

# Implementation Manual

prepared for



**Dane County Public Safety  
Communications**

*June 2025*

**NOTE**

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## Executive Summary

The Dane County Board of Supervisors contracted Coleman Consulting Group (CCG) to conduct a full analysis of the Dane County Public Safety Communication Center (PSC) schedules, provide data and findings, and make recommendations for alternate schedules that could maximize personnel for operational effectiveness while also providing the best work/life balance for those same personnel. The objective of contracting for these services is to give the Board of Supervisors an unbiased, independent, and transparent review of PSC annual Communicator schedules and recommendations for alternative annual Communicator schedules.

The remainder of this document was presented to PSC Communicators in June to summarize the project findings, present recommended schedule options, and solicit feedback (using a survey attached to the end of the document) from the Communicators on their preference for a path forward.

The results of the feedback from the Communicators are summarized below.

**Question 1:** Which option do you think would be best for Dane County PSC?

	Count	Percent
Current Schedules	13	20%
10-hour Shifts	52	79%

**Question 2:** If Option 2 is chosen for scheduling 2026, which would you be looking to work?

	Count	Percent
10-hour Shifts	43	64%
8-hour Shifts	9	13%
Depends on Start Time	15	22%

**Question 3:** Which 10-Hour Option do you think would be better for Night shift communicators?

	Count	Percent
Option A	11	17%
Option B	16	25%
Option C	35	56%

**Question 4:** Which 10-Hour Option do you think would be better for Day shift communicators?

	Count	Percent
Option A	26	41%
Option B	17	27%
Option C	19	30%

**Question 5:** Do you think it would help night shift employees to have a schedule that allows them to better adapt circadian rhythms?

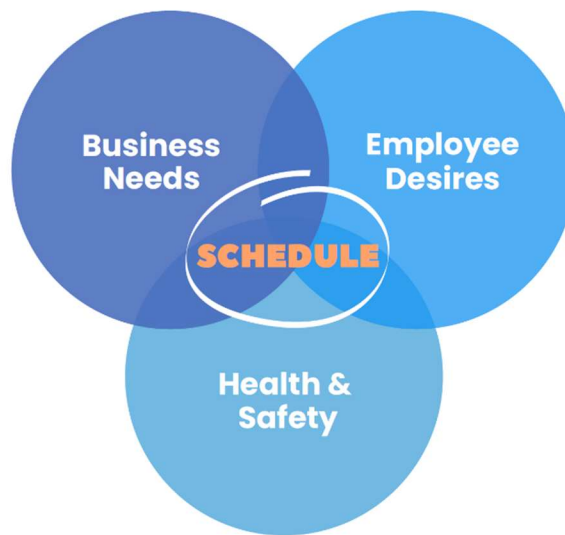
	Count	Percent
No	10	16%
Yes	50	79%

In total, 57% of response sheets also included additional comments. Below is a summary of these comments:

- Many support moving to **10-hour shifts** due to better **work-life balance**, more **days off**
- Some would still prefer **12-hour shifts** but acknowledge they're not available.
- **Opposition** to using **holiday/vacation time** to make up for the 35-hour week shortfall with preference to **work an extra 5-hour shift per pay period** rather than sacrifice benefit time.
- Fears that implementing 10-hour shifts without full staffing will **repeat past mistakes** (e.g., burnout, forced on-call, stress on supervisors).
- Belief that **different shifts** (day, night, second) may need **different solutions** but concerns this may complicate approval.
- Appreciation for being asked but some skepticism that input will be honored.
- Requests for better **communication and follow-through** from leadership.
- Comments highlight **low morale, stress, and lack of adequate time off** — relative to night shift having enough consecutive days off to feel normal when interacting with family and friends.

## Project Background and Goals

The Dane County Board of Supervisors contracted Coleman Consulting Group (CCG) to conduct a full analysis of the Dane County Public Safety Communication Center (PSC) schedules, provide data and findings, and make recommendations for alternate schedules that could maximize personnel for operational effectiveness while also providing the best work/life balance for those same personnel. The objective of contracting for these services is to give the Board of Supervisors an unbiased, independent, and transparent review of PSC annual Communicator schedules and recommendations for alternative annual Communicator schedules. To support this objective and provide all stakeholders with a clear vision of success, the following goals were set:



### *Business Needs*

- Implement schedules that create an overall sense of fairness
  - People that want to work overtime get it/people that do not can avoid it
  - Consistency and predictability
- Results that will be transparent with options that create incentives

### *Employee Desires*

- Factor shrinkage to ensure proper staffing to reduce stress
- Design schedules that mitigate burnout

### *Health and Safety*

- Use a third-party expert in workforce scheduling to provide objective results through analysis and communication with all stakeholders
- Meet service objectives and standards for operating

## Summary

### Background

The Department of Public Safety Communications (PSC) provides 9-1-1 emergency and non-emergency call-taking services throughout Dane County. They are also responsible for dispatching emergency units and centralized communications to the County Sheriff's Department, as well as 21 local law enforcement agencies, 26 fire departments, and 21 EMS agencies.

