



# Jackson Hole Fire/EMS Operations Manual

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Title: **Operational Shift  
Personnel Guidelines**  
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## PURPOSE

To provide direction for staffing, scheduling, and organization of Fire/EMS career shift personnel in areas not specifically addressed in the Teton County Employee Policies Manual general employment policies.

See the County Employee Manual for general employment policies. The Employment Guide for Fire/EMS Shift personnel will be the Teton County Policies Manual.

*Note: The following guidelines may be changed at the discretion of the Chief in order to ensure appropriate operational coverage, staff administration, and for budgetary reasons.*

## SECTION I – WORK SCHEDULE

The 'Work Period' for shift personnel engaged in fire protection activities, as defined in 29 C.F.R. §553.224(a), is a 24-day cycle under the FLSA 7(k) exemption. For payroll purposes, the 24-day work period begins at 7:00am and ends at 7:00am after 24 consecutive days. The schedule within the 24 day 'Work Period' will be four (4) tours of duty, in an ABC rotation.

The 'Work Shift' shall be defined as one, twenty-four (24) hour day. A shift shall begin at 7:00 a.m. and end at 7:00 a.m. the following day.

The 'Tour of Duty' assigned shall be defined as two (2) consecutive 'Work Shifts'. A 'Tour of Duty' is followed by ninety-six (96) hours off.

Work shifts of less than twenty-four (24) hours will not occur unless under special circumstances approved by the Fire Chief/designee. A split shift may occur to ensure staffing for short notice sick coverage or during periods of significant call volume.

The Fire Chief retains the right to change groups, workdays, and/or transfer employees to other shifts in order to meet mission requirements. Rotations will be kept to a minimum as crew integrity is a concern.

## SECTION II – MINIMUM OPERATIONAL STAFFING (for Stations 1 & 6)

Minimum staffing levels will be established by the Fire Chief.

Standard Shift Staffing		
Total staff	Captains	Minimum # of Paramedics
7	2	3

Minimum Shift Staffing*		
Total staff	Captains	Minimum # of Paramedics
6	1	2

*\*During the high season, staffing may be reduced due to sick calls with no available coverage or urgent staffing issues. During the fall and spring low seasons, staffing may be reduced in order to facilitate vacations. No overtime for 7<sup>th</sup> position during low seasons. For scheduling purposes, the low seasons will be defined by the following dates:*

- *March 15<sup>th</sup> through May 31<sup>st</sup>*
- *October 1<sup>st</sup> through December 15<sup>th</sup>*
- *These dates may adjusted by the chief as necessary.*
- *Overtime shifts beyond standard staffing is at the discretion of the Fire Chief.*

Mandatory hold-over:

In order to ensure **critical** staffing of no less than five total staff, the least senior staff positions(s) necessary to meet critical staffing will be required to hold-over until the shift is filled. Mandatory holdover requirement will supersede work/rest ratio guideline. Reasons for not being held over will be considered by Captain or Battalion Chief for special circumstances. Pool staff and overtime staff will be the first to be exempt from hold-over.

Maximum consecutive hours:

Shift personnel will not be scheduled for more than 48 consecutive hours. In extenuating circumstances, and with the approval of the Duty Officer, staff may be brought in or held over for an additional 12 hours to cover sick calls or during significant incidents. Staff must have a minimum of 12 hours off before working the next 48-hour tour. With the approval of the Battalion Chief, this may be reduced to eight (8) hours if appropriate.

## SECTION III – VACATION REQUESTS

Shift personnel assigned to specified tours shall choose their annual vacation leave in accordance with the following procedures.

- Requests will generally be granted on a first come, first serve basis.
- Requests may be made up to 365 days in advance.
- Vacation requests will be submitted through the on-line scheduling system to the Shift Battalion Chiefs & Schedule Coordinator who will approve or deny the request.
- Minimum staffing must be maintained utilizing the guidelines noted above.
- During the high season months of July-September, staff may not be granted more than six shifts of vacation/personal leave.

