**To ensure adequate time for everyone to prepare for a shift re-configuration, these changes, if accepted, will take place January 1, 2016.**

## **Shift Schedule (2016 Pitman Schedule attached)**

### **Background**

Survey results indicated that the Pitman Fixed Shift (Day/Night) was the most popular, which is a 2-on-2-off, 3-on-2-off, 2-on-3-off model which offers every other weekend off (Friday-Sunday). By vote, everyone also selected shift change times of 0600 and 1800. In response to a question asked on the survey the employee majority were neutral or agreeable that shift rotations would be acceptable if it meant having a schedule with more time off.

### **Considerations**

**Shift Assignments** – An evaluation of the current shift configuration and assignments identified a long term impact in the high number of less tenured and trained employees on specific shifts. This causes serious impacts on customer service delivery, and high turnover of valued new employees. It creates a difficult environment in which to learn and makes it nearly impossible to pair experienced mentors with less experienced employees to ensure good training outcomes. The new shift configuration will consist of an even shift assignment distribution based on rank, seniority, and cross-training. This will benefit all customers and staff by placing an adequate number of tenured, knowledgeable and cross-trained employees across all shifts. Based on that, employees may find themselves assigned to a different shift, and with the inability to easily get back to the more desirable shift.

**Shift Differential** – Shift differential starts for any shift beginning after 1700 hours and will be paid at the current rate of \$1.10 per hour for straight time hours. Based on current County policy, shift differential is not paid for overtime hours as the employee is being compensated at time and a half. This means that in the 12-hour shift schedule any overtime hours built into the bi-weekly schedule will not receive shift differential.

**Shift Rotation** – Shift rotation can be difficult for employees to manage but it provides equity to employees assigned to a less desirable shift. Because all shifts will need to be evenly staffed with a mix of senior and junior level employees, we will be implementing a shift rotation of four month intervals between day and night. We recognize the hardship this may cause some employees and will be offering two options to help relieve those issues. First, employees will be able to swap with another employee for the duration that the shift is assigned to the less desirable time (see swapping section). Second, for those employees that have a documented significant existing medical condition that would preclude them from working a rotation, we will offer a completely fixed option at the backup center using the same 12-hour shift model without rotation. If the assignments for the back-up center are not filled by those requiring medical accommodation we will then accept volunteers based on rank, seniority, and cross-training. These assignments would require the employee to either be a Calltaker or be willing to become cross-trained in that discipline.

**Shift Swapping** – Once shift assignments have been made there may be personal and family situations that arise requiring an employee to be off. Additionally, there are some employees that may prefer their current day or night shift and when their rotation occurs would rather swap shifts instead of moving to a new shift. Management is open to allowing swaps to occur within specific parameters and will provide a mechanism for employees to publish swap requests so they are more easily accomplished. The parameters for a swap request are that both employees need to have equal skill sets (i.e. employees trained in one discipline or cross-trained) and have the same primary room. This will keep each shift consistently staffed with similarly trained and experienced employees. As additional employees are cross-trained swap requests will be more readily available. Management will continue to allow shift and D-day swaps in the same pay week using a similar process to the current guidelines.

## **Overtime**

### **Background**

It is the intent of 9-1-1 Center management to get staffing to a level that would significantly diminish the need for overtime within the center. Management will continue to actively work toward the goal of full staffing by the implementation date. Because of the nature of the public safety service that the Center provides, all positions must be back-filled to ensure minimum and emergency staffing levels. Knowing that the need for overtime can never be completely abolished, how overtime will be managed for both voluntary and mandatory situations needs to be clearly identified in order for employees to make an informed decision.

### **Considerations**

**Voluntary Overtime** – Foreseeable vacancies (*e.g.* training, special events, shift shortages, weather) will continue to be posted in advance and filled with volunteers. Telestaff will continue to be the primary mechanism for posting vacancies and for employee sign-up. Employees working overtime on their scheduled 36 hour week will receive straight time pay for the first 4 hours. Beyond 40 hours, all overtime hours will be compensated at time and half.

