

# **Buying Staff by the Hour**

Louis Dezalan

Jim Hart

Rod Miller

Kevin Murray, Moderator

What causes demand for O.T./hours?

# **Marion County Sheriff's Department**

## **Indianapolis, IN**

- Jail I
- Jail II (CCA)
- County Courts Building
- Arrestee Processing Center (APC)
- Hope Hall

# How we manage O.T. (or don't) often contributes to the problem

- **Limits on and requirements for overtime—**
  - How many hours at a time
  - How many days in a row
  - Time off between shifts
  - Total O.T. hours in a week/pay period
  - Call off on scheduled days
- **Limiting or eliminating mandatory O.T.**
  - Usually makes things worse in the short run, but forces you to deal with underlying causes

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# Managing shift work (P. 199)

- Mechanisms – how “shift work” leads to problems
- Shift work (like jetlag) affects circadian rhythms.
- Human performance is most seriously affected when people are awake and working during hours of their biological night, and the impact is most detrimental in the hours before normal waking (Barger et al., 2009).
- Linear relationship – as hours per day worked increases in regular schedules the rate of injuries rises.
- Also higher risk of accidents during night shifts, and one study found 10 hour shifts had 13% increased injury risk than 8 hour shifts, with 12 hour shifts having a 27% greater risk of injury. (Folkhard et al., 2005).

## **Length of shifts**

- Working 12 hours or longer, combined with schedules that have more than 40 hours per week, increases fatigue, reduces alertness and cognitive functioning, performance on vigilance tasks, and increases level of injuries and health complaints (Caruso, e al., 2004).
- In industrial settings, longer shifts, whether from regular schedules or overtime, have led to much higher accident and injury rates.
- Working 12 hours per day or more was associated with a 37% increased risk of injury.
- Working 60 hours/week or more led to a 23% increase.

## **Time between shifts**

- Time available to workers *between* shifts is important in order to get necessary amounts and quality sleep.  
Nurses working with less than 16 hours between shifts had less than their required amount of sleep. Researches recommend 16 hours as a minimal time between shifts. (Kurumatani et al., 1994)

## **Training**

- One study suggested that staff turnover rates can be substantially reduced by implementation of such programs. (Delprino, n.d. in cited in Swenson et al., 2008).



# Rotation

**Employees working O.T. change shifts frequently**

## Direction

- Workers adjust more easily to shift changes when their schedule allows them to shift in a *forward - clockwise* direction, (day to evening, then night) than when changing shifts counterclockwise (Knauth, 1995).

## Speed

- Rotating several weeks apart provides little ability to adjust circadian rhythms to time changes, causing continual disruptions in sleep patterns.
- Slow changes in shifts (several months or more) allow for circadian patterns to adjust and change, although some argue that for many total adjustment is never made, leading long term negative effects (Knauth, 1995).

# Rotating 12 Hour Shifts

## Healthy?

	2																														
Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	8	29	30	
Day	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	
Shift																															
1				N	N	N	N					D	D	D		N	N	N				D	D	D	D						
Shift																															
2	D	D	D								N	N	N	N				D	D	D		N	N	N				D	D	D	
Shift																															
3	N	N	N				D	D	D	D								N	N	N	N					D	D	D		N	N
Shift																															
4				D	D	D		N	N	N				D	D	D	D									N	N	N	N		

