



County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

December 15, 2006

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

### **FLEXIBLE WORK SCHEDULES**

On September 26, 2006, your Board adopted a motion requesting the Los Angeles County Sheriff's Department (Department) and the Chief Administrative Officer (CAO) to examine the feasibility of expanding flexible work schedules where possible in the Department.

The Department's extensive use of flexible work schedules is an important component in providing for the Department's around-the-clock staffing needs. The Department must ensure that personnel resources are assigned in the most efficient and effective manner to accomplish Department missions and goals, and to facilitate crucial programs. Flexible work schedules allow for the Department to maintain critical service levels during peak and non-peak hours, allow for the Department to adequately respond to planned events as well as unplanned crises, and assure the smooth transition of on-duty and off-duty personnel to consistently address public service needs and officer safety concerns.

### **SCHEDULING**

Scheduling staff are assigned to each station and unit within the Department and are charged with the responsibility of scheduling personnel within their respective assignment. Employee work schedules are established within Fair Labor Standards Act (FLSA) guidelines to meet Department and individual unit needs. Requests for variances to an employee's work schedule are made to the respective employee's scheduling office, and every effort is made to accommodate those requests. In addition, the scheduling office coordinates shift swaps between personnel, allowing for employees to switch work days and/or hours in order to accommodate individual needs or time-off requests when stations are at minimum staffing levels, or when the employee does not wish to utilize accrued time off.

*A Tradition of Service*

There are numerous types of approved schedules utilized within the Department. Some employees are assigned to fixed work schedules that do not change from month to month. Other employees, such as those assigned to custody and patrol, have rotating schedules which result in a change of their regular days off (RDO). All aspects of an employee's work schedule must be considered when making scheduling assignments, including shift, number of work days per week, number of hours worked per day, and the number and days of the week identified as RDOs. The following workweek schedules are currently utilized by the Department:

- 5/40 - Defined as working five days at eight hours per day, with two RDOs within a workweek.
- 4/40 - Defined as working four days at ten hours per day with three RDOs off within a workweek.
- 9/80 - Defined as working four days at nine hours per day with three RDOs for one workweek, and working four days at nine hours per day and one eight-hour day with two RDOs for the second workweek (80 hours per two week period).
- 3/12 - Defined as working three days at 12 hours per day with four RDOs for one workweek, and working three days at 12 hours per day and one day at 8 hours per day with three RDOs for the second workweek (80 hours per two week period).
- County Double - Defined as working three straight days at eight hours per day, and one 16-hour day with three RDOs within a workweek.
- Double-Single-Double - Defined as working one 16-hour day, one eight-hour day, and one 16-hour day with four RDOs within a workweek.
- Flexible Work Schedule - Defined as an alternate schedule with non-repetitive RDOs and inconsistent starting and/or ending times.
- Compressed Work Schedule - Exists when the required 40-hour threshold is arranged to be completed in less than five days. Examples include the 4/40, 9/80, 3/12, and any schedule involving a double day.

### Department Flexible Scheduling

Each unit commander is responsible for determining the starting and ending times for their respective command and determining if compressed work schedules are advantageous to the Department's mission. The unit commander, in conjunction with the unit's scheduling staff, examines scheduling options to identify the most efficient deployment of personnel.

Throughout most of the Department, where feasible, implementing varied starting and ending times and compressed work schedules enable unit commanders to meet the service needs of the Department and the communities we serve, while allowing for deputy personnel to choose a schedule that meets their individual needs. A concerted effort is made to balance commuting needs and personal schedules against the competing scheduling demands of the unit. Incremental starting and ending times for a majority of the Department's personnel allow for appropriate staffing levels to ensure public and officer safety while at the same time giving employees choices that allow them to compensate for their particular traffic commuting patterns and off-duty activities.

According to California Department of Transportation (Caltrans), peak commuting times on Southern California roadways have been identified as 6:00 a.m. to 9:00 a.m., and from 3:00 p.m. to 6:00 p.m. Based on Caltrans' standard, the following information has been generalized from Department-wide schedules:

- One hundred percent (all 24 stations) in the Field Operations Regions (FOR), have shifts that accommodate starting and ending times before or after peak commuting times.
- Sixteen of twenty-four FOR stations (approximately 67 percent of the deputy field force) have compressed work schedules.
- Four of seven custody facilities (Century Regional Detention Facility, Men's Central Jail, North County Correctional Facility, and Twin Towers Correctional Facility), totaling approximately 77 percent of the custody deputy work force, have shifts that start and end before or after peak commuting times. Employees at Pitchess Detention Center (PDC) North and PDC East do not work off-peak hours due to security concerns with traffic in the PDC compound.
- One-hundred percent (all six bureaus) within Detective Division have either a compressed work schedule or a flexible work schedule.

- Three of the five bureaus within Technical Services Division (TSD), totaling approximately 86 percent of the deputy work force in TSD, have shifts that start and end before or after peak commuting times. Every bureau within TSD offers a compressed work schedule.
- Seven of the eight bureaus within the Office of Homeland Security (OHS), totaling approximately 94 percent of the deputy work force in OHS, have shifts that start and end before or after peak commuting times, and every bureau within OHS offers a compressed work schedule.
- Nine of forty-four courts (20 percent) in Court Services Division (CSD) have shifts that start and end before or after peak commuting times, and thirty-four of those forty-four courts (77 percent) have compressed work schedules. Due to the court's fixed hours, the Department does not have a great degree of latitude to change CSD deputy reporting and ending times.

#### Personnel Movement

Movement of personnel within the Department is based primarily on seniority, and the ability of less tenured personnel to transfer within the Department to assignments that offer more favorable work hours was examined. A snapshot report of Custody Division movement scheduled for December 10, 2006, indicated that on average, the date between when a transfer request was submitted and the date the request was approved averaged less than two weeks. In addition, deputy hardship transfer requests are considered a Department priority, and every effort is made to accommodate the deputy's request in a timely fashion.

#### SEPARATION

The Department has focused on efforts to positively impact retention and reduce employee separation. A review of statistics for the 2004 and 2005 calendar years, respectively, indicate that a total of 442 and 485 deputy sheriffs separated from the Department. Thus far in 2006, only 287 deputy sheriffs have separated from the Department.

Separation statistics collected in 2004 show that 12 deputy sheriffs separated from the Department due specifically to scheduling reasons, while in 2005, 36 left the Department. In 2006, only seven deputy sheriffs separated from the Department due to scheduling reasons (Attachment A).

**CONCLUSION**

Flexible work schedules allow Department employees the flexibility of working shifts that accommodate their personal needs, allowing for far greater variances in reporting and ending work times than found in private-sector employment. The Department remains committed to providing the highest level of service to the public we serve while constantly being mindful that our greatest resources are the dedicated employees who work around-the-clock to make Los Angeles County a better and safer community in which to live.

The CAO's staff has reviewed this report and concurs with the Department's assessment.

If you have any questions or concerns, please feel free to contact me at (323) 526-5000, or Division Director Victor Rampulla at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy D. Baca". The signature is written in black ink and is positioned above the printed name.

LERROY D. BACA  
SHERIFF



# PERSONNEL ADMINISTRATION

DSG Out-of-Service Report (Scheduling Reasons vs. Other Reasons)

YEAR	2004	2005	2006	COMBINED
TOTAL SEPARATED	442	485	287	1214
SCHEDULE REASONS	12	36	7	55

