



**CALVERT COUNTY GOVERNMENT
GUIDELINE/POLICY/PROCEDURE**

TITLE:	1.8-Overtime and Scheduling		
ISSUED BY:	Department of Public Safety/Career EMS		
RESPONSIBLE STAFF:	Deputy Public Safety Director Alfred Jeffery		
ISSUE DATE:	April 21 st , 2021	REVISION DATE:	
PURPOSE:	To operationalize an equitable process of scheduling and overtime offers to all field clinicians in CEMS		
APPLICABLE TO:	All field clinicians		
ATTACHMENTS:	2		

<input type="checkbox"/> GUIDELINE	<input checked="" type="checkbox"/> POLICY	<input checked="" type="checkbox"/> PROCEDURE
---	---	--

This document needs to be reviewed/updated:

<input type="checkbox"/> Annually <input type="checkbox"/> (Fiscal Year) <input type="checkbox"/> (Calendar Year)	<input type="checkbox"/> Other Interval:	
	<input checked="" type="checkbox"/> As needed	Flag for review on:

I. Purpose

To operationalize an equitable process of scheduling and overtime offers to all field clinicians in CEMS.

II. Definitions

Overtime – defined in this section as any shift that places the employee in excess of 40 hours in a Monday-Sunday week.

Short Week – Due to this schedule pattern, whenever the clinician works a Thursday shift it will always be a twenty-four (24) hour week, or what we will call a “short week.”

III. Policy

It is the policy of Calvert County Career EMS that overtime be offered in a consistent and equitable manner. While it cannot be expected or ensured that all merit employees will receive the equal number of hours of overtime during any interval of time, it is the policy of CEMS that each merit has equal opportunity for overtime. This policy outlines the process for offering overtime, accepting

overtime, and working overtime. Overtime is automatically approved without the CEMS Chief approval in order to maintain the minimum staffing of the county, as outlined at the end of this policy.

Scheduling needs of our employees will always be taken into consideration, and it is the desire of CEMS to accommodate when possible. However, it is not the responsibility of CEMS to work around the schedule of our field clinicians.

IV. Procedure

1. General

a. Merit shift rotation

- i. There are four (4) shifts of the Calvert County CEMS Division – A, B, C, & D shifts (see **Figure 1** in the attachments section).
- ii. Each shift will be comprised a two (2) person crew at each station with a CEMS crew, and one (1) supervisor for the whole shift.
- iii. Each shift will work a twenty-four (24) tour that repeats every 4th day. The rotation will occur in alphabetical order (A, B, C, D). The shift times will be 0700 to 0700. This rotation is also known as a 24/72 rotation, meaning twenty-four (24) hours on-duty, followed by seventy-two (72) hours off-duty.
- iv. Due to this schedule pattern, whenever the clinician works a Thursday shift it will always be a twenty-four (24) hour week, or what we will call a “short week.” As a result, the clinician would be welcome to offer availability for additional hours on that short week, but will not be guaranteed additional hours. Merit employees have the benefit of a comp time bank to supplement the short week.
 1. Using nine (9) hours of comp time would fill the hours paid on the clinician’s short week to forty (40) hours. Using comp time in this manner will require clinicians to place a portion of built-in overtime into their comp time bank, with each hour of overtime equaling 1.5 hours of comp time.

b. Non-merit field clinicians supplementing the merit rotation

- i. Whenever long term vacancies become available, non-merit CEMS employees may be given the opportunity to work on a shift assignment, in an effort to reduce scheduling work load and increase shift continuity. Such an option will always be considered temporary, will have an end date for whenever full merit staffing may resume, and is entirely the prerogative of the CEMS Chief.
 1. Temporary non-merit shift assignments would consist of one twenty-four (24) hour shift each week, and one twelve (12) hour shift three out of every four weeks, for a median of thirty-six (36) hours per week (average per month is 33-hours per week). Every week, Monday, Wednesday, Thursday, and Saturday would always be a twenty-four (24) hour shift. Conversely, Sunday, Tuesday, and Thursday would always be twelve (12) hour shifts, with Sunday always being a daytime shift (0700-1900).

