

48/96 Work Schedule

Special Report to San Jose Firefighters Local 230

April 2003

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Fire Engineer Dennis Bell**

48/96 Work Schedule

In April of 2001 Fire Administration and line personnel were provided with an informational packet discussing the benefits of '48/96' work schedule for line personnel. In June of 2001 the Local 230 membership passed a referendum vote to '*initiate*', through due process, '*a one-year trial of the schedule*'. A committee was then formed to gather information from departments across the state and nation who work the 48/96. This report although not perfect, is the result of many hours and days that committee members have spent in their attempt to gather accurate and factual information for the membership of the SJFD. The vast majority of the information presented in this document comes directly from departments who work the 48/96.

If Fire Administration and the City agree to the trial period, another vote by the membership of Local 230 will be held to ratify or deny the schedule change. In addition to the trial period, the 48/96 Committee recommends that an 'escape clause' be written into the trial period of the schedule change.

An 'escape clause' will allow either the Membership of Local 230, Fire Administration or the City of San Jose to cancel the schedule change and revert back to the Kelly schedule at any time should any serious issues arise involving the safety or productivity of the San Jose Fire Department. Quarterly reports that track these items will be generated by each shift and presented to Local 230 and Fire Administration.

The proposal to adopt a trial of the 48/96 is currently being negotiated with the City and Fire Administration by our contract negotiating team as mandated by the original referendum vote.

The 48/96 and the Fire Service

The 48/96 has been utilized by professional fire departments since the early 1990s. The committee found the use of the '48/96' or '2's and 4's' to be widespread and rapidly gaining in popularity, with over 2 dozen departments switching to the 48/96 in the last 5 years. As seen on the attached list, this schedule is not a theoretical experiment in the fire service but a proven and valid schedule option. The Departments using the schedule are diverse in their size, demographics, management structure, and overall philosophies.

Comparable Fire Departments working the 48/96

Out of the dozens of departments that work the 48/96, *Albuquerque, New Mexico*¹ and *San Bernardino City Fire* were found to be excellent comparable fire departments, based on services provided and call volumes.

Albuquerque Fire has 21 stations, protects a population of 625,000, provides ALS services and responds on over 50,000 calls a year. Six of Albuquerque's 21 stations run between 350 and 500 calls a month, comparable with our stations 1, 2, 3, 18 and 26. Albuquerque has been working the 48/96 approximately 5 years. Early last year, two members of the

¹ Although Albuquerque did not work a Kelly schedule before switching to the 48/96, the fact that this department closely parallels the SJFD in regards to services provided, and call volume, it therefore is an excellent comparable department for day-to-day operations of the 48/96.

48/96 Committee spent two days in Albuquerque with both fire administration and line personnel in order to get a first hand look at the 48/96 in this *busy metropolitan department*. Please refer to the attached letter from Fire Chief Robert Ortega that illustrates their tremendous satisfaction with the 48/96 schedule.

The City of San Bernardino Fire Department has 11 fire stations, protects a population of 200,000, provides ALS services and responds on over 21,000 calls a year. Three of San Bernardino's Engines stations run between 350 and 500 calls a month placing them among the highest volume companies in the United States². The City of San Bernardino Fire ranks among the busiest fire departments on the West Coast and provides similar services as the SJFD.

Minneapolis City Fire works a third type of work schedule. One shift is on the 48/96 and the other two shifts work a 24 on 24 off, 24 on 72 off. Minneapolis City Fire has 19 fire station, protects a population of 380,000, provides ALS services and responds on over 50,000 calls a year. Four of Minneapolis City's Engines run between 250 and 350 calls a month. Minneapolis Fire completed one of the more professional schedule reports, which compares their two schedules; the 2 shift Kelly vs. the 48/96³. A recent report circulating that was written by a B/C in Minneapolis documents some disparity in sick leave, accident and discipline rates between the two schedules with the 48's statistically having more incidents. Please see the footnote below for comparison and documentation. It should be noted that these figures are comparing an entirely different schedule model than the straight 48/96 schedule and that many other factors were not considered in their report such as comparing statistical averages of these instances prior to their schedule change.

Other departments, mostly throughout California, were used as a source of information on the *transition* from the Kelly Schedule (3/4) to the 48/96, along with day-to-day operations. Bay Area departments that were studied include; City of San Mateo, Hillsborough, Union City and Burlingame Fire

Research was conducted on a wide variety of topics, with interviews with all ranks from Firefighters to Fire Chiefs, providing the committee with a broad perspective. ***It is noteworthy that all agencies instituted the schedule on a trial basis and after the trial none of the agencies chose to return to their previous schedule.***

² Source San Bernardino City Fire Department Fact Sheet

³ The *Minneapolis Study* does not compare the 48/96 to the Kelly schedule, it compares Minneapolis's two schedules; the 2-shift "tour" followed by a "3 day" schedule and the 48/96 schedule. In addition the Minneapolis's study was affected by the following factors; during the study period the Minneapolis Fire Department experienced a 35% employee turnover in 2 1/2 years, resulting in 170 new firefighters over a 30-month period from November 1998 to May 2001. The turnover resulted in a large percentage of new personnel during the 2 years of data collection for the report. 2. The Minnesota State Legislature repealed a residency requirement for firefighters in 2000 resulting in both new and existing department employees relocating outside the city. 3. MFD saw a 34% overall reduction in sick leave use over previous years after changing schedules. The author of the report, Chief Clack, believes the sick leave reduction was, in part, related other factors, not necessarily related to the schedule change.

Included as an attachment is a list of Departments that are known to be working the schedule, as well as departments researching implementation.