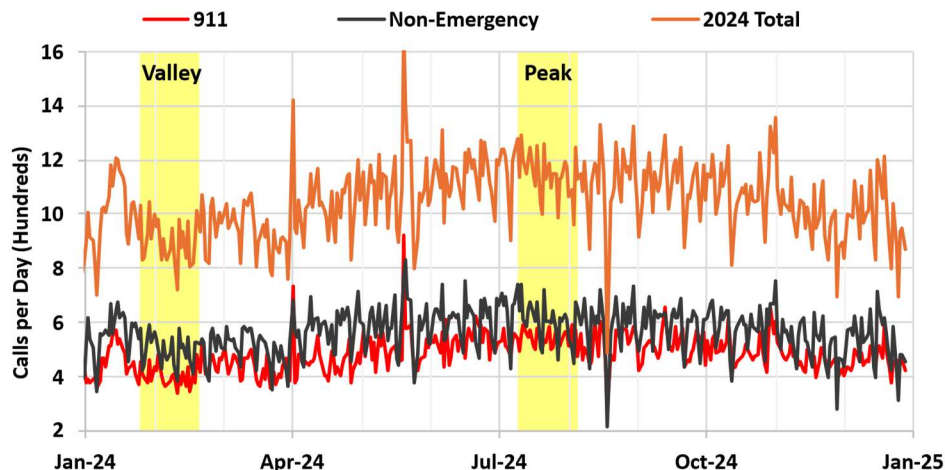
The PSC is staffed with 74 communicator positions and 3 pre-hire positions. Currently 75 positions are filled with 71 communicators as solo call takers. Ten Communicators work a schedule pattern of 3 days on, 4 days off, 4 days on, 3 days off. On the three days on, all shifts are 12-hour shifts. On the 4 days on, two shifts are 12-hour shifts and two are 8-hour shifts. The remaining Communicators work a rotating schedule of 8-hour shifts of 4 days on, 2 days off.

The PSC's mission is to coordinate efficient communications between the people of Dane County and the responding law enforcement, fire, and emergency medical services at all times.

### Overview of Business Needs

The chart below shows the daily call volume for both 911 and non-emergency calls received. Total daily volume varies between 800 and 1,300 calls per day with some higher peaks experienced during county-wide emergency events such as a storm. To develop a conservative schedule, the organization should look at the peak weeks in call volume in the July and August months. Analysis of the call data for the current year should be used to plan the schedules for the next year. It is an exercise that has to be repeated every year.

### 2024 Data Provides the Best Look Going Forward



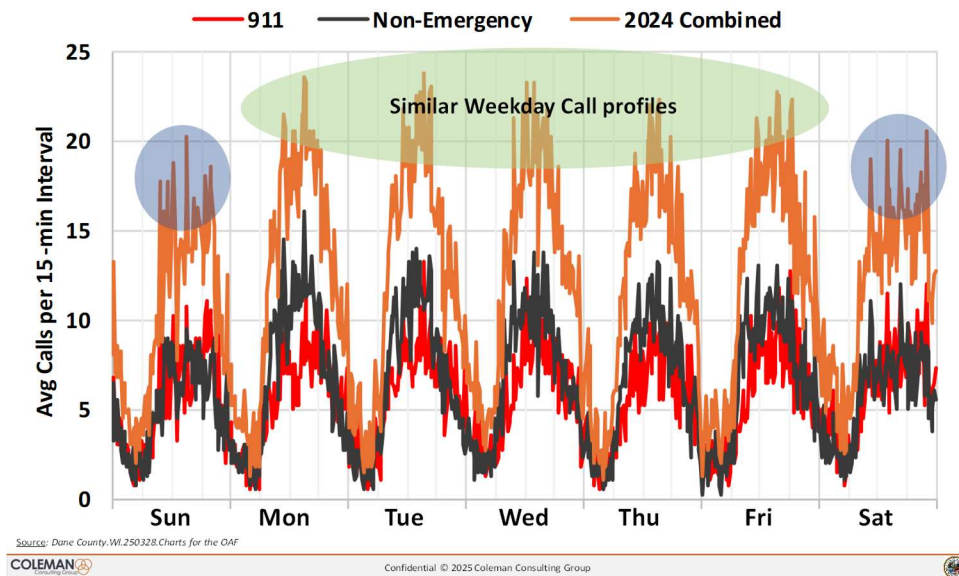
Source: Dane County, WI.250328.Charts for the OAF



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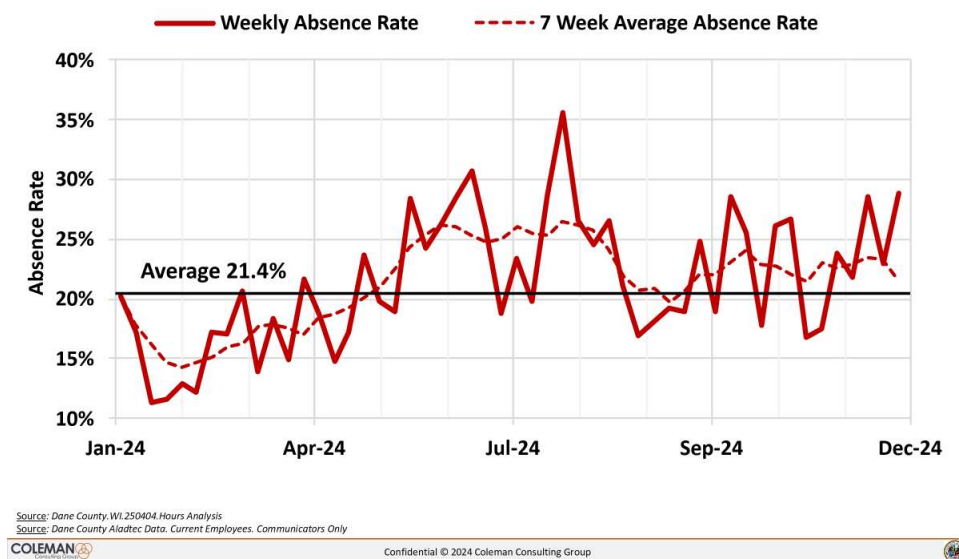


## Call Volume Profiles On Weekdays and Weekends Are Slightly Different



Breaking the calls into average calls received in 15-minute increments over the course of the week, then allows planning of staffing levels at different times of the day. Proper staffing can only be finalized with an analysis of absenteeism and other shrinkage factors such as turnover, training, and breaks. The most conservative value to use for absenteeism is the average over the summer months as that is the highest absence experienced throughout the year.