- In order to maintain standard staffing levels during periods of high demand and community need, Vacation/Personal leave will not be granted for the following dates: Christmas, July 4<sup>th</sup>, New Year's Eve, LOTOJA. Members may submit trades, shift substitutions, or find their own coverage.
- The maximum number of consecutive work shifts off that may be approved at the Shift Battalion Chiefs level will be 4 (96 hours).
- Additional hours may be approved with a written request at the discretion of the Fire Chief.
- Exception for Captain's Spring Break vacation requests:  
In an attempt to balance the limited opportunities during this desirable period, the following guidelines have been developed for the 14-day period of the public school Spring Break (starting Sunday and ending the second Saturday).
  - Captains may initially request off only one 48 hour tour.
  - Captains desiring to request off additional time will need to confirm in writing that other Captains will not be requesting off during that period.
  - Captains may be switched between shifts in order to maintain minimum staffing in order to allow two Captains on a particular shift to be off during the same tour.
  - Other options for additional time off include trades and/or time off requests for a tour prior to or following Spring Break.

#### **SECTION IV – SENIORITY IN SCHEDULING/BIDDING**

- For the purpose of seniority in scheduling, the staff will be divided into the following categories.
  - Captains
  - Full-time shift personnel
- Within the Captain group, seniority will be based on the promotion date to Captain.
- Within the Full-time group, seniority will be based on the hire date to full-time status.

#### **SECTION V – OPEN SHIFTS & OVERTIME ALLOCATION**

Purpose of the section:

To create clear expectations of administrators, staff and pool pertaining to the open shift sign-ups. This will be done by defining timelines for the sign up for open shifts and improving the communications about the open shifts. This will also create a transparent and equitable distribution of the open shifts while maintaining the operational needs of JH Fire/EMS.

Goals:

- Transparency of shift assignments.
- Establishing clear timelines for shift assignments.
- Establish a rotating list for staff/pool with time stamps for the date shift was assigned, date of shift to be worked, identifying if shift is Vacation Leave, Training Leave or Immediate Need.
- To create a “scheduling group” of 3 Captains to maintain scheduling during each tour.
- To create second and third tier scheduling groups in the event that the primary staffing group is absent from tour.
- To create clear guidelines of staff/pool priority in assignment of open shifts.

**Definitions:**

- Immediate Need (IN): will be considered any shift needs that must be filled within 48 hours of shift needing filled.
- Vacation Leave (VL): will be considered pre-approved time off usually more than 30 days out.
- Training Leave (TL): will be considered pre-approved time off usually more than 30 days out.
- Staff – Full-time employees
- Pool –Unscheduled employees
- Scheduling group – Captains and Battalion Chiefs assigned to manage Aladtec and work assignments within.
- Rotating List – Two separate rotating lists will be maintained, 1 list for staff and a separate list for pool staff.

**Time stamped rotating list:**

The rotating list will consist of an Excel Sheet including a row the each of the following; staff/pool name, date shift was assigned by staff group, date to be worked by staff/pool, indicator if shift assigned is OT, TL, SL, IN.

<b>Ex.</b>	<b>Name</b>	<b>Date Shift Assigned</b>	<b>Date of Shift to be Worked</b>	<b>VL/SL/IN/TL</b>
	John Doe	June 2, 2019	July 2, 2019	VL
	Jane Doe	June 1, 2019	July 1, 2019	VL
	Betty Sue	April 3, 2019	April 4, 2019	SL

**Scheduling Group:**

Primary Scheduling group will consist of 3 assigned Captains, one from each shift. This group will maintain scheduling needs based on the timelines, rotating lists and as communicated in following sections. If a primary scheduling group Captain is not on shift the responsibility will go to the shift Captain that is present (second tier scheduling group). If no Captain is scheduled, the responsibility will go to the Battalion Chief of that shift (third tier scheduling group).