One of the more telling findings the 48/96 Committee identified was that all of the departments working the 48/96 share an overwhelming level of satisfaction with the schedule and all departments voted to retain it overwhelmingly.

Comparisons of the 48/96 and the Kelly Schedules

SJFD currently works what is commonly called, the ‘Kelly’ or ‘3/4’ schedule. The example below uses the A-shift as an example of how the 48/96 compares to the Kelly. (Also see the attached sample schedule for an entire year)

X = 24 Hour work days
O = Off Days

Kelly Schedule (current)

ACABA BCBC ACABA BCBC
A-shift XOXOX OOOO XOXOX OOOO

3 Shifts working 56 Hours a week

48/96 Schedule (proposed)

AA BBCC AA BBCC AA BBCC AA
A-shift XX OOOO XX OOOO XX OOOO XX

3 Shifts working 56 hours a week

As shown in the example the number of shifts and hours worked remains **identical**, only the configuration of the hours changes. An important finding verified by the City of San Jose Finance Department is that there will be ***no change in the FLSA payout schedule*** (See letter from Finance Dept. with attachments.)

The committee found numerous benefits to this schedule including the following quantitative benefits; a 50% reduction in commute time, reductions in sick leave use⁴, and a 50% reduction in holdover costs.

⁴ Although data directly linking the 48/96 to sick leave usage was not available, the vast majority of the departments contacted have seen either reductions in sick leave use or no significant changes to sick leave after changing to the 48/96.

48/96 and Kelly Schedules are both:

- 3 Platoon, ABC
- 56 hours per week
- 112 hours per pay period
- 121 shifts per year

Kelly

- 9 day work cycle
- Rotation jumps ahead two days each cycle: Monday/Wednesday/Friday, Wednesday/Friday/Sunday.
- For a given day, example Monday: work 3 consecutive Mondays, off next 6 consecutive Mondays

48/96

- 6 day work cycle
- Rotation falls back one day each cycle: Thursday/Friday, Wednesday/Thursday, Tuesday/Wednesday.
- For a given day, example Monday: work 2 consecutive Mondays, off next 4 consecutive Mondays

Four Days Off

Kelly

- 40 per year

48/96

- 60 per year
- **20 more** (50% increase)

Mornings at Home (not traveling to or from work)

Kelly

- 3 of every 9
- 33% of mornings at home
- 120 per year

48/96

- 3 of every 6
- 50% of mornings at home
- 180 per year
- **60 more** (50% increase)

Schedules Compared

Weekend Rotation

Kelly

Sat / Sun.

X	O
X	O
X	O
O	O
O	O
O	X
O	X
O	X
O	O

Repeat

48/96

Sat / Sun.

O	X
X	X
X	O
O	O
O	O
O	O

Repeat

X = 24 hour shift on duty, 0 = 24 hours off duty.

Complete Weekends Off

Kelly

- 3 out of 9
- 33% of weekends off
- 17 per year

48/96

- 3 out of 6
- 50% of weekends off
- 26 per year
- **9 more** (50% increase)

Work One Weekend Day (Sat or Sun)

Kelly

- 35 per year

48/96

- 17 per year
- **18 less** (50% reduction)

Work Both Saturday and Sunday

Kelly

- None

48/96

- 9 per year

Shifts falling on December 24 & 25

The schedule we propose uses an *adjustment* that assures no shift will have to work both Christmas Eve and Christmas Day. This is the same schedule used by departments currently working the 48/96. The adjustment is only needed every other year; it is simple and does not negatively affect any one shift. With the 48/96 each shift will work the same number of holidays as with the current schedule. A similar adjustment can be made for New Years Eve Day and New Years Day if the membership wishes. (See attached Holiday Adjustment Calendar)

Schedules Compared

Annual Vacation Usage (maximum consecutive days off)

	Kelly	48/96
1 shift leave =	6 days off	5 days off
2 shifts leave =	8 days off	10 days off
3 shifts leave =	13 days off	11 days off
4 shifts leave =	15 days off	16 days off
6 shifts leave =	22 days off	22 days off
7 shifts leave =	24 days off	23 days off
8 shifts leave =	26 days off	28 days off
9 shifts leave =	31 days off	29 days off
10 shifts leave =	33 days off	34 days off
11 shifts leave =	35 days off	35 days off
12 shifts leave =	40 days off	40 days off

Fatigue and the 48/96

*Many employees support the 48/96 because of the fact that over time the schedule can significantly **reduce** fatigue.*

Prior to the schedule change, many individuals were concerned about possible increases in fatigue resulting in the schedule change. The departments found that after the schedule change, the issues of increased fatigue were not realized. In regards to short-term fatigue, members stated that their levels of fatigue were comparable or higher on the 3rd shift of the Kelly schedule, which offers no significant rest periods between shifts, when compared with the second shift of the 48/96.

Departments that have switched to the 48/96 schedule have seen no increases in injuries or disabilities resulting from the schedule change. In addition many departments have seen a reduction in sick leave use and all departments contacted stated that they have seen increase in morale as a result of the change. These positive findings can be attributed in part to a reduction in long-term fatigue.

Short-term fatigue

Short-term fatigue can be defined as consecutive hours without a significant amount of sleep. Once adequate sleep has been obtained, cumulated lack of sleep leads to long-term fatigue (see below).

During busy periods short-term fatigue would be expected to increase for some individuals working the 48/96.