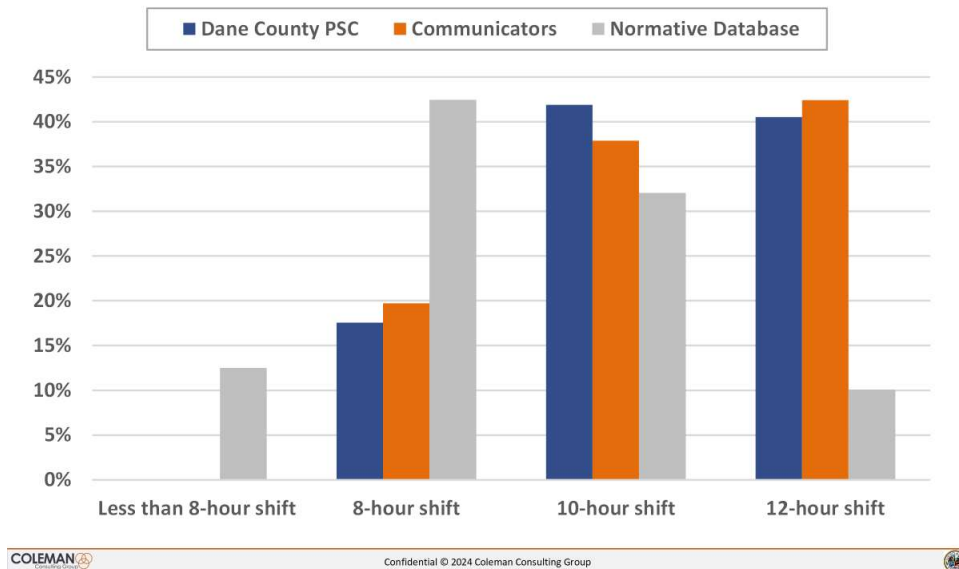
## Absences Peak at Around 26% From Mid-May to Mid-August





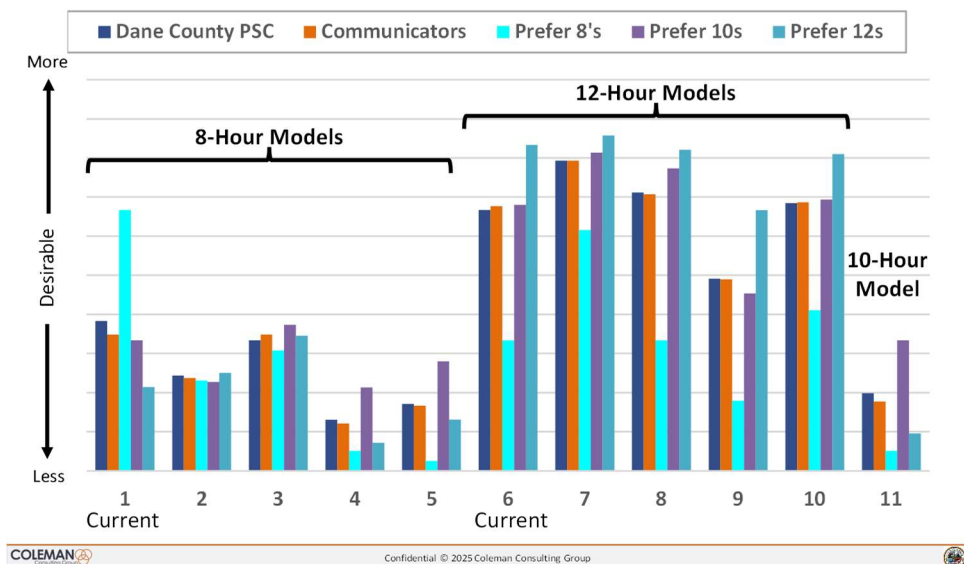
## Overview of Employee Desires

### Which would you choose?



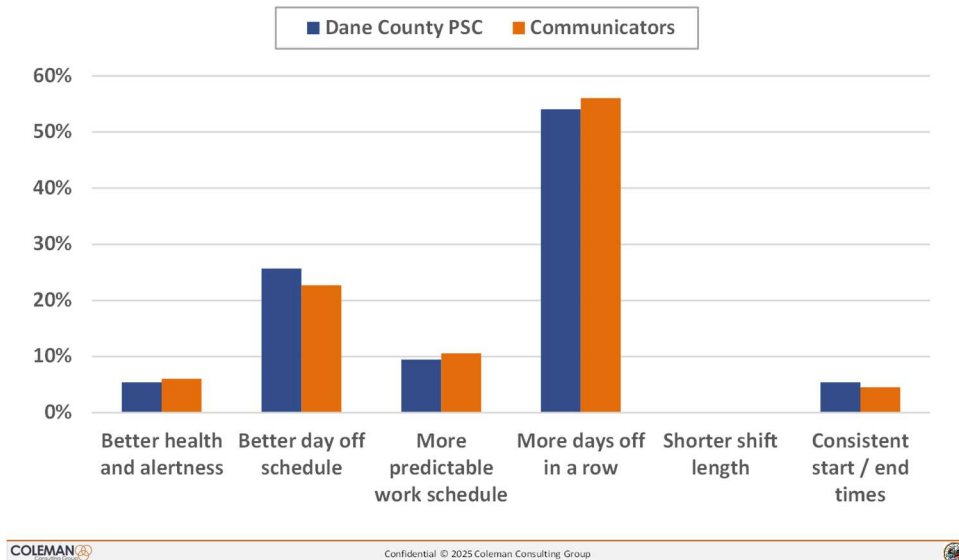
From the multiple choice questions, 20% of Communicators prefer 8-hour shifts, while 38% prefer 10-hour shifts and 42% prefer 12-hour shifts. Looking at the results from the different models, those who expressed a greater interest in 8-hour shifts also rated the current 8hour model higher than any other model. Surprisingly, though, they also rated the 12-hour EOWO model (model 7) almost equally well.