# Regulating/Managing

Research provides solid reasons to regulate O.T. practices

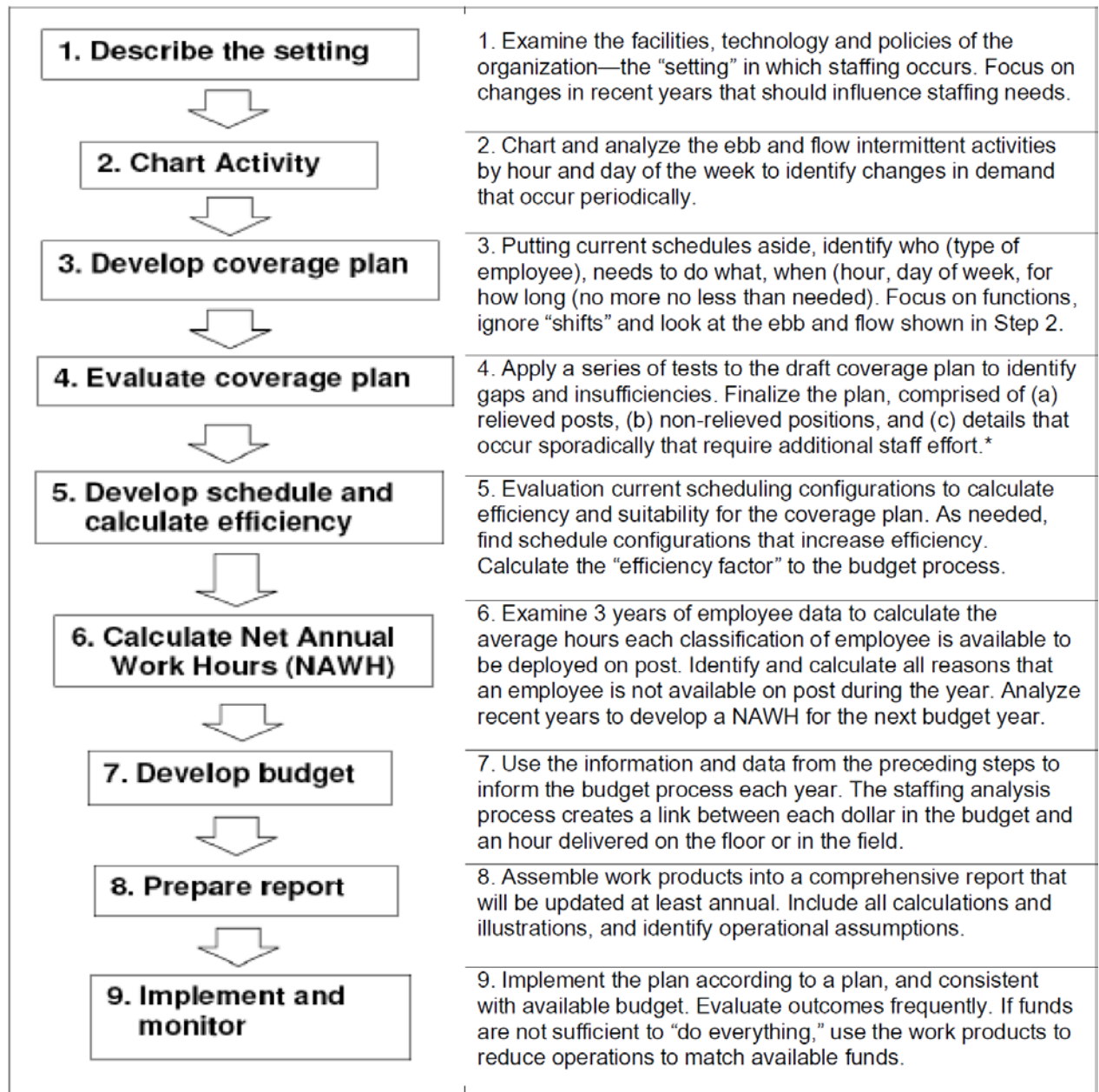
- Most regulated systems specify that no longer than 4 hours of additional work be added to any 12-hour shift, and also that a minimum period of 8–10 hours of rest break be taken following any period of extended work.” (Baulk et al., 2008, p. 697)
- Others suggest that, where possible, staff should avoid especially risky duties in the hours before normal biological waking (3-5 am) and do things to increase alertness “such as conversations, walking about or exercising, having healthy snacks, or going into brightly lit areas.”(Swenson et al., 2008, p. 305)

