Staffing – Operations

1. PURPOSE AND SCOPE

The core function of Lehi Fire Department is emergency response. To ensure the safety of our personnel and the quality of service to our citizens, there are certain staffing levels or qualified personnel that must be maintained. This policy is intended to provide policies and procedures to meet the staffing requirements of daily operations. This policy applies to all Combat Shift Personnel

2. POLICY

It is the policy of Lehi Fire Department to maintain minimum staffing levels with the goal of reaching standards of cover. The policies and procedures listed in this policy are intended to meet those standards.

3. DEFINITIONS

Appointed: When a person is asked to fill the role of captain, engineer, or battalion chief due to a long-term (30 calendar days) vacancy (i.e., promotion, retirement, injury).

Appropriately Relieved: Employer's position requirement satisfied in a way not to create deficiencies with Department coverage.

Call-Back Overtime: Overtime where employees volunteer to work using the requirements for the positions currently open.

Constant staffing: The act whereby an employee is paid their vacation leave in lieu of actual time being taken off.

First Due: Staffing software used by the department.

FLSA: Fair Labor Standards Act.

Mandatory Overtime: Overtime is used as a last resort where employees are required to work to meet minimum staffing levels.

Minimum Staffing: The minimum daily acceptable staffing level for both numbers and qualifications.

Shift: Half of the Tour of Duty or 24 hours beginning at 0700 to 0700 the following day.

Shift Trade: When two employees agree to exchange shifts with one another for the purpose of taking time away from the shift.

Standard of Cover: The desired daily staffing with the desired number and qualifications of individuals.

Tour of Duty: The full 48 hours when that an individual is scheduled to work.

4. Work assignment

Lehi fire department personnel may be assigned to a platoon (A, B, or C), or days. Personnel assigned to a platoon will work a 48-hour on/96-hour off schedule, and will be on a 24-day cycle. Per FLSA, hours exceeding 182 in the 24-day cycle will be considered overtime if the employee's cycle is not broken (For broken cycle definition, see Lehi City Employee manual section III: Compensation Policies). Employee will be paid 112 hours bi-weekly (2912 hours annually). FLSA pay and overtime will be paid the first pay period following the end of the 24-day cycle.

Those employees assigned to days will work (4) 10-hour days. They will be paid 80 hours bi-weekly. Per FLSA hours exceeding 80 hours will be paid at an overtime rate if the employee's cycle is not broken (For broken cycle definition see Lehi City Employee manual section III: Compensation Policies). Employees promoted under FLSA exempt classification will follow Lehi City employee manual section III.

5. STANDARDS OF COVER GOALS

Lehi Fire Department's staffing goal is to provide the complement of personnel that meets the qualifications for the positions every shift. This is accomplished by:

a) Staffing with one Battalion Chief
b) Staffing with four Captains, one per engine/tower.
c) Staffing with four Engineers, one per engine/tower.
d) Staffing with two Paramedics at all stations
e) Staffing with at least one Firefighter on Engine 81, Engine 83, and Engine 84
f) Staffing with two Firefighters on Tower 82.

Battalion Chief

Engine 81	**Tower 82**	**Engine 83**	**Engine 84**
Captain	Captain	Captain	Captain
Engineer	Engineer	Engineer	Engineer
PM/AEMT	PM/AEMT	PM/AEMT	PM/AEMT
PM/AEMT	PM/AEMT	PM/AEMT	PM/AEMT

Ambulance 81	**Ambulance 82**	**Ambulance 83**	**Ambulance 84**
PM	PM	PM	PM
PM/AEMT	PM/AEMT	PM/AEMT	PM/AEMT

6. STANDARDS OF COVER REALITY

Staffing of the Department is extremely fluid based on multiple scenarios and differing needs on a day-to-day basis. The reality of staffing will be from minimum staffing up to and including standards of cover.

7. MINIMUM STAFFING

Lehi Fire has determined the following guidelines will be used as minimum staffing. Minimum staffing should be looked at in two parts. The first being the total number of personnel, the second being qualified personnel.