### What Models Float to the Top?



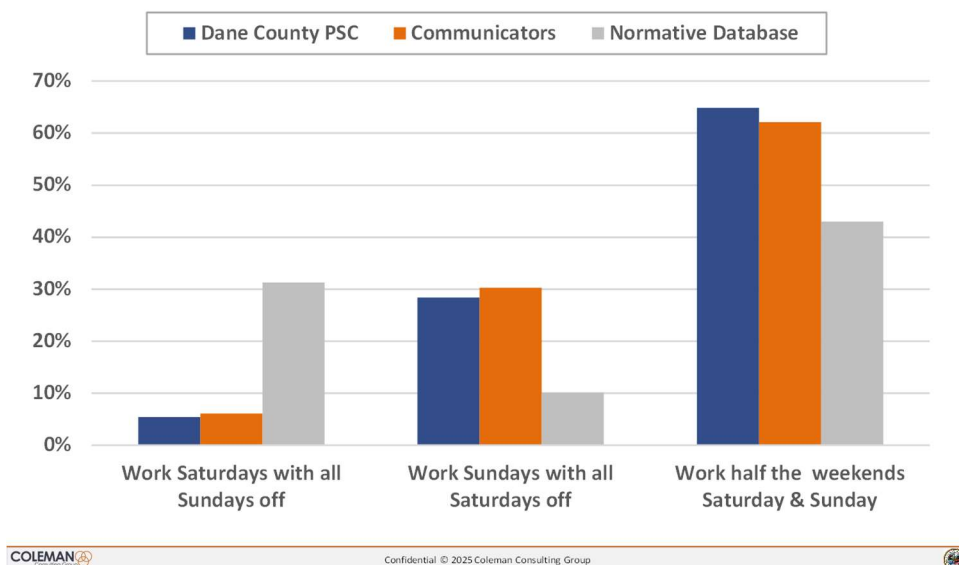
Amongst those that preferred longer shift lengths, the current model (model 6) as well the EOWO (model 7) and the 4 on -4 off model (model 8) rated the highest. Model 10 also rated well amongst those that prefer 12-hour shifts. Model 7 and 8 were assessed to be the consistent choices between the two groups.

Different schedules offer different benefits. If you considered changing your schedule, which one of the following would be most important to you?



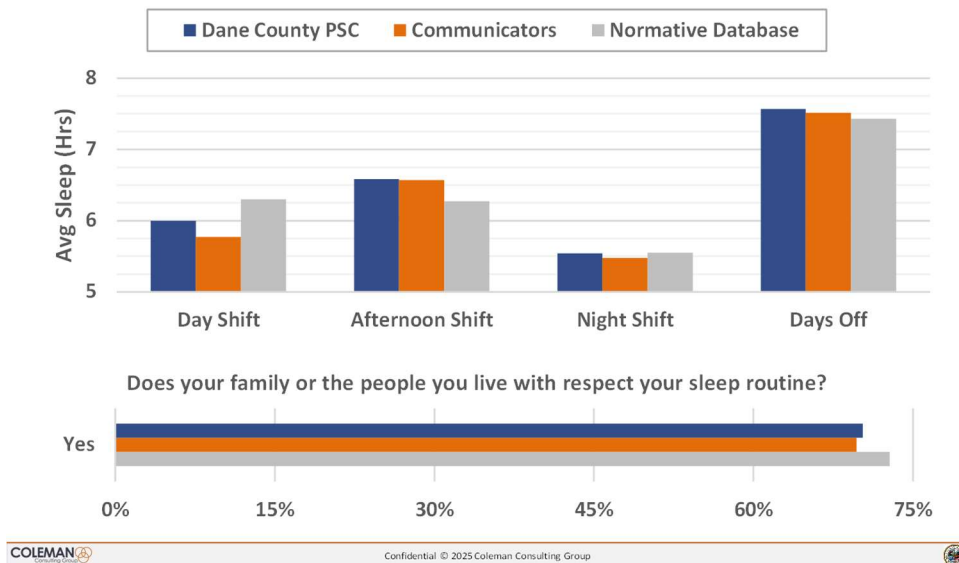
Answers from multiple choice questions lead us to the conclusion that these models rated well across the groups because people are either looking for more days off in a row or a better day off schedule. For more than 60% of the Communicators a better day off schedule might include half the weekends off.

Which would you prefer?