Short-term fatigue also exists with the Kelly (3/4) schedule and with any schedule where an employee can be expected to work for extended hours. Employees working extended shifts, 48s & 72s, is not new to the SJFD. Due to overtime and or trades, employees frequently work 48s and 72 within the Kelly schedule framework in the SJFD without any significant issues or problems with fatigue. In fact, just about every day of the year we have employees either beginning or ending a 48 or 72 hour shift. It is also true that with both schedules, employees can be madatoried up to 72 hours with little concern for long term fatigue. Independent of which schedule we work we will have exceptionally busy shifts or periods from time to time, which will require adjustments to the daily routine, that's the nature of the fire service in a metropolitin area. Departments we contacted, felt that short-term fatiuge was not any more of a significant issue than with other work schedules.

Short-term fatigue becomes an serious issue when coupled with long-term fatigue.

One of the biggest advantages of the 48/96 is that it allows employee more oportunity to recover from sleep deprivation and long-term fatigue.

Long term fatigue

Long-term fatigue can be defined as the accumulation of fatigue that lasts over weeks, months or longer periods without adequate rest periods. Long-term fatigue is more hazardous to employees in emergency services than short-term fatigue because the body is less able to compensate for the lack of rest than with short-term fatigue.

The 48/96 schedule decreases long term fatigue in four ways;

- 1. *The 48/96 increases rest periods (4-days) by 50%, increasing the number from form 40 to 60 a year.*** Everytime an employee leaves work he goes on a 4-day/rest period. In addition, the frequency of "4-days increases to a "4-day" every 6 days as opposed to every 9 days with the Kelly schedule. An employee who works overtime shifts during their "4-days" sees his/her percentage of "4-days" increase even more significantly. For example, an employee who works an average of 10 overtime shifts a year, during their "4 days", can see an increase of "4-days" of 67% from 30 to 50 a year⁵, while an employee who works 20

⁵ On Kelly schedule: working 10 overtime shifts during "4-days" decreases the number of "4-days" from 40 to 30, on the 48/96: working 10 overtime shifts during "4-days" decreases the number of "4-days" from 60 to 50. – On Kelly schedule: working 20 overtime shifts during "4-days" decreases the number of "4-days" from 40 to 20, on the 48/96: working 20 overtime shifts during "4-days" decreases the number of "4-days" from 60 to 40.

overtime shift a year, during their “4 days”, can see a 100% increase in the number of “4-day” on an annual basis from 20 to 40 a year.

2. ***The 48/96 increases the number of “sleep in days” (days waking up at home and not going to work) by 60%, increasing the number from 9 to 15 per month.*** Working overtime shifts during employees “4-days” has a similar effect in increasing the percentage of “sleep in days” when compared to the Kelly schedule.
3. ***The 48/96 reduces the number of days/hours an employee spends getting ready for work and time in the commute by 50%.*** A reduction of time spent in the commute reduce both stress and fatigue.
4. ***The 48/96 is more forgiving for employees working overtime or trades.*** As shown in item #1, an employee working the 48/96 can work 20 additional shifts a year and still have the same number “4-days” (rest periods) a year (40) as an employee working the Kelly schedule who works no additional shifts. In addition, the 48/96 increase the number of days an employee can work a trade or overtime shift without it resulting in a 48 or 72. Because the schedule increases the number of “4-days” by 50%, the employee has 10 days/month to work an additional shift without it resulting in a 48 or 72. Our current schedule only allows 6-7 days/month.

Due to the reductions in long-term fatigue and stress, employees are better able to handle short-term fatigue and stress resulting from busy shifts, or from working additional days (OT & Trades), resulting in a quicker recovery periods.

Sick Leave and the 48/96 Schedule

Background

Annual costs for sick leave use in the San Jose Fire Department was 1.2 million dollars in 2000, 1.3 million dollars in 2001, and is projected to exceed 1.8 million for 2002⁶. Due to the high cost of sick leave use in the SJFD and the possible reductions in sick leave use associated with the 48/96, the schedule change could result in significant saving to the SJFD.

Many departments that have switched from the 3/4 schedule (Kelly schedule) to the 48/96 have reported significant reductions in sick leave use after switching to the 48/96. None of the departments that we have contacted have reported any increases in sick leave after switching to the 48/96.

Analysis

The general belief is that switching to the 48/96 has had either a neutral or positive effect on reducing sick leave usage⁷. Reasons for the reduction could be the result of many

⁶ City of San Jose Payroll Department

⁷ The 48/96 Committee has made formal contacts with over a dozen departments that have changed their work schedule to the 48/96, in addition to many informal contacts.

factors including some or all of the following; improved morale, decreases in long term fatigue or simply that the 48/96 schedule virtually eliminates the majority of sick leave abuse on the 2nd shift (which accounts for 50% of work days).

Accurate data that demonstrates direct reductions in sick leave use resulting from a schedule change is not available. ‘Useable’ data is difficult to obtain, in part, because sick leave use is dependent on many factors in addition to those related to a work schedule. Research shows that long-term, non-work related illness or injuries, moral issues, policy changes, employee turnover etc. could significantly skew sick leave trends. **Minneapolis Fire**, who changed to a 2-shift “Kelly schedule” followed by a 3 day/ 48/96 schedule found sick leave use to be the highest on the shift that worked the 48/96 schedule when compared with the shifts that work the 2-shift Kelly schedule, but saw an **overall 34% decrease** in sick leave across all shifts, after switching to the new schedule⁸.

The 48/96 Committee is continuing our attempts to gather accurate data regarding the effects that the 48/96-schedule change has on sick leave use. The following are some of the departments that provided us with sick leave data.