- ii. Due to this schedule pattern, whenever the non-merit employee works a Thursday shift it will always be a twenty-four (24) hour week, or what we will call a “short week.” As a result, the clinician would be welcome to offer availability for an additional 12-hour on that short week, but will not be guaranteed additional hours.
 - iii. The temporary shift assignment employee would be responsible for these hours, meaning the that individual would need to secure their own swaps (if needed) and would need to inform CEMS as soon as possible if a shift needed to be turned-in. While there will be no penalty for needing to turn in a shift, and a rationale will not be required, recurring absences may result in a loss of this shift assignment. This would not be as punishment, but rather so CEMS can maintain an optimal scheduling process. The temporary shift assignment employee would need to follow all current policy on call-outs, emergency hold overs, and any other policy not listed here related to time and attendance.
 - iv. These temporary shift assignments will remain temporary and no temporary clinician should interpret this as a full-time, permanent job. No temporary clinician should assume a position will transition into a merit full-time position. Merit full-time positions are filled through a prescriptive County process in Chapter 86, of which CEMS follows entirely.
- c. All other shifts that do not fall under the rotation shifts, unless otherwise specified, are either twelve (12) or twenty-four (24) hours in duration.
 - i. Day shift (12) - 0700 to 1900
 - ii. Night shift (12) - 1900 to 0700
 - iii. Full shift (24) - 0700 to 0700
 - d. Non-merit employees may work any two (2) consecutive shifts totaling twenty-four (24) hours of scheduled work. All employees **may not exceed** thirty-six (36) consecutive hours on shift, with the exception of Supervisors who may work 48-hours consecutively **only** to facilitate the Shift Supervisor role due to minimal staffing options.
 - e. Non-merit employees may not be scheduled for more than thirty-six (36) hours in a county pay week (Monday at 0000 to Sunday at 2359) without the consent of the CEMS Chief or designee.
 - f. Merit employees have a schedule comprised of built-in overtime. Any overtime beyond that planned and schedule overtime requires the consent of the CEMS Chief or designee.

2. Overtime Rules

a. Overtime log

- i. This is a simple spreadsheet that is available to all EMS supervisors and the CEMS administrative team on the T drive and OneDrive. It is important to remember the log tracks **overtime offers**, not overtime worked. See **Figure 2** in the attachments section for a sample log.

- ii. The overtime log will be tracked for one (1) calendar year starting January 1st and extending to December 31st of each year. At the midnight of every New Year, the list will reset, starting in alphabetical order.
 - iii. The overtime log is separated into three (3) tabs:
 1. EMT
 2. Paramedic
 3. Supervisor
 - ii. Each tab is a mixture of all Merit and part-time employees for that respective position. This gives equal opportunity to all employees for shifts, while not limiting our operation to Merit-only offers, which would reduce our part-time employee opportunities to work and maintain proficiency.
 - iii. Each tab will have all current employees in that section in alphabetical order on the Y-axis.
 - iv. The X-axis is used to track overtime offers, and contains four (4) data points
 1. Date the overtime was offered
 2. Time the overtime was offered
 3. Method the overtime was offered
 - a. **P** = Phone call; you spoke to them on the phone
 - b. **T** = text message; you have a documented text (please only use county cell phones for this)
 - c. **E** = Email; you individually emailed them an offer (not a group message)
 - d. **G** = Group email; you sent a group email. *Note: this should only be down for emergent fill with less than 24 hours to fill the vacancy*
 - e. **V** = Voicemail; you left them a voicemail
 - f. **O** = Other; this could be a face to face, a self-offer, or any other means that doesn't fit the above other options
 - g. If you used a combination of these methods, document the letter for each method used
 4. Decision of employee
 - a. Yes or no; no response is considered a "no"
 - v. All overtime, with the exception of built-in overtime (17 hours per 28-day cycle), will be documented through this log.
- b. Order of Operations
- i. Overtime offers start in the respective tab of the position open. As an example, if a Merit EMT generated the overtime, the EMT list is used first.

- ii. Once that tab is exhausted (all members of the list have had an offer extended and either refused or gone unacknowledged), the next tab to use will be the next eligible list (in the case of Merit EMT opening, the next tab would be the Paramedic tab. Since all Supervisors are also in the Paramedic tab, the next step would be the mandatory overtime log).
 - iii. This process continues until all eligible employees have been offered and either refused or not acknowledged the offer.
 - iv. If all lists are exhausted without an acceptable, the scheduler will need to mandate someone to work. Please see the work mandatory overtime of this policy for more on that process.
- c. Overtime generated greater than 72-hours in advance
- i. The designated scheduling officer for CEMS will log the overtime in the master schedule, and will proceed to fill using the CEMS overtime log. The scheduler will start filling for the overtime with the person next on the list of the respective tab.
 - ii. All overtime will be offered to merit employees before part-time employees are offered overtime.
 - iii. The order of operation for offers is to first start with the tab of the given overtime – merit paramedic, merit EMT, supervisor, etc.
 - iv. Overtime offers are good for one (1) hour from the time of first attempt. If the employee does not answer in that time frame, the scheduler will move on to the next employee.
- d. Overtime generated less than 72-hours in advance
- i. The designated scheduling officer for CEMS will log the overtime in the master schedule, and will proceed to fill using the CEMS overtime log.
 - 1. If the Scheduling officer is unavailable due to the compressed timeline, then the on-duty supervisors will be responsible for facilitating the scheduler role, and conducting the overtime offers and documentation.
 - ii. The scheduler will start filling for the overtime with the person next on the list of the respective tab.
 - iii. All overtime will be offered to merit employees before part-time employees are offered overtime.
 - iv. The order of operation for offers is to first start with the tab of the given overtime – merit paramedic, merit EMT, supervisor, etc.
 - v. Overtime offers are good for ten (10) minutes from the time of first attempt. If the employee does not answer in that time frame, the scheduler will move on to the next employee.
 - 1. Text messages are often the best strategy for this stage.