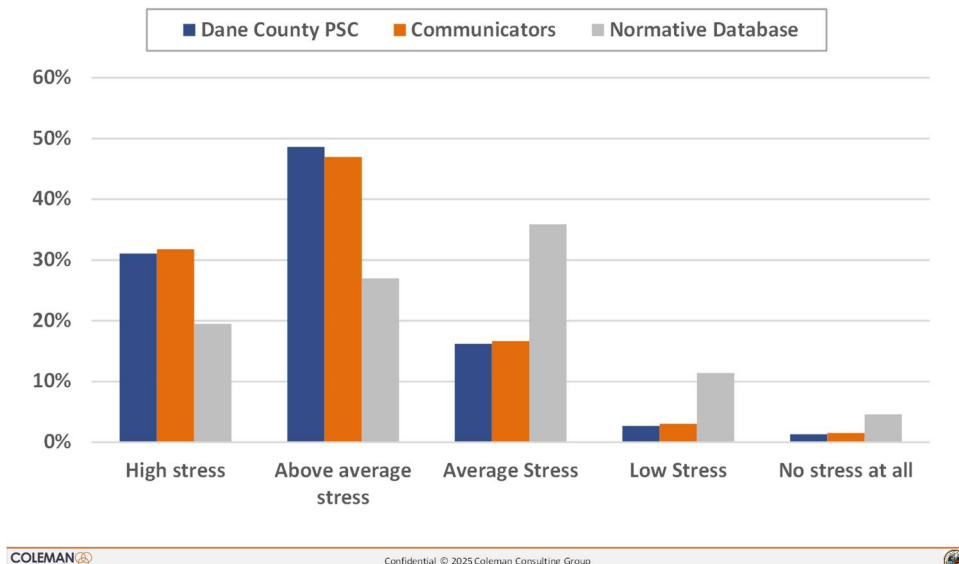
## Overview of Health and Safety

### Hours of Sleep



Communicators reported sleep of just under 5.75 hours, 6.5 hours, and 5.5 hours of sleep on average on days that they work on day shift, afternoon shift, and night shift, respectively. All communicators reported sleeping 7.5 hours on average on days off. The National Institute of Health recommends that adults get on average 7-9 hours of sleep per day. No matter what shift communicators are on, the majority reported getting below this recommendation on the days worked.

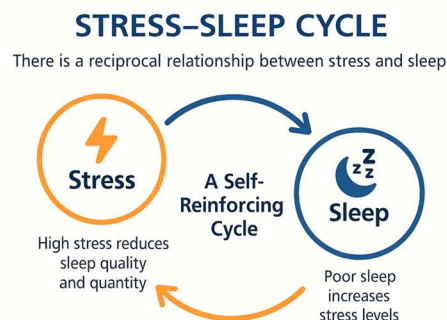
### How would you rate your job in terms of how stressful it is?



When asked to rate how stressful your job is, 32% of communicators reported high stress, 47% reported above average stress, 17% reported average stress, less than 5% reported low stress or no stress at all. It generally takes two days of good sleep to make up for accumulated sleep debt. There is a reciprocal relationship between stress and sleep: too much stress can fundamentally reduce sleep quality and quantity, impacting overall health. In turn, insufficient sleep typically worsens stress levels.

## Health and Safety

- **Stress and Sleep are closely linked:** high stress reduces sleep quality, and poor sleep increases stress levels.
- **Fatigue from insufficient sleep** weakens the body's ability to manage stress – fueling a self-reinforcing cycle.



Stress reduces sleep quality and quantity through the following process:

- A stressful event puts the brain into “fight or flight” mode. The hormone adrenaline floods the body to prepare it for conflict or escape. Following adrenaline, the hormone cortisol is produced to redirect bodily processes and energy away from long-term benefits (such as the immune system and healing) and towards more short-term benefits.
- For people in a non-stressful profession, cortisol is typically higher during the day and drops in the evening as the brain readies for sleep.
- People in more stressful professions tend to have higher cortisol levels overall.
- The circadian rhythms of alertness and performance are controlled by the body's biological clock, or suprachiasmatic nucleus (SCN), which regulates when sleepiness occurs. Cortisol interferes with these circadian rhythms of sleepiness and alertness.
- Research indicates that people with higher cortisol levels in the evening suffer more insomnia (or alternatively, people with insomnia have higher evening cortisol levels; more research is needed).
- High levels of stress during the day increases the likelihood of delayed sleep onset and poor-quality or disrupted sleep, reducing both rapid eye movement (REM) sleep (when mental recovery occurs) and deep non-REM sleep (when physical recovery occurs).
- Stress can further disrupt sleep by affecting the tone and content of dreams.

- Sleeping disorders such as chronic insomnia and obstructive sleep apnea may be aggravated by stress.

Excess stress creates circadian dysrhythmia, increases insomnia, affects dreams, reduces REM sleep, and reduces deep NREM sleep. Too much chronic stress may result in less quality sleep. The challenge is that insufficient sleep *also* reduces the body's ability to cope with and process stress by increasing fatigue. It is a vicious cycle that can spiral out of control. Insufficient sleep worsens overall mood and stress levels, and research suggests that more sleep is associated with faster recovery and fewer negative emotions after a stressful event.

## Path Forward

There are a number of different schedules that could be utilized at the PSC in future years. Based on the analysis of the organization, the results of the survey, and the need to mitigate stress and fatigue, Coleman Consulting Group believes the Dane County PSC should focus on two primary paths forward. The remainder of the document will be dedicated to detailing each path, alternatives within those paths, and policy changes that would be needed to achieve a good result by pursuing that path. Brief summaries of each path and its characteristics can be found outlined here:

### **Option 1: Keep the Current 8-Hour with Staffing Limits for the 8/12-Hour**

- Most people remain on the traditional 8-Hour, 4-2 patterns.
- Limited number of 12-Hour shifts available using the same model currently in use
- Minimal change to the schedules means that everyone understands and knows what to expect next year
- Staying the same does offer more people the opportunity to have more days off each year