Pacifica Fire Department had a 20% reduction sick leave use after switching to the 48/96 schedule⁹

Minneapolis Fire Department switched to a modified 48/96 schedule¹⁰ and saw an overall reduction in sick leave use by 34%¹¹

Manhattan Beach Fire Department had an 80% reduction in sick leave use after switching to the 48/96 schedule¹²

Half Moon Bay Fire Department had a 10% reduction in sick leave use after switching to the 48/96 schedule¹³

It is important to note that **none** of the departments contacted had **increases** of sick leave use as a result of the schedule change, while many of the departments realized significant reductions in sick leave use.

⁸ Due to other factors occurring within Minneapolis Fire during the study period, it is likely that results were affected by more than the schedule change. Factors possibly influencing results include: 1. Minneapolis Fire Department experienced a 35% employee turnover in 2 1/2 years, resulting in 170 new firefighters over a 30-month period from November 1998 to May 2001. The turnover resulted in a large percentage of new personnel during the 2 years of data collection for the report. 2. The Minnesota State Legislature repealed a residency requirement for firefighters in 2000 resulting in both new and existing department employees relocating outside the city.

⁹ Monthly sick leave use averaged 7.5 days/month for the 24 months prior to changing from the Kelly to the 48/96 schedule. After switching to the 48/96 sick leave usage dropped to an average of 6 days/month. Data provided by Bill Wilson of the Pacifica Fire Local.

¹⁰ Minneapolis Fire schedule consists of 2 shifts working a on-1, off-1 on-1 off-3 schedule while the 3rd shift works a 48/96.

¹¹ Monthly sick leave use averaged 166 days/month for the 24 months prior to changing from the Kelly to the 48/96. After switching to the modified 48/96-schedule, sick leave usage dropped to an average of 110 days/month. The shift working the 48/96, the C-shift, saw a reduction of sick leave from the department monthly average (per shift, i.e. A, B or C shift) of 66 days/month to 43 days/month. Information provided by BC Jim Clack, Minneapolis Fire Department.

¹² Information provided by BC Chuck Wilson of the Manhattan Beach Fire Department.

¹³ Information taken from a 48/96 survey completed by James Ascht of the Half Moon Bay Fire District.

It is the consensus of the 48/96 Committee members that SJFD will see a reduction in sick leave use as a result of switching to the 48/96. Although we believe there will be a reduction, it is impossible to estimate the size of the reduction based on the information that we have obtained from other departments and the variables involved.

What were other department's motivations for a schedule change?

Most of the departments were motivated by the reduction in commuting and the fact that employees could spend more time at home with their families. A number of departments chose to switch as a means of attracting and maintaining employees. Many departments changed because they saw the positive benefits and improvements in morale in surrounding departments who had switched to the 48/96.

In all cases it was a member(s) from labor who brought the idea to their department for consideration.

The departments that switched schedules saw the 48/96 as a progressive schedule, one that addressed many of the concerns and problems that employees and administrations are facing, and will continue to face, in large metropolitan areas. The departments saw the schedule as a significant benefit for employees.

Did labor and management meet inside or outside of negotiations?

About half of the departments met outside of negotiations to discuss 48/96 as a separate issue. The other half discussed 48/96 as part of their normal negotiations. *In all cases, labor was **not charged** by management to make the change.*

Was the 48/96 schedules implemented on a trial basis?

All but two departments implemented a 1-year trial period. Two departments implemented a six-month trial period. In all cases, language was included to allow labor or management to opt out of the trial period at any time (escape clause). No departments exercised this clause.

Was there a membership vote before and / or after the trial period?

In all cases, members voted to approve a trial period. In all cases, members voted again after the trial period to adopt the 48/96 schedule. One department used an intermediate vote at 6 months to extend the trial period an additional 6 months before a final vote at 1 year.

What was the percent in favor for each vote?

In all cases, a simple majority was needed to approve a trial period. Votes for the *initial* trial period ranged from 52% to 84% in favor. The final votes to adopt the schedule at the end of the 1-year trial period ranged from 90% to 100% in favor. Only two were below 90%, one at 80% and one at 75%.

In every case, the percentage in favor was much higher on the second vote.

Many of the members the committee interviewed for this survey (from labor and management) initially voted against the trial period. The majority of them has since become advocates of 48/96, some of who have offered to speak to our membership.

(See attachments from the Fire Chief, DC of Training and DC of Field Operations from Albuquerque Fire Department).

Every department who completed a trial period chose to adopt the 48/96 schedule!

What are the benefits that the departments experienced?

Improved Moral

This is supported, on part, by the high percentage of vote approval at the end of the trial periods. Improved moral was a comment we heard over and over. “Employees are well rested after “4 days off” and are eager to come to work”. Employees felt more productive and better organized on and off duty. Fewer transitions between shifts made for less duplication, better communication and more operational continuity.

Increased productivity and project follow through on duty

Employees found the schedule allowed for more flexibility in scheduling daily work schedules over two days. Members with program responsibilities can leave paperwork on their desk to work on for two days. Follow-up meetings and phone calls easier to follow up on the second day.

Better communication between shifts

Fewer transitions between shifts mean more day-to-day continuity. Less lost information at shift exchanges.

Less duplication of work

The same personnel are on duty the first and second shift. Example: Shopping for food can be done once on the first shift for both days. This leaves more time for training, cleaning and maintenance.

Greater employee retention, more qualified applicants

For some of the departments contacted this was one of the primary reasons for switching to the 48/96. In tight labor markets, such as for Firefighter Paramedic, departments working the 48/96 schedule can draw a larger pool of applicants, due to employees increased ability afford homes while cutting commutes in half.