## **Need to get better at anticipating hours needed and asking for them in the budget**

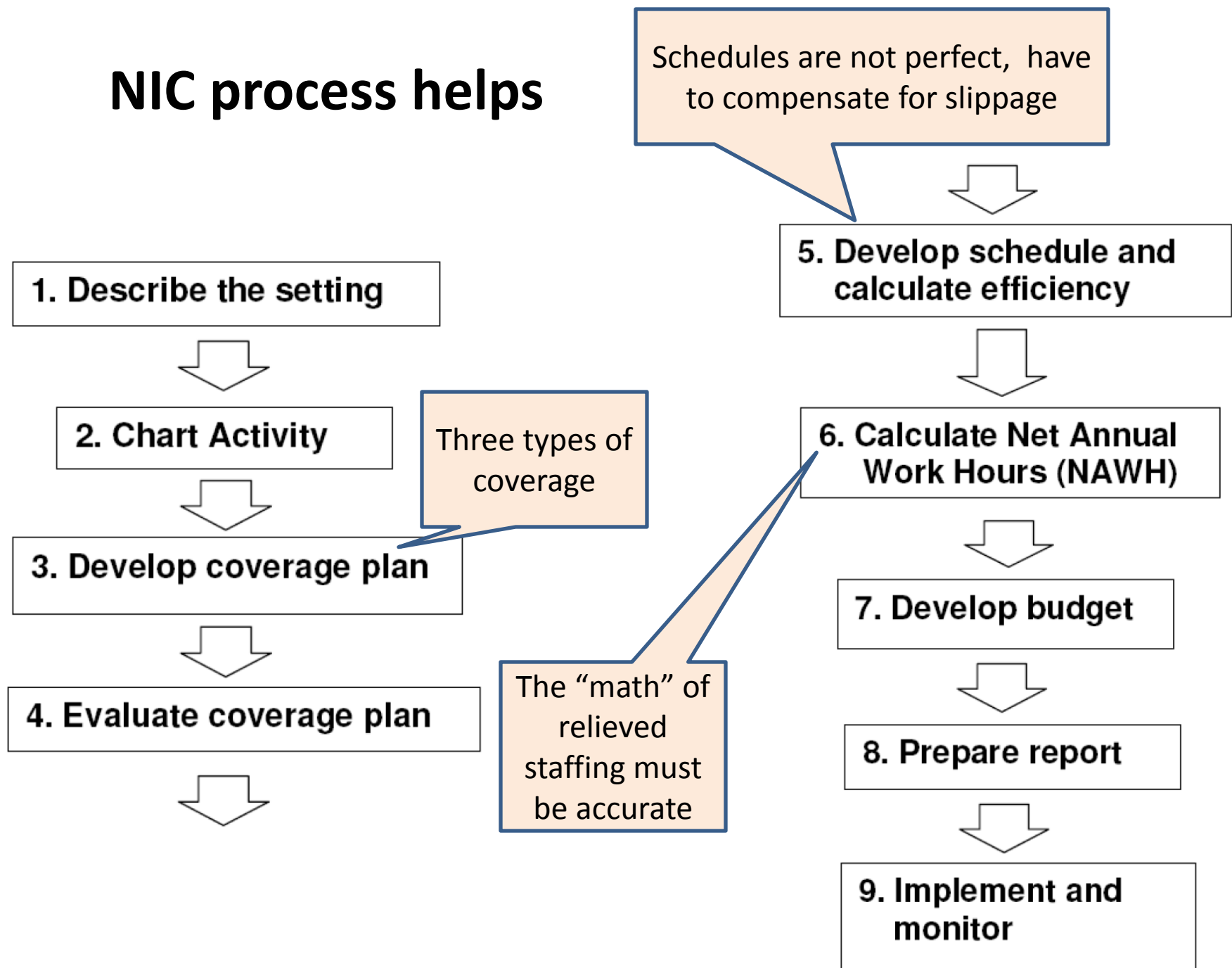
- “Unexpected” overtime is often the result of coverage needs we did not anticipate
- **Use NIC staffing tools-**
  - “Sort of” relieved positions
  - Scheduling factor, fine tuning coverage plan
- Aligning activities, choreographing
- Mismanaging overtime– not having effective rules and limits– creates even more overtime
- **Download all tools at [www.correction.org](http://www.correction.org)**