### **Option 2: 10-Hour Shifts with the Potential for Some 8-Hour Shifts**

- A limited number of 8-Hour shifts using the current 8-hour, 4-2 pattern for those that really want to keep 8-hour shifts
- 10-Hour patterns with an average of 35 hours per week (three potential patterns)
- Need a change to the administration of the Holiday Policy to make up 4.7 hours of time on bi-weekly paychecks
- Overall, 10-hour shifts would increase days off per year from 121 to 182 (61 more days off per year)

## Option 1: Keep the Current 8-Hour with Staffing Limits for the 8/12-Hour

### Current 8-Hour Model

Current 8-Hour Model								
168-37.3, Balanced, 6(x3)crew, 8-Hour, Fixed Shift, Rotating Day Off, 4-2								
Week	S	M	T	W	T	F	S	Work
1*	8	8	8	8	-	-	8	40
2	8	8	8	-	-	8	8	40
3*	8	8	-	-	8	8	8	40
4	8	-	-	8	8	8	8	40
5*	-	-	8	8	8	8	-	32
6	-	8	8	8	8	-	-	32
Average								37.3
Annual Work Days				243				
Annual Days Off				121				
Night Shift Annual Quality Days Off				61				
Most Days Worked in a Row				4				
Annual Weekends Off				9F/17P				
Longest Break				2 Days				
Longest Break Frequency				61				

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### Key Characteristics of the Current 8-Hour Model:

- **Schedule Structure:** The current model is a 6-week rotating schedule with 8-hour shifts. Each of the crews (three colors) starts at a different week in the rotation as indicated on the chart. Over a six-week period, employees follow a pattern of working four days on followed by having two days off.
- **Work and Time Off:** Employees work 243 days per year and receive 121 days off before utilizing any of their time off benefits or volunteering to work on a day off. The rotation provides a 2-day break every six days (61 times per year).
- **Shift Start Times: 2:30 a.m., 6:30 a.m., 10:30 a.m., 2:30 p.m., 6:30 p.m., and 10:30 p.m.** Three different rotations assigned by color make up the three sub-crews on each of the shifts. Each of the shifts start on the day indicated in the rotation. Shifts crossing the midnight boundary finish the next day ("nights last" arrangement).
- **Overtime:** Overtime can be worked by coming in early prior to a scheduled shift, staying after a scheduled shift, or by coming in on a day off. Voluntary overtime is the primary method of coverage with mandated overtime to cover open positions limited to holding people over to work a 12-hour shift (8 hours scheduled plus 4 more hours). Mandatory overtime may occasionally occur on a day off or pre-shift for meetings with required attendance.

## Current 8/12-Hour Model

### Current 8/12-Hour Model

168-42, Balanced, 2(x2) crew, 12-Hour, Fixed Shift, Semi-Fixed Days Off, 4-3/3-4

Week	S	M	T	W	T	F	S	Work
1	8	8	12	12	-	-	-	48
2	12	12	12	-	-	-	-	36
Average								42

Week	S	M	T	W	T	F	S	Work
1	-	-	-	-	12	12	12	36
2	-	-	-	12	12	8	8	48
Average								42

Annual Work Days	182
Annual Days Off	182
Night Shift Annual Quality Days Off	130
Most Days Worked in a Row	4
Annual Weekends Off	52P
Longest Break	4 Days
Longest Break Frequency	26

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#### Key Characteristics of the Current 8/12-Hour Model:

- Schedule Structure:** The modified 12-Hour shift is a 2-week rotating schedule with 12-hour and 8-hour shifts. The green and purple crews workdays that complement the off days of their counterparts. **Over a two-week period, employees will work:**
  - Two 12-hour shifts, two 8-Hour shifts, with three days off at the end (purple) or beginning (green) of the week
  - Three 12-Hour shifts at the beginning (purple) or end (green) of the week, four days off
- Work and Time Off:** Employees work 182 days per year and receive 182 days off. The rotation provides a three-day break once every two weeks (26 times per year).
- Shift Times: 6:30 a.m., 2:30 p.m., and 10:30 p.m.** CCG recommends limiting the start times for 8-hour shifts to only three instead of the current six. Each of the shifts start on the day indicated in the rotation. Shifts crossing the midnight boundary finish the next day (“nights last” arrangement)
- Overtime:** Overtime can be worked by coming in early prior to a scheduled 8-hour shift, staying after a scheduled 8-hour shift, or by coming in on a day off. Voluntary overtime is the primary method of coverage with mandated overtime to cover open positions limited to holding people over to work a 12-hour shift (8 hours scheduled plus 4 more hours). Mandatory overtime may occasionally occur on a day off or pre-shift for meetings with required attendance.



## CCG Recommended Staffing for Option 1

The listed staffing levels are based on 2024 data and serve as an estimation of the 2026 schedules that could be offered. Actual 2026 schedule offerings will be based on an analysis of 2025 peak call volume, 2025 average handle times (length of phone calls), and 2025 absences.

### List of Shift Start Times and Estimated Staff

*Best Configuration Based on 2024 Data*

BLUE – 23	YELLOW – 23	PINK – 23	PURPLE – 4
0230 – 3	0230 – 3	0230 – 3	0630 – 1
0630 – 4	0630 – 4	0630 – 4	1430 – 2
1030 – 5	1030 – 5	1030 – 5	2230 – 1
1430 – 4	1430 – 4	1430 – 4	
1830 – 4	1830 – 4	1830 – 4	
2230 – 3	2230 – 3	2230 – 3	
			GREEN – 4
			0630 – 1
			1430 – 2
			2230 – 1

Total Budgeted Staff – 77

**Black Numbers** – budgeted (trained) staff

**The maximum allowed on the 8/12 schedules should be based on current trained staff:**

Trained Staff	<60	60-62	63-65	66-68	69-71	72-74	75-77
Max on 8/12	0	2	4	6	8	10	12

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Since Purple and Green scheduled Communicators would not be able to participate in overtime coverage 2 out of 7 of their assigned days of work, the number of total Communicators assigned to those shifts should never exceed 12 people when fully staffed. The numbers should be adjusted based on the number of trained staff in order to ensure adequate overtime distribution and coverage.