Employees have more time at home/ with family and friends/ more personal time

Employees with an average commute will gain an average of 20 hours per month. Employees living locally will gain an average of 10 hours a month¹⁴. This is dead time that would be spent getting ready for work and commuting on the Kelly schedule. In addition, members will have more opportunities to connect with family and friends on a Monday-Friday schedule without having to get up the following morning. Members will have 60% more mornings free to help get the kids to school, etc.

10 additional full weekends off a year

¹⁴ Times used: wake up-prior to shift 0500/0645 and return home times 0930/0845.

Members with children in school or a spouse that works Monday- Friday find this feature especially appealing. Half of the weekends are free for sports activities, travel etc.

20 additional “4 days” a year

Every time you go home, you go home to a 4-day. More opportunities for home projects, travel, camping, etc. More mornings for personal endeavors!

Increased productivity at home

A member building a house can get a lot more done in four consecutive days off vs. every other day. Projects can be left out to continue into the next day. More mornings for an early start on projects.

What are the negative aspects of the 48/96 schedule?

Away from family for 48 hours

This was one of the biggest concerns voiced by line personnel. For some personnel this will be a negative aspect of the 48/96. What the committee found in regards to this topic was that most members who now work the 48/96 have found there concerns about being away much less significant than originally thought. The majority found the benefits the schedule offered the family more than compensated for the negatives of the 48's. for example 50% more “4-days”, 60% more “sleep in” days at home with the family, reductions in long-term fatigue, more full weekends off, etc.

Employees live further away

The positive aspect to the 48/96 on this issue is, it give our employees an option when choosing were to raise their families.

Because of the greater flexibility the 48/96 offers, it is *likely* that some members of SJFD will chose to move further from San Jose. ***Although the departments contacted found that the vast majority of personnel don't relocate because of a schedule change.***

The issue of members living out of the area is a real issue in metropolitan fire departments with any schedule and is largely based on the economy and cost of housing. As the economy improves it is very likely that the problem will worsen, independent of the schedule that we work.

In regards to *off duty response* to large-scale emergencies, having employees living out of the area may be a benefit. Examples could be a terrorist attack or major earth quake effecting Santa Clara County. In both cases a large percentage of employees will only report to work after they have secured their families and homes. If the majority of employees live in the effected area, off-duty response could be greatly delayed and small in numbers of personnel. On the other hand, employees living outside the effected area will likely respond to assist, as the concerns for family and homes will be minimal compared to those living in the effected area.

As far as Union participation, some departments have initiated incentive programs to increase both attendance and union participation.

Departments found that employees living long distances are better rested with the 48/96.

Complication of personal issues

Some members face unique issues in regards to childcare, child custody, care of an elderly parent or care of sick family members. These can be difficult and challenging issues under any circumstances. Any change in scheduling may cause stress and anxiety. It has been reassuring to hear that most families have found acceptable alternatives with the 48/96. For many, working 48/96 improved their situation, in part because the schedule is more regular and predictable, and results in less exchanges of children/elderly when care issues are involve.

Difficult for administration to contact personnel when working Sat./Sun rotation

Once every six weeks a shift will work both Saturday and Sunday. This means there is a ten day period when shift personnel will not be on duty to meet with those working a typical 40 hour work week (fire administration, vendors, etc.) This has become less of a problem with the advent of E-mail and voice mail.

How will the 48/96 schedule affect our current policies and procedures?

The schedule will have very little effect on current policies and procedures.

For the purposes of daily work routines, vacation leave, sick leave, overtime, mandatory staffing or any other policies / procedures, ***each twenty-four hour shift is considered one shift.***

Our existing policies and procedures can be applied to the 48/96 schedule without modifications. Expectations and standards will not change. Example: awake, in uniform and properly groomed by 8:00 am for each shift.

Mandatory Training

Although some of the departments that have switched to the 48/96 have had short adjustment periods to get accustomed to the new schedule, once the "switch" was completed they have seen no negative impact on the scheduling. This is due in part to the fact that we will not change the number of days/weekdays we work per month. In San Jose we believe that the 48/96 schedule will have a positive effect on scheduling due in part to increased continuity of companies, due to a reduction of employees regularly shift trading to work 48s and 72s and possible reductions in sick leave use. Some departments working the 48/96 routinely schedule busy companies for mandatory training on the first shift of the 48 and the slowing companies on day two.

Maximum hours worked

The 48/96 committee recommends no changes to the maximum consecutive shift policy, which states the maximum consecutive number of hours an employee can be forced to work is 72 hours (3 shifts), and the maximum number of hours an employee can choose to work is 96 hours (4 shifts).

Mandatory hires are the necessary tradeoff when working constant staffing on any schedule.

Our current Mandatory hire policy will have the **same** possible consequences with the 48/96 schedule that we now have with the Kelly schedule. Employees would not be forced to work mandatory for two shifts straight per the SJFD policy which states an employee can only be forced to work 72 hours. The second shift would be the employees choice.

The number of **mandatory staffings** can be expected to be the same independent of the schedule we work. The schedule worked will have no change in the general needs city.

Telestaffing

Telestaff can easily be adapted to the 48/96 schedule. Other departments on the 48/96 use Telestaffing.

Vacations Selection

The committee recommends no change in vacation picks, with one exception. The one exception would be that a tour would be equal to 2 shifts (48 hours) instead of 3 shifts. Individual single 24 hour shifts will be picked last.

Conclusion

We continue to believe the greatest testament to the 48/96 schedule comes from those who work the 48/96.

The fact is, the information provided to the committee from those working the 48/96 has been **overwhelmingly positive** and there are relatively few negative aspects to report.

Based on the information we have received the *Local 230 48/96 Schedule Committee* believes the 48/96 schedule will significantly benefit the vast majority of SJFD personnel and the City of San Jose.