# NIC Staffing Analysis Process

Every step  
offers ways to  
reduce  
unexpected  
overtime

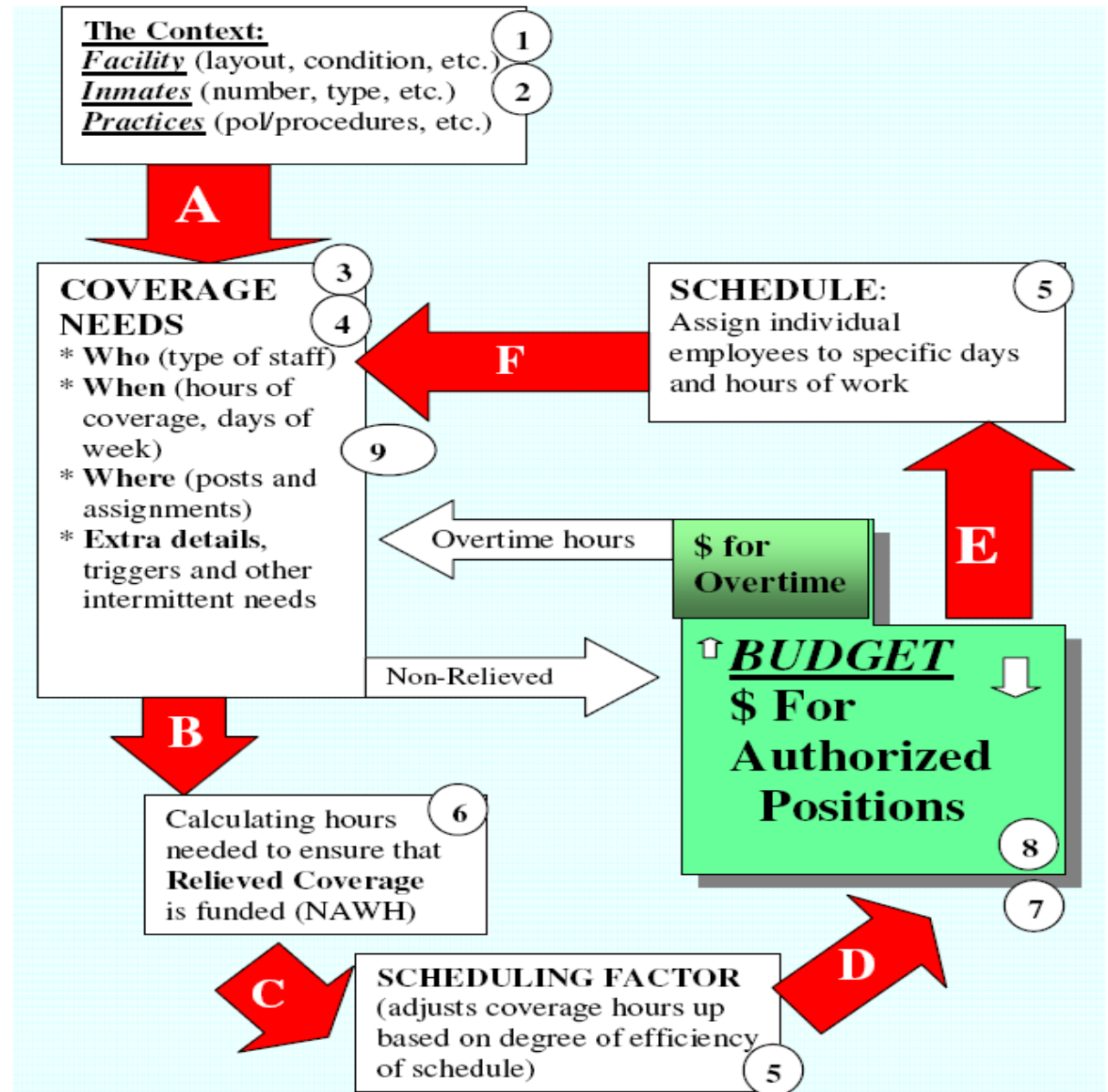


# NIC process helps



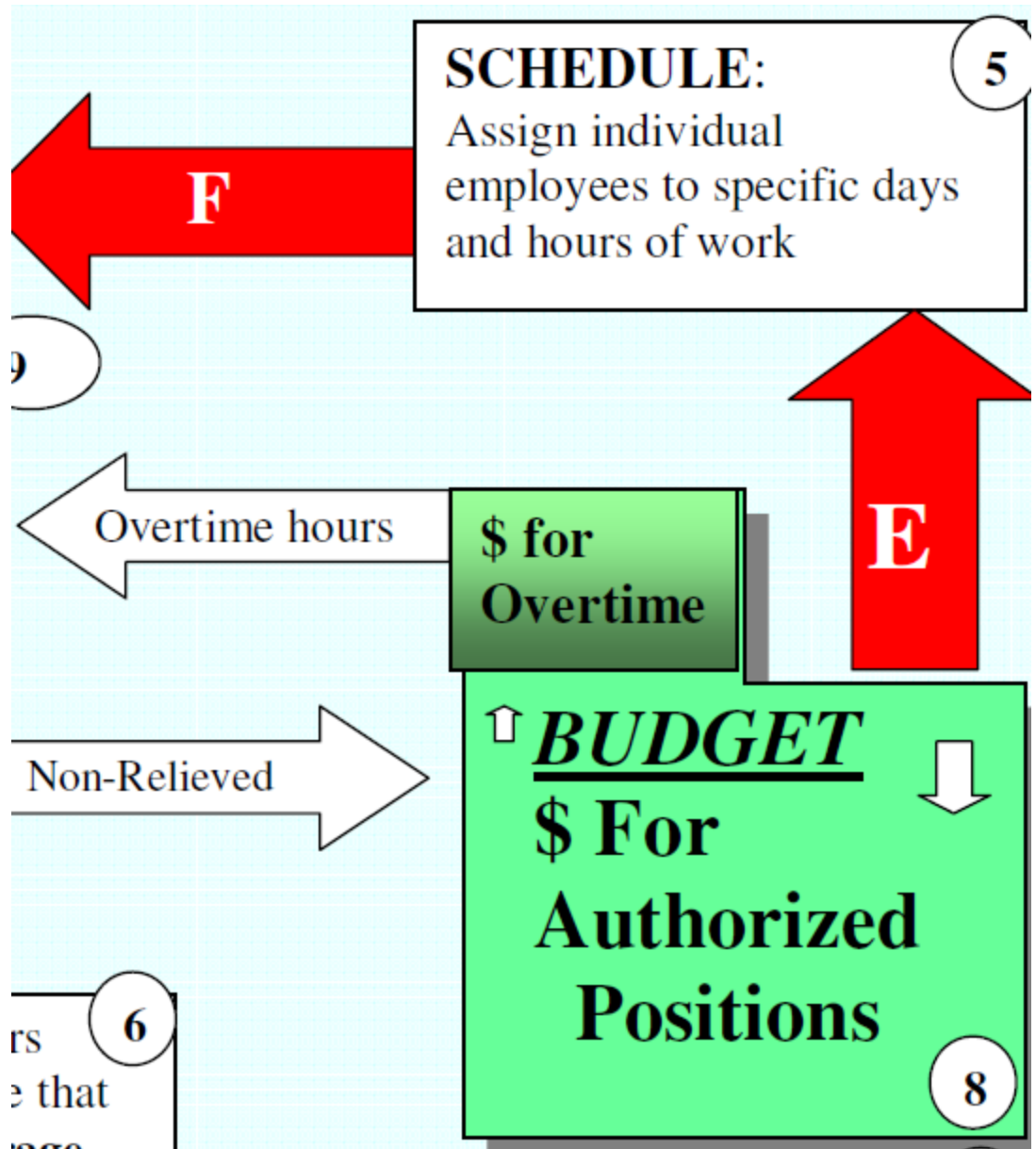
# FROM THE JAIL TO THE BUDGET

How it all  
connects

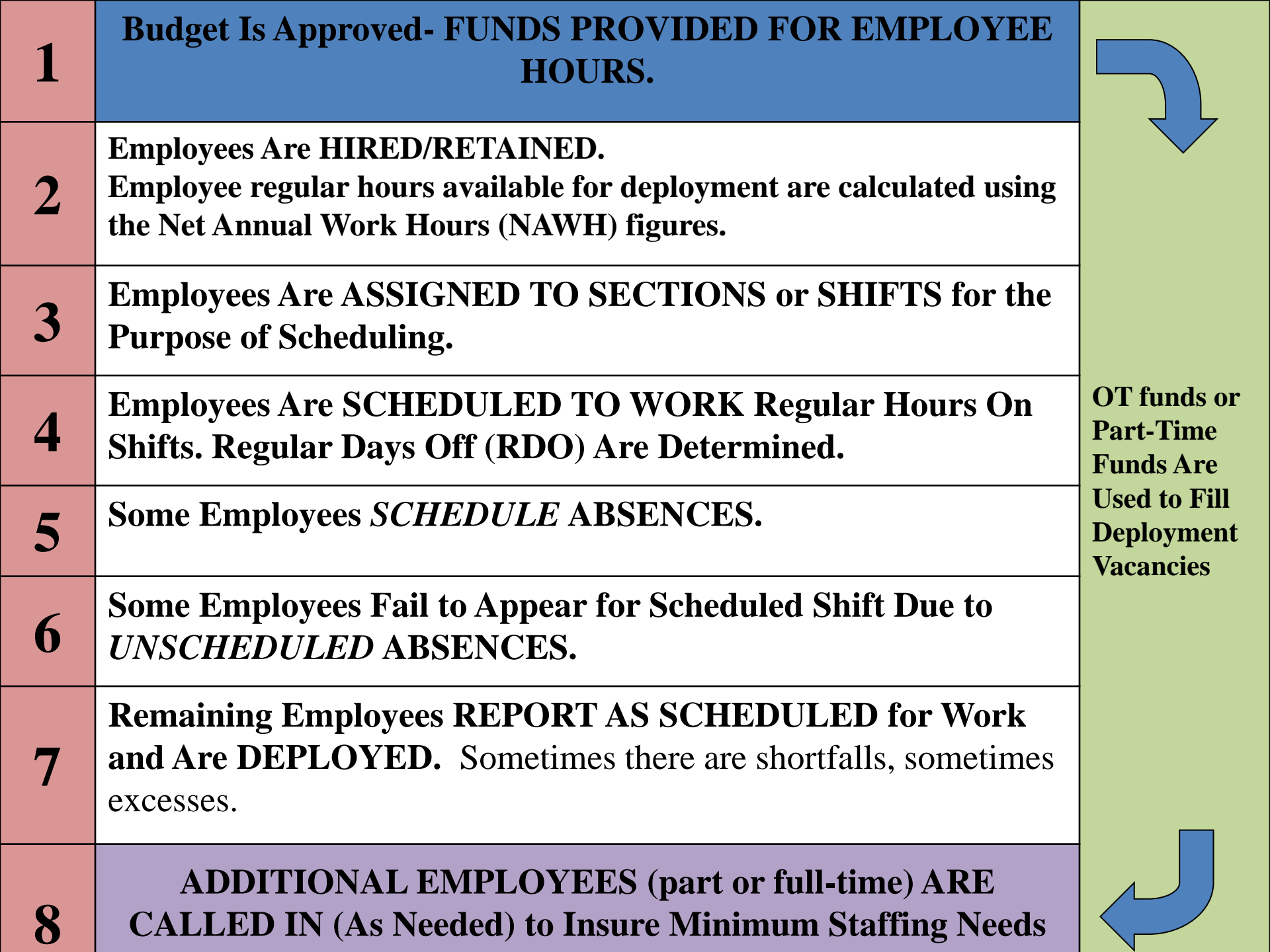


***By the person***  
(full time staff)  
delivered to the  
floor through a  
schedule

***By the hour***  
delivered as  
needed through  
overtime, comp  
time and part  
time







1

**Budget Is Approved- FUNDS PROVIDED FOR EMPLOYEE HOURS.**

2

**Employees Are HIRED/RETAINED.**  
Employee regular hours available for deployment are calculated using the Net Annual Work Hours (NAWH) figures.