## Summary of Recommended Policy Changes for Option 1

### *Option 1 Recommended Vacation Groups*

When the 8-hour and 12/8-hour schedules are being worked the following vacation groups and number of Communicators off per group are recommended:

<b>Group</b>	<b>Shift(s)</b>	<b>Number Allowed</b>
Vacation Group 1	Blue C & F	1
Vacation Group 2	Pink C & F	1
Vacation Group 3	Yellow C & F	1
Vacation Group 4	Blue A & D	1
Vacation Group 5	Pink A & D	1
Vacation Group 6	Yellow A & D	1
Vacation Group 7	Blue B & E	1
Vacation Group 8	Pink B & E	1
Vacation Group 9	Yellow B & E	1
Vacation Group 10	Purple C, E, & F	1
Vacation Group 11	Purple A, B, & D	1
Vacation Group 12	Green C, E, & F	1
Vacation Group 13	Green A, B, & D	1

## Option 2: 10-Hour Shifts with the Potential for Some 8-Hour Shifts

### 10-Hour Option A

#### 10-Hour Option A

*168-35, Balanced, 12(x2)crew, 10-Hour, Fixed Shift, Rotating Day Off, EOWO*

Week	S	M	T	W	T	F	S	Work
1	10	-	-	10	10	-	-	30
2	-	10	10	-	-	10	10	40
Average								35

Annual Work Days	182
Annual Days Off	182
Night Shift Annual Quality Days Off	104
Most Days Worked in a Row	3
Annual Weekends Off	26
Longest Break	3 Days
Longest Break Frequency	26

#### Key Characteristics of 10-Hour Option A:

- **Schedule Structure:** This is a 2-week rotating schedule with 10-hour shifts. There are two crews with one crew starting in week one, the other crew starting in week two of the rotation. **Over a two-week period, employees will:**
  - Work three shifts on Friday/Saturday/Sunday, have two days off,
  - Work two shifts, have a three-day weekend,
  - Work two shifts, have two days off, before starting this rotation over again
- **Work and Time Off:** Employees are scheduled to work 182 days per year and receive 182 days off. The longest break of three days happens 26 times per year giving Friday, Saturday, and Sunday off.
- **Shift Start Times:** 12:30 a.m., 2:30 a.m., 4:30 a.m., 6:30 a.m., 8:30 a.m., 10:30 a.m., 12:30 p.m., 2:30 p.m., 4:30 p.m., 6:30 p.m., 8:30 p.m., and 10:30 p.m. Each of the shifts start on the day indicated in the rotation. Shifts crossing the midnight boundary finish the next day (“nights last” arrangement). That means that employees on the 2:30 p.m. thru 10:30 p.m. shifts come into work on Thursday afternoon or evening and get off work Friday morning for their three day weekend.
- **Overtime:** Overtime can be worked by coming in early prior to a scheduled shift, staying after a scheduled shift, or by coming in on a day off. Voluntary overtime is the primary method of coverage with mandated overtime to cover open positions). Mandatory overtime may occasionally occur on a day off or pre-shift for meetings with required attendance.

## 10-Hour Option B

### 10-Hour Option B

168-35, Balanced, 12(x2) crew, 10-Hour, Fixed Shift, Semi-Fixed Days Off, 5-5/2-2

Week	S	M	T	W	T	F	S	Work
1A	10	10	10	-	-	-	-	30
2A	-	10	10	-	-	10	10	40
Average								35

Week	S	M	T	W	T	F	S	Work
1B	-	-	-	10	10	10	10	40
2B	10	-	-	10	10	-	-	30
Average								35

Annual Work Days	182
Annual Days Off	182
Night Shift Annual Quality Days Off	130
Most Days Worked in a Row	5
Annual Weekends Off	26
Longest Break	5 Days
Longest Break Frequency	26

#### Key Characteristics of 10-Hour Option B:

- **Schedule Structure:** This is a two-week, semi-fixed day off, rotating schedule with 10-hour shifts. There are two crews each starting at a different week in the rotation. **Over a two-week period each crew would:**
  - Work five shifts, with five days off over a ten day period
  - Work two shifts, with two days over in the 4 day period in between the 5-5
  - Two days off will be same each week
- **Work and Time Off:** Employees are scheduled to work 182 days per year and receive 182 days off. The longest break of five days happens 26 times per year. Additionally, each employee can enjoy the same days two days off each week – either Monday/Tuesday or Wednesday/Thursday.
- **Shift Start Times:** 12:30 a.m., 2:30 a.m., 4:30 a.m., 6:30 a.m., 8:30 a.m., 10:30 a.m., 12:30 p.m., 2:30 p.m., 4:30 p.m., 6:30 p.m., 8:30 p.m., and 10:30 p.m. Each of the shifts start on the day indicated in the rotation. Shifts crossing the midnight boundary finish the next day (“nights last” arrangement).
- **Overtime:** Overtime can be worked by coming in early prior to a scheduled shift, staying after a scheduled shift, or by coming in on a day off. Voluntary overtime is the primary method of coverage with mandated overtime to cover open positions). Mandatory overtime may occasionally occur on a day off or pre-shift for meetings with required attendance.