The greatest barrier to progress is a lack of understanding. If questions remain contact a committee member, or better yet, **contact someone who works the 48/96.**

ATTACHMENTS

Memorandum

TO: Mike Wilcox

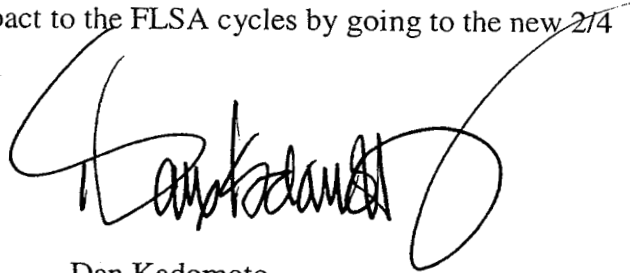
FROM: Dan Kadomoto

SUBJECT: FLSA impact on Proposed
Fire Department Schedule

DATE: July 25, 2002

The Payroll department has reviewed your proposed Fire Department schedule referred to as a 2/4, for 2 days on and 2 days off. Our analyses of these schedules were conducted for the entire calendar year of 2003, with the transition to the new schedules starting in the third pay period of the calendar year.

Our analysis indicates that there will be no impact to the FLSA cycles by going to the new 2/4 schedules for calendar 2003.



Dan Kadomoto
Finance Department
Manager, Payroll /Business Systems &
Support

cc: Mark Burton
Pat Sawicki
Ofelia Hsieh
Anita Pennington
Mary Flatley





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Mike Murray
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11-19-2002

Mike,

Thanks for your recent call pertaining to the 48/96 work schedule. It has been enthusiastically accepted by the staff and membership (with a few exceptions). Beyond moral, we have also seen a steady decline in sick leave usage. Through the first 4 months, the decline has been 25-30%.

If I may be of any other assistance, please don't hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to be "Peter J. Nowicki", written over a large, loopy flourish.



City of Albuquerque

P.O. BOX 1293 ALBUQUERQUE, NEW MEXICO 87103

Albuquerque Fire Department

www.cabq.gov/fire

Martin Chavez, Mayor

June 12, 2002

Manual Alarcon, Fire Chief
San Jose Fire Department
Bureau of Field Operations
4 North Second St., Ste. 1100
San Jose, CA 95113

Dear Chief Alarcon:

Please find the attached answers for the Albuquerque Fire Fighter Local 244 48/96 Shift Schedule Questions. If you have any additional questions, please feel free to contact my office at 505-833-7300.

Sincerely,

Robert E. Ortega
Fire Chief

Cc: Marty Hoenisch, Fire Captain

Albuquerque Firefighter Local 244
48/96 Shift Schedule Questions

1. Have there been any negative changes in fatigue or stress resulting from the change to the 48/96 schedule?

There has been no documented increase in either fatigue or stress levels. The Fire fighters feel this is positive to both the personal and professional aspects of their lives.

2. Has there been any increase or decrease in the use of sick leave resulting from the change to the 48/96 schedule?

Sick leave usage is consistent with the previous schedules worked within our department, (10-hour day, 24-hour shift, 14-hour night, and three days off. Three ten-hour days, three 14-hour nights, three days off.)

3. Have there been any increases or decreases in disability leave resulting from the change to the 48/96 schedule?

None

4. What benefits or drawbacks, from the perspective of Fire Administration, have you seen since switching to the 48/96 schedule?

There have been no drawbacks administratively with the schedule. I was assigned to the field when this schedule was implemented. At the time I was totally against the change to the 48/96, but since have become a staunch supporter of the schedule. It lends itself to a more rewarding family experience and also provides for a more positive approach to the work environment.

5. Has there been any increase or decrease in retention of personnel?

Increases and decreases in personnel are still affected by monetary, disciplinary, and other issues not related to the work schedule.

6. Have you seen a reduction or increase in the use of shift trades?

Trades of shifts have remained at their previous levels.

7. Have you seen an increase or change in productivity?

We have no data in regards to productivity, but moral seems to have increased resulting in a better work environment which in turn increases job performance. This can be attributed in large part to the change in schedule that increased amount of concurrent time off.

8. Has the 50% reduction in commute hours and the resulting energy savings and pollution reduction resulted in any benefits to your City/District/Department?

We have no data as far as pollution, but there is a direct correlation between decreased commute times that in turn lead to less fuel consumption and decreased vehicle emissions. This also results in personal savings in the fuel cost and wear and tear on their vehicles.

9. Has there been a reduction in FLSA costs to your City/District?

We pay two hours less per person per FLSA period.

10. What problems or benefits, from the perspective of your Fire Administration, have you seen since switching to the 48/96?

From an Administrative perspective we feel if the membership is positive then the likelihood of increased productivity may be a by-product.

11. Has the 48/96 had a significant impact on attendance/scheduling of training?

This remains the same as the previous two schedules.

12. Has the 48/96 resulted in any staffing problems or benefits?

No staffing problems other than the normal areas covered by vacation, sick leave and injuries that are a part of the regular operations.

13. Has the 48/96 has any negative or positive effect on your Union activities i.e., Membership meeting, Political action etc.?

No

Chief's comments:

As I stated earlier, I was originally opposed to this schedule, after having worked it in the field my perspective has totally reversed itself. The benefits our many fold, not only within the work place, but also within the family experience. It allowed for a much greater point of participation and involvement in my children's school, sports, and other activities. It allowed me to dedicate personnel time to them. Within the work place it seems to reflect increased moral and a better work ethic for the majority of the fire personnel. At this point I feel the members of the Albuquerque Fire Department would fight very vigorously to keep this schedule in place.