3

**Employees Are ASSIGNED TO SECTIONS or SHIFTS for the Purpose of Scheduling.**

4

**Employees Are SCHEDULED TO WORK Regular Hours On Shifts. Regular Days Off (RDO) Are Determined.**

5

**Some Employees *SCHEDULE* ABSENCES.**

6

**Some Employees Fail to Appear for Scheduled Shift Due to *UNSCHEDULED* ABSENCES.**

7

**Remaining Employees **REPORT AS SCHEDULED** for Work and Are **DEPLOYED**.** Sometimes there are shortfalls, sometimes excesses.

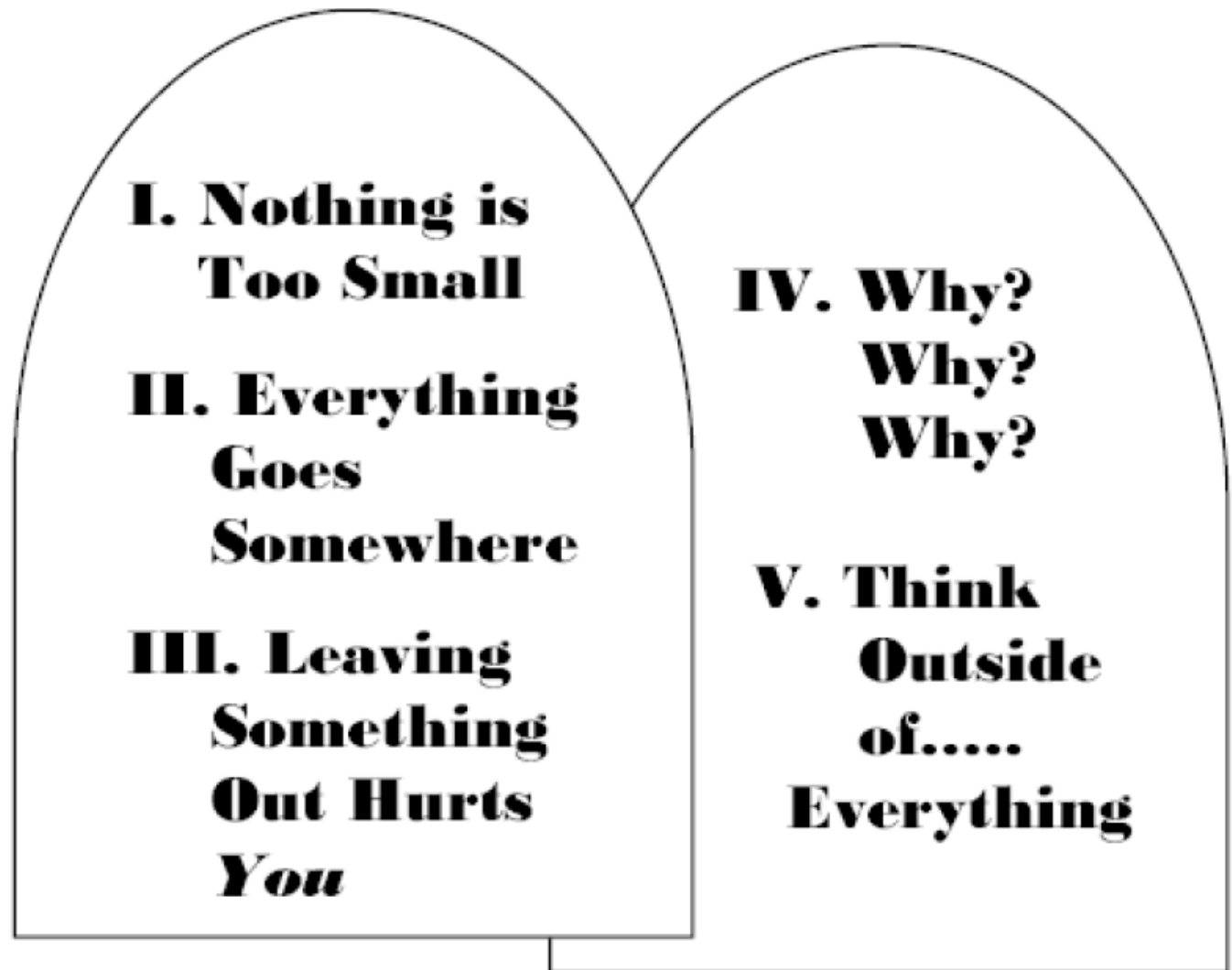
8

**ADDITIONAL EMPLOYEES** (part or full-time) **ARE CALLED IN** (As Needed) to Insure Minimum Staffing Needs

OT funds or  
Part-Time  
Funds Are  
Used to Fill  
Deployment  
Vacancies



# Five Commandments of the Staffing Analysis Process.....





# Causes: The Context (Step 1)

- Changes in inmate population
  - Higher classified inmates in less secure areas
- Changes in facility
- Changes in employees/staff
  - More junior staff
- Changes in standards/caselaw (PREA)
- Design no longer correlates to types of inmates