Total number of personnel 18.

a) Battalion chief
b) Station 81 (4 personnel)
c) Station 82 (5 personnel)
d) Station 83 (4 personnel)
e) Station 84 (4 personnel)

Qualified personnel:

a) Promoted/appointed officers 2 (captains or battalion chief)
b) Promoted/appointed engineers 1
c) Paramedics 8 including engineers and captains paramedics
d) Paramedics per station 2, including engineers and captain paramedic
e) Paramedic 1 per ambulance, not the captain or engineer

**Under very rare circumstances when staffing falls below minimum, it should be for no more than four (4) hours.*

8. CALL-BACK INITIATION

When assessing the staffing needs for a particular shift, the Battalion Chief should start with the Battalion Chief position first and move down through the ranks from top to bottom. The following are the expected steps to be used to cover each position:

a) **Battalion Chief:** 1) Minimum Staffing moves 2) Off duty Battalion Chief 3) Off-Duty Captain 4) Mandatory

b) **Captain:** 1) Constant staffing; 2) Off-duty Captain; 3) Off-duty acting Captain; 4) Minimum staffing moves; 5) Mandatory.

c) **Engineer:** 1) Constant staffing; 2) Off-duty Engineer 3) Off-duty acting Engineer; 4) Minimum staffing moves; 5) Mandatory.

d) **Firefighter/Paramedic:** 1) Constant staffing; 2) Off-duty firefighter or paramedic; 3) Minimum staffing moves; 4) Mandatory

e) **Christmas, Christmas Eve or Thanksgiving:** 1) Constant staffing 2) Off-duty call-back; 3) Minimum staffing moves; 4) Vacation recall; 5) Mandatory.

9. CALL-BACK INITIATION TIMES

Battalion Chiefs should initiate call-backs as follows:

a) **Initial call-back** – Battalion Chief should initiate call-back 45 days out from beginning of shift.

b) **Secondary call-back** – Battalion Chief should initiate secondary call-back anywhere from 30 to 5 days for secondary call-back.

c) **Holidays** – All holidays should be initiated for initial call-back after vacation draw in November.

10. EMERGENCY CALL-BACKS

Emergency call-backs are anything five (5) days or less prior to the start of the shift. This time should give a Battalion Chief and all personnel ample time to solve staffing needs prior to mandatory overtime. During this time, Battalion Chiefs should use any means at their disposal to fill openings in the timeliest manner.

11. CALL-BACK PRIORITIZATION

When initiating call-back positions, selecting should be based on:

a) Most qualified
b) Least number of overtime hours worked in a calendar year
c) Seniority if there is a tie.

12. CONSTANT STAFFING

Constant staffing may be offered by the department to employees for their existing scheduled vacation. The procedure for how and when this will be offered is found in **Call-Back Initiation**. While employees may benefit from constant staffing, the expressed purpose of this is to meet staffing objectives and help avoid mandatory overtime. Decisions regarding constant staffing are at the discretion of the department. There is no inference or otherwise by the department that employees are entitled to constant staffing, and is based on the discretion of the department. In order to be eligible for constant staffing, the vacation day must have been taken during vacation draw, or 60 days prior to the need.

Employee are limited to 240 hours of constant staffing in a calendar year.

13. MANDATORY OVERTIME

MANDATORY STAFFING PROCEDURE

a) Mandatory overtime will be used only to maintain minimum staffing. It is the Department's intent to use mandatory overtime only after all other methods have failed.

b) Mandatory overtime will be issued by the Chief/Deputy Chief after conferring with the Battalion Chief. In the event the Chief/Deputy Chief is not available, the Battalion Chief should initiate the mandatory overtime.

c) It is the responsibility of all personnel to ensure their personal contact information in First Due is current and accurate.

d) Selection will be based on the first available employee to meet minimum staffing requirements for numbers and qualifications.

e) Positions will be staffed rank-for-rank, as much as possible - firefighter for firefighter, an engineer for an engineer, etc. (ie. If a captain is on top of the mandatory list and captain spot is available, the captain gets mandatory).

f) Mandatory staffing shifts will be scheduled on a shift-by-shift basis, with a minimum shift time of 12 hours and a maximum of 24 hours.

g) Mandatory staffing can be implemented up until 1900 hours each day, and firefighters are obligated to return to fill a shift when called back to work.

h) When possible, mandatory staffing shifts will be filled by 2100 hours on the day before the scheduled shift. Vacancies occurring the morning of the shift will be filled with mandatory staffing as needed.