Letter From BC Chuck Wilson, Manhattan Beach Fire/ Fire Tactics/ Assessment Center Instructor

From: cwilson@ci.manhattan-beach.ca.us
To: mikemjw@yahoo.com
Subject: 48/96 schedule

Hi Mike.

I speak with absolute conviction that this is the best schedule I have ever worked. Even as a manager. Reasons as follows. This schedule results in less time away from the family. I have the most wonderful wife in the world and do not like to leave at any time, but we both think this is a better schedule.

The **commute time** from a 3 & 4 schedule is drastically cut (just look at your commute days if you work a Mon.-Wed.- Fri) which is not only driving time but prep to leave and return. I drive to work once and return home once in a 6 day period!.

Fatigue has been addressed by being flexible in the activities of the "go-round". If we get hammered on the first night, we can work around it with wake up and lunch times. I want us to present a professional image, so we do not lounge around in "robes" but there is a modified approach to allow rest.

Productivity. No question, productivity is better. Apparatus and equipment get their check-out by on-coming crews and they "own" it for two days leaving more time the second day. As a BC, I can unpack projects and work into the evening and not have to repack each day. Phone tags get completed and I believe the longer time allows me to stay focused on projects at hand, to get them completed, and they are more thought out as the focus is not always changed by going home.

We have not seen any increase in **injury or disability**. In fact **sick leave** has dropped 80%! We are a small sample, and other Departments have seen similar results. Clearly, many members of the Fire Service do not like ANY **change**. This is one where both sides get polarized, vocal and bring forward real and phantom issues. Why not try a one year **pilot program**, and either labor or management can opt out if it does not work. Both sides need to make a commitment to make it work.

We had 60% for the schedule and 40% strongly opposed before we tried it. Now there is 99+% absolutely loving the 48/96 schedule. In fact, if anyone suggested another schedule, they might get hurt by many of our members. Figuratively speaking.

We do work up to 96 hours and the 72 is not viewed by our folks as bad. In fact, it results in OT with less commuting and many members work the 96's.

Our **Morale** has been greatly improved, and yes, we have the typical Department where there will always be "issues". Never have heard of a negative one regarding the schedule. The only person who still prefers not to work a 48 is 55 years old and lives in town, his wife is a teacher.

Family life events such as school car-pooling and **custody/visitation** have not been a problem.

Mike, in looking at your list, the issues represent "stumbling blocks" to avoid even a trial period. If your folks want it to work, it will.

If you want more info or further help, let me know. I have been real busy with my classes off duty, and am leaving for Hawaii this Sunday for 2 weeks. If I don't get back to you right away, please understand.

Chuck

Robert P. Halton

→ SENIOR BATTALION CHIEF
ALBUQUERQUE NEW MEXICO

31 Joe Mae Road
87015

Denis Bell
San Jose Fire Department
San Jose, California

Dear Dennis

I am very happy to reply to your inquiry concerning our departments use and success with the 48 hour on 96 off scheduling. Our organization has been using it for over four years and it has been a tremendous success. The schedule appears imposing at first glance however it affords our firefighters several benefits. The schedule has it's critics although among the members on the schedule there is only one critic who I think of as I write this. They are my relief and I can refer her to you if you need to make contact.

One of the most significant benefits has to do with lowering stress levels, it has been proven that coming to work is one of the highest stress times for an individual. Our members experience this elevated stress level only once every 6 days. I regards to fuel usage and conservation our members now make only one round trip to work every six days. This provided decreased travel incidence has afforded opportunities for car pooling as well as attracting applicants for outside our city a county boundaries.

Our organization in my opinion has benefited in many ways from this very member friendly schedule. I have been a promoted battalion commander since 93 serving longer in this position than any other in my organization. It is my opinion that this schedule has improved our morale our camaraderie and our fireground excellence. We are a metro sized organization with an engine company, # 5, which has been recognized as the thirty busiest in America. I supervise this company on B shift. This busy company is one of the happiest under this plan. They feel they can knock out a tour and have sufficient time off to recuperate and re-energize for the next shift. They do not feel the duty is constant or insufferable. Since the schedule I have had only one transfer from this house, prior to the schedule transfer request were constant.

We are very successful under this plan in terms of scheduling training and accomplishing our goals. I can endorse this schedule without reservation. I also have a good friend who recently implemented this schedule in his organization last year. His name is Fire Chief Rocco Forte of Minneapolis Minnesota please feel free to contact him and mention my name. He organization has found the schedule similarly beneficial. Our union President John Garcia can also be reached for comment.

If I can be of any other assistance please feel free to contact me.

Sincerely,

Bobby Halton



CITY OF MANHATTAN BEACH FIRE DEPARTMENT

400 15TH Street
Telephone (310) 802-5200

Manhattan Beach, CA 90266
FAX (310) 802-5201

November 14, 2002

Mike Wilcox
203 Storey St.
Santa Cruz, California 95060

Dear Mike:

In response to our telephone conversation, I'm sending you a brief summary of what I believe to be the most beneficial by-products of the "48/96" shift schedule:

- Tangible increase in productivity, most probably attributable to the continuity of personnel enabling projects to be initiated and completed within the 48-hour cycle, without interruption or intrusion by other stimuli. This schedule also makes redundant many daily morning routines, (e.g. - briefings), thereby permitting more time allotments for job-related activity.
- Dramatic reduction in sick leave usage and a corresponding drop in overtime budgets. Our sick leave usage in the past couple of years has shown a 65-70% drop-off, far exceeding our predictions.
- Palpable boost to department morale. At virtually no cost to the governing municipality, a new wave of appreciation for the administration's sensitivity to employee needs was generated. This good will filtered to all levels of the organization and represented a forward-thinking attitude and a willingness to accept change. The troops were surprised and delighted.