# Causes: Intermittent Activities (Step 2)

- Not “working smart”
- Improve alignment of intermittent activities to make it easier to efficiently deliver staffing
- Improve choreography of daily activities- stop bumping into each other, or causing delays
- Identify ways to change timing of key activities to correspond with current schedules

# Causes: Coverage needs (Steps 3, 4)

- **RELIEVED**

- Start with a blank page, put relieved hours on the plan a half-hour at a time
- Changes noted in “context”

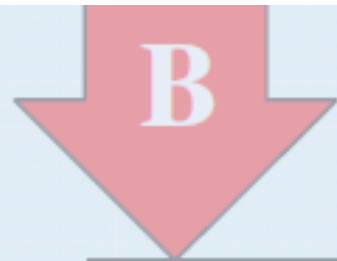
- **NON-RELIEVED** (I.D. the “sort of” relieved)

- **DETAILS.** Increase ability to predict and quantify “details” that take staff from posts and demand overtime (hospital, suicide watches, etc.)

# Causes: Scheduling/Scheduling Factor (Step 5)

- Inherent inefficiency in schedule
  - Schedule not responsive to coverage needs
- Managers not controlling the schedule
  - “We’ve always done it that way”
  - Collective bargaining agreements
- New schedules implemented without sufficient research, producing surprises
- Timing and volume of coverage needs change, but schedules fail to follow

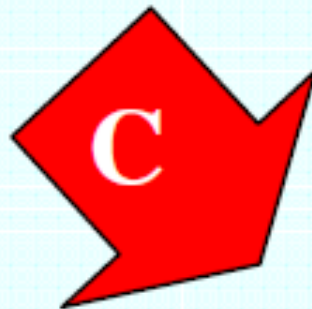
# Applying to “math” to relieved coverage hours and scheduling



Calculating hours  
needed to ensure that  
**Relieved Coverage**  
is funded (NAWH)

6

Another  
Technical  
one



**SCHEDULING FACTOR**  
(adjusts coverage hours up  
based on degree of efficiency  
of schedule)

5

# Causes: NAWH (Step 6)

- Failing to consider *everything* that keeps an employee for reporting for scheduled shifts--
  - Vacancies
  - Turnover
  - Training
  - FMLA, Military
  - Length of time to hire/fill a vacancy
  - ... much more



# Applying to “math” to relieved coverage hours – Net Annual Work



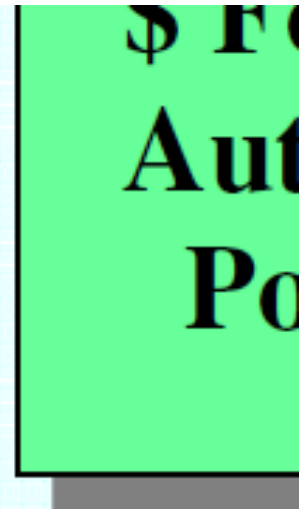
Calculating hours needed to ensure that **Relieved Coverage** is funded (NAWH)

6



**SCHEDULING FACTOR**  
(adjusts coverage hours up based on degree of efficiency of schedule)

5





**Figure IV.5: NAWH Calculations**

**Step 6**  
**Net**  
**Annual**  
**Work**  
**Hours**  
 (it varies!)  
 Only a few  
 need to  
 know the  
 technical  
 process