**Timelines:**

Immediate Need (IN) will be considered any staffing need arising within 2 days of a scheduled shift. Scheduling group will communicate the vacancy via MIR3 to staff/pool simultaneously. These shifts will be filled by the “first come, first serve” system. Staff/Pool assigned will maintain their spot on the rotating list. Equal priority will be given to staff/pool. At times, an employee who is sending out the notification alert will also be interested in the Immediate Need shift. In order to avoid advantage or penalty for this employee, they will be in competition with the next employee to respond appropriately with their interest. The shift will then be assigned to the employee who was awarded a shift least recently. See Shift Assignment Priority section for additional on IN.

Staffing needs between 2 days and thirty days out will be assigned by rotating staff/pool list. A notification will be sent to alert staff/pool simultaneously of the available shift. These shifts will be assigned 24 to 72 hours after notification of staff/pool. When this 24 to 72-hour window will push the assignment into the Immediate Needs time frame, the Scheduling Group Officer may choose to assign the shift more quickly. The assigned Staff/Pool member will drop to the bottom of the rotating list. When Pool and Staff are both signed up for an available shift within this window, the shift will be awarded to the staff/Pool staff employee who was awarded a shift least recently.

Vacancies created by scheduled vacations and training leave will be assigned 60 to 30 days out from the tour when possible. The Scheduling Group Officer will assign these shifts to a pool member signed up via the scheduling system. Pool will have priority for these shifts and will be assigned based on rotating list. If no pool have signed up in the scheduling system and the open shift is within 30 days, the shift will open up to all staff. This will be determined based on who is at the top of the staff-rotating list and who has signed up.

#### Communications:

All shifts will be signed up for by staff/pool via Aladtec unless directed otherwise by Scheduling Officer during IN coverage efforts. All advertisement for available shifts will be done via Aladtec with the exception of IN. IN will be advertised via messaging system by scheduling group to staff/pool simultaneously as soon as need arises.

#### Shift Assignment Priority:

No employee will be granted a fourth 24-hour shift during an ABC cycle unless all other employees vying for that shift already have three 24 hour shifts in that same cycle. This determination will be made at the time the Scheduling Officer is looking to assign the shifts. In other words the intent is to distribute a third shift to those without, before awarding a fourth shift to an employee. This is measured within an "ABC cycle" and would apply to Immediate Need as well as all other coverage types, so long as staffing needs are met.

### **SECTION VI – TIME RECORDS**

- Hours will be recorded in the Ascentis Timekeeping system.
- Overtime pay would apply when actual hours worked exceed 182 hours in a work cycle of twenty-four (24) consecutive days.
- For actual hours worked between 182 and 192 the employee will receive monetary overtime compensation at one and one-half times.
- For actual hours worked greater than 192 in a 24-day cycle, the employee may elect to either receive monetary overtime compensation, or accumulate compensatory time at the overtime rate of one and one-half hours.
- Staff are allowed up to 15 minutes prior to the start of the shift to prepare equipment in order to be ready to respond at the start of the scheduled shift (ex; clocking in at 0645 in order to be prepared for an 0700 assumption of response).

### **SECTION VII – SHIFT TRADES**

The responsibility for working a Tour of Duty is that of the person who is scheduled to work on that tour assignment. When an employee agrees to work the tour assigned to another employee, he/she assumes the assigned obligations to work. Any trade in shifts may only be paid back by exchange of time worked and shall not be paid back by payment of money or any consideration other than time.

Shift Trades may be permitted under the following rules:

- All requests for tour or shift trades must be made no less than 48 hours in advance.
- All requests must be approved by the assigned Battalion Chief of that particular Tour of Duty.
- Duty. Should the Battalion Chief be unavailable, the Tour Captain may approve the trade.

- Exchanges shall ensure the standard staffing requirements are met, as required by the Operational Shift Personnel Guidelines policy.
- The minimum number of hours that can be traded is 24 hours, or one work shift.
- Trades must occur within the twenty-four (24) day work cycle.
- Shift personnel submitting four (4) or more consecutive trades, within a year, must obtain the approval of his/her Battalion Chief.

## **SECTION VIII – SHIFT SUBSTITUTIONS**

Section 7(p)(3) of the FLSA provides that two individuals may agree, solely at their option and with the approval of the public agency, to substitute for one another during scheduled work hours.