As the years have gone by, all members, including administration, have come to further respect the wisdom of our decision to adopt the "48/96." We hope it works equally well for you and your department.

Kindest regards,

Ron Redmond, Battalion Chief - "A" Shift



SAN JOSE FIRE DEPARTMENT WORK SCHEDULE

SAMPLE 48/96

		MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE
JAN	A	1	2					7	8					13	14					19	20					25	26					31
	B			3	4					9	10					15	16					21	22					27	28			
	C					5	6					11	12					17	18					23	24				29	30		

		TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE			
FEB	A	1				6	7					12	13				18	19			24	25										
	B		2	3					8	9				14	15					20	21					26	27					
	C				4	5					10	11				16	17					22	23					28				

		TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA
MAR	A		2	3					8	9				14	15					20	21					26	27					
	B				4	5					10	11					16	17					22	23				28	29			
	C	1					6	7					12	13					18	19					24	25				30	31	

		SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	
APR	A	1	2					7	8					13	14					19	20					25	26					
	B			3	4					9	10					15	16					21	22					27	28			
	C					5	6					11	12					17	18					23	24				29	30		

		TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH
MAY	A	1	2				7	8					13	14				19	20					25	26						31	
	B			3	4				9	10				15	16					21	22					27	28					
	C					5	6				11	12				17	18					23	24					29	30			

		FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA
JUN	A	1					6	7				12	13			18	19			24	25									30	
	B		2	3					8	9				14	15				20	21					26	27					
	C				4	5					10	11				16	17					22	23					28	29		

		SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU
JUL	A	1					6	7					12	13					18	19					24	25					30	31
	B		2	3					8	9				14	15				20	21					26	27						
	C				4	5					10	11				16	17					22	23					28	29			

		WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR
AUG	A					5	6					11	12				17	18					23	24					29	30		
	B	1	2					7	8					13	14				19	20					25	26					31	
	C			3	4					9	10					15	16					21	22					27	28			

		SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU
SEP	A				4	5					10	11				16	17					22	23					28	29		
	B	1					6	7					12	13				18	19					24	25				30		
	C		2	3					8	9					14	15					20	21					26	27			

		MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE
OCT	A				4	5					10	11				16	17					22	23					28	29			
	B	1					6	7					12	13				18	19					24	25				30	31		
	C		2	3					8	9					14	15					20	21					26	27				

		TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR
NOV	A			3	4					9	10					15	16					21	22					27	28		
	B					5	6					11	12					17	18					23	24				29	30	
	C	1	2					7	8					13	14					19	20					25	26				

		SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO
DEC	A			3	4					9	10					15	16					21	22					27	28			
	B					5	6					11	12					17	18					23	24				29	30		
	C	1	2					7	8					13	14					19	20					25	26				31	

HOLIDAY ADJUSTMENT

To eliminate anyone from having to work both Christmas Eve Day and Christmas Day we propose the following schedule adjustment which is currently being used in other departments that are using the 48/96 schedule. This adjustment is simple and has minimal impact on the overall schedule.

Due to the nature of the schedule this adjustment would only be needed every other year.

A similar adjustment can also be made for New Years Eve and New Years Day if the membership wishes to make this part of the schedule.

How it works: When one shift is scheduled to work both Christmas Eve Day and Christmas Day the shift working December 23 switches with the shift working December 24. The result is that we would work the same number of holidays as with our current schedule without having to work both days.

Shift working both Christmas Eve Day and Christmas Day

		SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU				
D E C	A	1					6	7						12	13						18	19						24	25			30	31			
	B		2	3					8	9						14	15							20	21					26	27					
	C				4	5						10	11						16	17							22	23				28	29			

PROPOSED HOLIDAY ADJUSTMENT (CHRISTMAS EVE/ CHRISTMAS)

		SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU	WE	TH	FR	SA	SU	MO	TU				
D E C	A	1					6	7						12	13						18	19				23	25			30	31					
	B		2	3					8	9						14	15							20	21				26	27						
	C				4	5						10	11						16	17							22	24				28	29			

Partial list of Departments on the 48/96 Schedule

Currently using proposed schedule

Albuquerque, N.M. 5 years
 San Bernardino City 1 year
 City of San Mateo 6 months
 Half Moon Bay
 Vallejo
 Foster City
 Union City
 Redondo Beach 3 years
 Inglewood Fire 3.5 years
 Hermosa Beach 8 years
 South Pasadena 9 years
 Hillsborough 2 years
 Hesperia 5 years
 Manhattan Beach 3 years
 El Segundo 3 years
 Chino Fire
 Kern County Fire
 Kings County Fire
 Oakdale
 North County Fire (Formerly Brisbane & Pacifica)
 Burlingame Fire
 Sausalito Fire Department
 LaVerne
 Atascadero
 Paso Robles
 North Tahoe Fire
 American River Fire Department
 Truckee Fire Department
 Atwater Fire Department
 Barstow Fire Department
 Covina Fire Department
 Ebbetts Pass Fire Department
 El Segundo Fire Department
 Gardena Fire Department
 Hawthorne Fire Department
 Inglewood Fire Department
 Piner Ambulance (Napa)
 Orinda Moraga Fire District

Reported as researching implementation

Fremont Fire
 Sacramento County
 Santa Clara County Fire
 LA County
 Palo Alto Fire
 Torrance Fire Department

Minneapolis Fire* (work modified 2-shift kelly/48/96 schedule)
 San Bernardino County Fire* (some districts work 48/96)