		Total Hours	Num. of of Staff Using Hours	Average for All Staff	Aver to use for NAWH
<b>ADL</b>	Admin Leave	11.00	3	0.01	0.01
<b>BHW</b>	Board Holiday Worked	40,940.70	682	55.40	Not app.
<b>CLB</b>	Corrections Leave Bank Time	805.60	3	1.09	1.09
<b>CTP</b>	Corrections Time Pool	471.90	11	0.64	0.64
<b>FHE</b>	Floating Holiday (End of year)	602.10	72	0.81	0.81
<b>FLH</b>	Floating Holiday (End of year)	5,921.90	587	8.01	8.01
<b>FML</b>	Family Medical Leave	30,116.10	206	40.75	40.75
<b>FNL</b>	Funeral Leave	5,110.00	116	6.91	6.91
<b>FTO</b>	Field Training Officer Pay	13,980.00	48	18.92	Not app.
<b>HOL</b>	Replaced	532.70	62	0.72	0.72
<b>INJ</b>	Injury Pay	615.00	23	0.83	0.83
<b>JUR</b>	Jury Duty	278.10	36	0.38	0.38
<b>LVB</b>	Leave Bank	1,971.30	9	2.67	2.67
<b>MIL</b>	Military	3,518.00	25	4.76	4.76
<b>MLL</b>	Military Leave Accrual	5,148.00	5	6.97	6.97
<b>MRA</b>	Military Active Service 30 Days	1,052.00	6	1.42	1.42
<b>OSF</b>	Off-site Funeral	3.60	1	0.00	0.00
<b>OSK</b>	Old Sick Leave	547.80	17	0.74	0.74
<b>OSN</b>	Off-site Not Worked	117.90	10	0.16	0.16
<b>OSW</b>	Off-site Worked	5,089.00	127	6.89	6.89
<b>PER</b>	Personal Leave Usage	138,244.30	736	187.07	187.07
<b>PEU</b>	Personal Leave - Unexcused	10,421.60	442	14.10	14.10
<b>POT</b>	Premium Overtime	212,683.88	692	287.80	Not app.
<b>RDW</b>	Relief of Duty with Pay	432.00	5	0.58	0.58
<b>REG</b>	Regular Pay	1,713,145.62	739	2,318.19	Not app.
<b>STB</b>	Stand-by Pay	11,398.00	150	15.42	Not app.
<b>SUN</b>	Suspension without Pay	496.00	19	0.67	0.67
<b>TRM</b>	Term Leave Usage	38,105.50	511	51.56	51.56
<b>UNP</b>	Unpaid Leave	15,421.90	130	20.87	20.87
<b>WCD</b>	Worker's Comp Doctor Visit	163.60	23	0.22	0.22
<b>WDO</b>	Wellness Day Off	60.00	7	0.08	0.08
<b>WRC</b>	Worker's Comp Leave	629.60	12	0.85	0.85
<b>WTN</b>	Corrections Witness Pay	43.00	9	0.06	0.06
<b>--</b>	<b>Training</b>	-	-	-	<b>182.2</b>
	<b>SubTotal Hours Deducted</b>				<b>(542.05)</b>
	<b>Annual Hours for 8-Hour</b>				<b>2,164.00</b>
	<b>Annual Hours for 12-Hour</b>				<b>2,226.00</b>
	<b>NET ANNUAL WORK HRS</b>			8-hour	<b>1,621.95</b>
				12-hour	<b>1,683.95</b>

# Miami Dade Has the Record

- Annual Leave
- Admin. Leave
- Annual Family Leave
- Admin. County Manager Leave
- Annual Injury
- Annual for Sick
- Birthday Holiday
- Comp. Time
- Comp. Family Leave
- Comp. Injury
- Comp for Sick
- Court Time
- Court Witness
- Job Injury
- 1st Day Injury
- Disability Holiday Obsv.
- Educational Leave
- Extraord. Assignment
- Funeral Leave
- FTAA
- Funeral Emergency
- Floating Holiday
- Holiday Observed
- Holiday Injury
- Holiday Used
- Holiday for Sick
- Hurricane Relief Act
- Jury Duty

## Miami Dade (continued)

- **Military Active**
- **Military Reserve**
- **Military Leave w/P**
- **Election Worker**
- **Relieved Duty**
- **Sick Leave**
- **Emergency Sick**
- **Sick Family Leave**
- **Sick Injury**
- **Unauth. Called**
- **Unauth. No Call**
- **Workmans Comp.**
- **Suspended**
- **Union Activity**
- **Holiday Family Leave**
- **Training**
- **BH w/o Pay**
- **Floating Holiday w/o Pay**
- **Sick w/o Pay**
- **Leave w/o Pay**
- **Workers Comp. w/o Pay**
- **Holiday w/o Pay**
- **Family w/o Pay**
- **Disability w/o Pay**
- **First Year Recruit Training**
- **NEW In-Service and Firearms**



# Causes: The Budget (Step 7)

- Failing to correctly translate coverage needs into the budget request
- Failing to provide clear and convincing justification for requests



# Causes: The Report (Step 8)

- Failing to prepare a comprehensive report
- Failing to illustrate findings and needs
- Failing to “connect the dots” between practices and dollars
- Failing to submit the report to the proper authorities, or to effectively advocate for it
- Failing to hold the line— refusing to do everything without sufficient resources



# Causes: Implementation (Step 9)

- Inadequate resources to ensure safety and security
- Trying to “do it all anyway”
- Failing to match actual staffing on the ground with demands posed by operations

Questions?

Comments?

www.  
Correction.org