The hours worked shall be excluded by the employer in the calculation of the hours for which the substituting employee would otherwise be entitled to overtime compensation under the Act. Where one employee substitutes for another, each employee will be credited as if he or she had worked his or her normal work schedule for that shift.

The provisions apply only if employees' decisions to substitute for one another are made freely and without coercion, direct or implied. An employer may suggest that an employee substitute or "trade time" with another employee, but each employee must be free to refuse to perform such work without sanction and without being required to explain or justify the decision. An employee's decision to substitute will be considered to have been made at his/her sole option when it has been made (i) without fear of reprisal or promise of reward by the employer, and (ii) exclusively for the employee's own convenience.

A public agency under this subsection is not required to keep a record of the hours of the substitute work. In order to qualify under section 7(p)(3), an agreement between individuals must be approved by the agency. This requires that the agency be aware of the arrangement prior to the work being done.

In practice within Jackson Hole Fire/EMS, staff may substitute for one another up to four hours in a single shift.

## **SECTION IX – POOL STAFF MINIMUM REQUIREMENTS**

In order to maintain proficiencies and meet the needs of scheduling, Pool Staff will be required to maintain a minimum number of shifts. Pool Staff must complete a minimum average of 6 shifts every 6 months for a total of 12 shifts per calendar year, with a maximum of 1,560 hours per calendar year.

Career path of Pool Staff will include Structure Firefighter 2, EMT-I and Wildland Firefighter 1. Pool Staff should expect to take courses, as recommended by their assigned Captain.

## **SECTION X – STATION TRAININGS**

- Shift personnel are encouraged to respond to their home or shift station calls as available.
- Shift personnel may be required to attend key station-based annual trainings (CPR, EVOC, Wildland Refresher, etc.).

## SECTION XI – SHIFT RESPONSIBILITIES

Each shift will have daily responsibilities based on the 48 hour tour of duty as well as a weekly, monthly and quarterly schedule.

### Tour of Duty

- Apparatus checks and rehab
- Training (all-hazards) – All-hazards training will include EMS, Fire and Special Operations (HazMat, Rope Rescue, Swiftwater, TEMS, etc.) on a rotating basis in order to maintain proficiency. A training plan will be implemented by each Captain.
- Physical Training – Crews are encouraged to choose exercises based upon duties associated with position description and appropriate for the crew members and the work place. Exercise induced injury is a risk. Reduce the risk through decision making and risk management.
- Cleaning- Leaving the station clean for the following shift; including clean and tidy living and sleeping quarters, clean bathrooms, kitchen, gym, bays, as well as spot checking the entire station prior to the am shift change.
- Equipment and apparatus cleanliness & maintenance

Other scheduled duties will be coordinated amongst the Captains.

- Monthly medications outdates and Quarterly equipment outdates
- Scheduling
- Supplies and ordering
- Pre-Incident planning
- Public Education
- Station duties, hose testing / pump testing / deep cleaning / volunteer reviews

## SECTION XI – TOUR OF DUTY DAILY WORK SCHEDULE GUIDELINES

Tour of Duty guidelines are flexible, based upon the Captain's discretion. Call volume will dictate the need for additional downtime.

### Day 1

- 07:00 Shift Change – Personnel on Apparatus floor in Uniform
- 07:00-08:00 Shift Exchange/Rig Checks
- 08:00-17:00\* PT/Training/Daily Duty/Projects/Preplanning with Lunch and Breaks provided
- 17:00-22:00 Evening Activities – Downtime & Training
- 22:00 Quiet Time

### Day 2

*Captain should be aware of any Volunteers/Observers/Students starting at 07:00.*

- 08:00 Personnel available in Uniform
- 08:00-09:00 Crew Breakfast/Teambuilding
- 09:00-17:00\* PT/Training/Daily Duty/Projects/Preplanning with Lunch and Breaks provided
- 17:00-22:00 Evening Activities – Downtime & Training
- 22:00 Quiet Time

### Day 3

By 07:00 Clean Living Quarters/High Use Areas

\* Downtime in afternoon to account for Evening Trainings