**Shift Standby** – To ensure availability for last minute and emergency staffing needs, there will be two 4-hour standby periods each day (0300-0700 and 1500-1900). Each standby period will have four (4) employee slots, which can be up to 248 total standby slots per month (31 day month). Employees will be compensated at 25% of their hourly rate during the standby period, and must be available to be called in for the shift immediately following the standby period. That means the employee cannot already be scheduled to work on that shift. Being on stand-by doesn't mean the employee will always be called in, however, they can be called for all or any portion of the 12-hour shift. Employees only working a portion of the 12-hour shift will continue to be paid standby pay until they actually report for duty. If called in, the employee will be paid at time and a half for that shift. In order to fill the slots, employees will first be able to voluntarily sign-up for standby periods each month. While we anticipate a great deal of participation in this program, if all standby slots are not covered by volunteers, the remaining slots will be assigned by seniority (least to most senior) to those who have not signed up for the month.

**Mandatory** – While the mandatory overtime requirement for on-duty personnel will always be a safety net, it is management's intention that it only be utilized in the most dire circumstances. When utilized, management will not hold an employee for more than 4-hours beyond their 12-hour shift or sixteen hours total unless there is an unforeseen catastrophic event.

### **Leave & Holidays**

**Leave Rate Conversion** – When moving to a 12-hour schedule, employees will need to use more leave time to take a day off. The county will maintain the current number of hours accrued by employee for each of the main categories:

- **Vacation** (96-hours/8 Days, 120-hours/10 Days, 160-hours/13.33 Days, 200-hours/16.66 Days)
- **Personal** (48-hours/4 Days)
- **Sick** (120-hours/10 Days)

**Sick Leave** – 9-1-1 Center Management understands that the majority of our employees take great consideration in the use of sick leave, but also recognizes that there is a minority of employees that misuse the leave. This misuse of sick leave causes a great impact on others, including undue mandatory overtime. As a direct way of promoting the correct use of sick leave and to reward those that use it within established guidelines, the County will take the following measures:

- An employee will be able to cash-in up to 3 days (36 hours) of sick leave each December if the employee uses seven (7) or fewer sick leave days during the current calendar year (Paid on the first pay in January).
- The County will increase the value of sick leave towards retirement by reducing the conversion rate of sick days from the current 22 days to 16 days a month. This will increase the value of employee sick days toward the retirement benefit by approximately 27.2%, which places a significant premium on saved sick leave days for employees to use at retirement.
- When calling out sick for two or more consecutive work days, an employee will be required to provide a doctor's note to cover the time used.

To assist management in ensuring the adequate staffing of unplanned sick vacancies, employees will be required to call out at least 3-hours prior to the start of their shift. This will allow additional time to cover these unplanned sick vacancies before having to rely on mandatory overtime and causing a significant impact on colleagues.

**Holiday Time** – As a direct way to increase the retirement benefit to employees, the County will change paying overtime (premium pay) for all holidays; instead, holiday pay will be rolled into each employee's base salary, which is an increase of 5.484%. This benefit will be effective on January 1, 2016. Because overtime does not count toward retirement this would add a significant long-term benefit to employees (*see* Pay Incentive Section).

To ensure that the center is adequately staffed during holidays, and to ensure that sick leave is not misused, there will be a fixed roster on these dates, and optional leave will not be permitted after annual vacation selections. In addition, if an employee is out on a holiday it will eliminate the employee's eligibility for a sick leave cash-in in December of that calendar year.

### **Pay Incentive**

The Center Management team and County Administration recognize and appreciate the significant contribution that our employees offer to the public safety of our community. We also recognize the significant impacts that this job can have on employees in terms of stress, time-off and their ability to perform on a long-term basis.