i) Operations personnel will not leave their duty assignments at shift change until their replacement arrives and they are appropriately relieved, unless authorized by the

Battalion Chief. The inability to staff vacancies through mandatory staffing may require individuals to hold over until the shift if filled.

j) Employees meeting the position requirement and at the top of the list will be scheduled for mandatory overtime first. Once the shift is scheduled and worked, that employee will go to the bottom of the list.

k) Employees are encouraged to be mindful of their position on the First Due mandatory Hire List and plan accordingly.

l) Any **voluntarily worked overtime** will be added to the Mandatory Callback Ranking List in First Due (e.g., callback shifts, standby events, department and community trainings, etc.). Any expected meetings, or the like, do not qualify. (e.g. Medical Platoon Trainers will not be able to count a planned meeting towards the Mandatory Callback Ranking List, etc.).

m) The employee will email the on-duty Battalion Chief the total overtime hours worked along with a brief description of the duties performed. If the criteria is met, the Battalion Chief will then enter the appropriate hours into the Mandatory Callback Ranking List.

PROTECTIONS FROM MANDATORY SHIFTS

The following conditions are exempt from Mandatory overtime.

a) An employee who has worked a mandatory overtime within the last 72 hours.

b) An employee who has scheduled vacation time within 96 hours both before and after the shift to be filled. This includes both 96 hours before and after a Tour of Duty. If the employee only has one shift off, the four days attached.

c) Similar to the vacation exemption, 24-hour shift trades, deployments of any kind, and military leave will exclude the employee from the mandatory staffing list.

d) When an employee has been off on sick leave for a scheduled shift, they may still be eligible for a mandatory shift call back on their non-platoon scheduled days unless they are on FMLA.

e) Employees off on **extended** leave, such as Sick, Administrative, Funeral and Bereavement, or Jury and Witness duty will be exempt and the same process as described in paragraph (b.).

f) Employees on light duty assignment.

MANDATORY TRADES

a) Employees are allowed to find coverage for their mandatory shift but cannot cause a significant delay in staffing units.

b) The employee who initiated the trade (was initially mandated) will be moved to the bottom of the list as though they worked the shift. Like other trades, the responsibility rests with the two individuals making the trade.

MANDATORY EXEMPT

An employee can show themselves as unavailable up to three (3) times per calendar year. By doing so, the employee will not show up on the mandatory list. The rules for this request are as follows:

a) Each request will be for a period of four (4) days between the employee's regular tour of duty.

b) Each request will be made no less than five (5) days in advance of scheduled time unavailable with the exception of two (2) request which can be used under emergency situations less than five (5) days.

c) Once time is requested, it cannot be changed

REFUSAL OF MANDATORY OVERTIME

a) Failure to accept a mandatory staffing shift will result in the loss of two "Mandatory Exempt" sign-ups from the annual allowance.
b) If an employee has exhausted all three (3) of their "Mandatory Exempt" sign-ups, through use or by penalty, and refuses a mandatory staffing shift, corrective action may be applied in accordance policy.

MANDATORY OVERTIME VIOLATIONS

Violations of this policy will affect all or a combination of the following:

1. Corrective action up to and including discipline;
2. Performance evaluations;
3. Promotion opportunities;
4. Requests for transfer.

14. SICK LEAVE

a) Employees scheduled for a shift trade and call in sick will be charged time to their sick leave bank.
b) Employees scheduled for an overtime shift that call in sick will be taken off the schedule with no time charged to sick leave bank.
c) Employees who call in sick on a mandatory overtime will be moved back to their previous position on the force-hire list.

15. SHIFT REASSIGNMENT

a) **Promotions** - Employees that are promoted and moved to another shift will be given limited opportunities for vacation even if it exceeds the number off limits. Limited opportunities means a negotiated time off to minimize impact on Department while allowing the employee priority days off for scheduled vacations, trips etc.

b) **Shift Transfers** – Employees leaving a shift on their own volition are not entitled to time off on the new shift unless there are less than three people off.

c) **Reassignment** – When the department reassigns an employee to a different shift, the department will grant the equivalent of the time off already scheduled by the employee for that year unless the reassignment was the result of an employee corrective action.