- vi. If the on-duty supervisor is facilitating this process, and due to work load does not have the time to attend to the prescribed process, they may at their discretion use the group email process to fill the shift.
 - 1. Once the overtime is accepted, please **only** document the accepted overtime in that individual's next open column. This lets the scheduler not to skip them on the next overtime they schedule.
- e. Mandatory Overtime
 - i. Mandatory overtime will be tracked in a separate document for all field clinicians.
 - 1. Unlike the overtime log, the mandatory log will be a perennial document, adding and subtracting staff as time goes on. The intention is for a mandatory overtime to be acknowledged for the duration of the individual's longevity with CEMS.
 - ii. Mandatory overtime is the only log we document **acceptance only**. This is because if you attempt to mandate someone in and they do not answer your call, text, email, etc., then they have not been mandated and it should be counted to their benefit. Conversely, those who do answer are unable to refuse mandatory overtime.
 - iii. Mandatories should be attempted to be filled with the individual with the lowest number of mandatories documented.
- f. Call outs and no call, no shows
 - i. When a call out is within 12 hours of a shift start, overtime is pre-approved by CEMS Chief.
 - ii. It is appropriate for the shift supervisor to use the group messaging process to find coverage, and any other means deemed fit by the supervisor.
 - iii. Once the overtime is accepted, please **only** document the accepted overtime in that individual's next open column. This lets the scheduler not to skip them on the next overtime they schedule.
- g. Special Assignments
 - i. Special assignment overtime will be offered using this same format above. If the special assignment does not require a specific EMS license level, the offers will begin on EMT tab or at the discretion of the scheduler based on better information.

3. Minimum Staffing

At any given time, the minimum staffing for Calvert County EMS will be nine (9) field clinicians, either merit or part time, to be distributed in the following:

- 1) EMS Shift Supervisor – EMS20
 - a. Must be a trained Merit EMS Shift Supervisor, Part Time (Temp) EMS Shift Supervisor, designated Alternate (fill in) EMS Supervisor, or a rank that exceeds that of the EMS Shift Supervisor within CEMS, but does not exceed the Division Chief of CEMS.
- 2) Ambulance Crew of two (2) at Company 1 (north paramedic ambulance 1)
 - a. 1 paramedic
 - i. Exception to be less than paramedic if critical staffing requires it and approved by the CEMS chief
 - b. 1 EMT-Emergency Vehicle Operator (EVO)
- 3) Ambulance Crew of two (2) at Company 3 (south paramedic ambulance)
 - a. 1 paramedic
 - i. Exception to be less than paramedic if critical staffing requires it and approved by the CEMS chief
 - b. 1 EMT-EVO
- 4) Ambulance crew of two (2) at Company 5 (north paramedic ambulance 2)
 - a. 1 paramedic
 - i. Exception to be less than paramedic if critical staffing requires it and approved by the CEMS chief
 - b. 1 EMT-EVO
- 5) Ambulance crew of two (2) at Company 4 (central paramedic ambulance)
 - a. 1 paramedic
 - i. Before July 1st, 2021: this position will be filled by BLS providers until the ambulance upgrade in
 - ii. After July 1st, 2021: Exception to be less than paramedic if critical staffing requires it and approved by the CEMS chief
 - b. 1 EMT-EVO

4. Full Staffing

The full staffing for Calvert County Career EMS will be thirteen (13) field clinicians to be distributed as above and the addition of:

- 1) CEMS Operations Manager – Car 20
 - a. This is a day work administrative position. When available for calls, this position will be designated “Car20” on the air, and may facilitate the EMS20 position when EMS20 is not available.
- 2) Day-time Paramedic
 - a. TBA
- 3) Day-time EMT-EVO
 - a. TBA

The Day-time clinicians, when full staffed, will be scheduled as deemed appropriate by the CEMS Chief.

V. Attachments

Figure 1 - Shift Schedule Pattern

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1	A	B	C	D	A	B	C
Week 2	D	A	B	C	D	A	B
Week 3	C	D	A	B	C	D	A
Week 4	B	C	D	A	B	C	D