To show how valuable our employees are to the team and to encourage them to stay with us as a career choice, the County is funding the following pay adjustments:

New Pay Incentive (effective July 1, 2015)  
Employee Base Salary (Current)  
+ 3% COLA (already negotiated)  
+ 1 Grade Adjustment (Received on the employee's anniversary date)

If the 12-hour shift plan is approved, employees will be placed on a separate pay schedule which includes the following holiday pay incentive:

New Pay Incentive (effective January 1, 2016)  
+ 5.484% Holiday Premium Pay rolled into base salary  
Standby Pay Implementation  
Sick Leave Cash-In (up to 3 days)  
Enhanced Sick Leave value toward retirement (16 day conversion)

# Current vs. New Pay Schedule

Grade	Minimum	1st Step	2nd Step	3rd Step	4th Step	Maximum	10 Years	15 Years	20 Years	25 Years	29 Years	
ECT-T	Current	\$ 34,356.00	\$ 35,981.00	\$ 37,747.00	\$ 39,667.00	\$ 41,647.00	\$ 43,642.00	\$ 45,630.00	\$ 47,618.00	\$ 49,828.00	\$ 52,116.00	\$ 54,474.00
	Proposed 2E (23)	\$ 39,093.00	\$ 41,012.00	\$ 43,098.00	\$ 45,249.00	\$ 47,416.00	\$ 49,576.00	\$ 51,736.00	\$ 54,137.00	\$ 56,623.00	\$ 59,185.00	\$ 61,751.00
ECT-I	Current	\$ 35,981.00	\$ 37,747.00	\$ 39,667.00	\$ 41,647.00	\$ 43,642.00	\$ 45,630.00	\$ 47,618.00	\$ 49,828.00	\$ 52,116.00	\$ 54,474.00	\$ 56,836.00
	Proposed 3E (24)	\$ 41,012.00	\$ 43,098.00	\$ 45,249.00	\$ 47,416.00	\$ 49,576.00	\$ 51,736.00	\$ 54,137.00	\$ 56,623.00	\$ 59,185.00	\$ 61,751.00	\$ 64,312.00
ECT-II	Current	\$ 39,667.00	\$ 41,647.00	\$ 43,642.00	\$ 45,630.00	\$ 47,618.00	\$ 49,828.00	\$ 52,116.00	\$ 54,474.00	\$ 56,836.00	\$ 59,193.00	\$ 62,216.00
	Proposed 5E (26)	\$ 45,249.00	\$ 47,416.00	\$ 49,576.00	\$ 51,736.00	\$ 54,137.00	\$ 56,623.00	\$ 59,185.00	\$ 61,751.00	\$ 64,312.00	\$ 67,597.00	\$ 71,035.00
ECAS	Current	\$ 41,647.00	\$ 43,642.00	\$ 45,630.00	\$ 47,618.00	\$ 49,828.00	\$ 52,116.00	\$ 54,474.00	\$ 56,836.00	\$ 59,193.00	\$ 62,216.00	\$ 65,381.00
	Proposed 6E (27)	\$ 47,416.00	\$ 49,576.00	\$ 51,736.00	\$ 54,137.00	\$ 56,623.00	\$ 59,185.00	\$ 61,751.00	\$ 64,312.00	\$ 67,597.00	\$ 71,035.00	\$ 74,476.00
ECS	Current	\$ 43,642.00	\$ 45,630.00	\$ 47,618.00	\$ 49,828.00	\$ 52,116.00	\$ 54,474.00	\$ 56,836.00	\$ 59,193.00	\$ 62,216.00	\$ 65,381.00	\$ 68,548.00
	Proposed 7E (28)	\$ 49,576.00	\$ 51,736.00	\$ 54,137.00	\$ 56,623.00	\$ 59,185.00	\$ 61,751.00	\$ 64,312.00	\$ 67,597.00	\$ 71,035.00	\$ 74,476.00	\$ 78,159.00