## 10-Hour Option C

### 10-Hour Option C

168-35, Balanced, 12(x2)-Crew, 10-Hour, 4-4

	S	M	T	W	T	F	S	Work
1*	10	10	10	10	-	-	-	40
2	-	10	10	10	10	-	-	40
3	-	-	10	10	10	10	-	40
4	-	-	-	10	10	10	10	40
5*	-	-	-	-	10	10	10	30
6	10	-	-	-	-	10	10	30
7	10	10	-	-	-	-	10	30
8	10	10	10	-	-	-	-	30
Annual Work Days					182	Average		35
Annual Days Off					182			
Night Shift Annual Quality Days Off					136			
Most Days Worked in a Row					4			
Annual Weekends Off					20 F/13 P			
Longest Break					4 Days			
Longest Break Frequency					45			

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#### Key Characteristics of 10-Hour Option C:

- **Schedule Structure:** 10-Hour Option C is an eight-week rotating schedule with 10-Hour shifts. Two crews are required to balance staffing on this rotation. The two crews will always be offset by four weeks in the eight week rotation such that one is working while the other is one their days off. **Over an eight-week period, employees will simply repeat working four 10-Hour shifts, followed by four scheduled days off**
- **Work and Time Off:** Employees are scheduled to work 182 days per year and receive 182 days off. The rotation provides a four-day break every eight days (45 times per year).
- **Shift Start Times:** 12:30 a.m., 2:30 a.m., 4:30 a.m., 6:30 a.m., 8:30 a.m., 10:30 a.m., 12:30 p.m., 2:30 p.m., 4:30 p.m., 6:30 p.m., 8:30 p.m., and 10:30 p.m. Each of the shifts start on the day indicated in the rotation. Shifts crossing the midnight boundary finish the next day ("nights last" arrangement).
- **Overtime:** Overtime can be worked by coming in early prior to a scheduled shift, staying after a scheduled shift, or by coming in on a day off. Voluntary overtime is the primary method of coverage with mandated overtime to cover open positions). Mandatory overtime may occasionally occur on a day off or pre-shift for meetings with required attendance.

## Common Questions Asked About 10-Hour Shifts

### **Why do we have three different 10-hour options?**

From the survey, several concepts floated to the top. Now that we are ready to make a decision, we wanted to make sure everyone had a chance to give us feedback on the best of the best. Option A offers people the opportunity to recharge more regularly by limiting the number of consecutive days worked while still offering at least two consecutive days off on each break. It is a great pattern to work, unless you are on the night shift. Night shift employees already find it difficult to interact with friends and family with just two days off on the 8-hours shifts. They spend too much time trying to adapt their sleep habits both going onto their workdays and coming off their workdays.

Options that give four or five day breaks offer night shift employees more quality days off. They are able to recover from night shift work and adapt to a day time routine over the longer stretch of days off. Conversely, working four or five days consecutively will be more fatiguing and must also be weighed when deciding what schedules might be best.

### **Will more than one 10-hour option be available for us to choose?**

We will evaluate your responses to our questions to help the PSC leadership make a final decision on what schedule or schedules should be used.

### **The 10-hour options would result in an average of 4.7 less hours worked every two weeks. Does that mean our paychecks will be reduced?**

CCG has a recommendation for resolving the pay issue should there be a high level of interest in pursuing 10-hour shifts. We would recommend “banking” each person’s holiday time and withdrawing 5 hours of holiday time each pay period to make up the pay difference. This would create 75 hour paychecks every two weeks (slight increase in bi-weekly pay).

Yes, this means that the holiday time used to make up the paychecks would not be available to be taken off when you want to unless you have more banked than can be used for paycheck equalization (130 hours per year at 5 hours per pay period). Consider that today, on the 8-hour schedules, people earn enough holiday time to take 17 to 21 days off per year depending on the holidays they are scheduled and the hours they work on those days. The 8-hour schedule offers 121 days off before time off benefits, so most people would get 138 to 142 days off when they include their holiday time benefits. With the 10-hour schedules, people start with 182 days off (half the weekends off) and may still earn enough holiday time benefits to get an additional one to four days off for a total of 183 to 186 days off using the excess holiday time.

### **Why can’t we just have a 10-hour option that gives us 74.7 hours every two weeks?**

Designing a schedule that gets everyone even within a couple of hours of 74.7 hours for equalized paychecks results in some extremely messy day on and day off patterns. These patterns would increase the number of weekends worked, increase the number of days worked, and decrease days off per year. With 12 different start times, the 10-hour shifts are already complicated enough. Keeping the 10-hour

options only to those that allow two people to work “opposite” of each other (one is off while the other is working on the same shift time) is the easiest way to implement 10-hour shifts.

### **Why couldn't we just use 8/12-hour shifts?**

The primary limitation in using 12-hour shifts is that the ability cover for absenteeism with overtime, and thus the ability to service the community, is severely impacted when a lot of people are on 12-hour shifts and there is no easy avenue for overtime. Solutions to resolve this issue would require people to give up scheduled days off on a regular basis, thus increasing schedule unpredictability.

### **How are we able to be scheduled less hours but still need the same number of Communicators?**

The number of Communicators required at any given time is determined by the workload (the expected call volume on any given day) and work force (the number of work hours available). The number of work hours available is determined by two factors, the number of scheduled work hours per Communicator and the number of hours lost to shrinkage (absenteeism, break and lunches, training time). To offset the reduction of scheduled hours on the 10-hour shift options, shrinkage will need to be reduced. Utilizing Holiday Bank hours not only allows employees to make their pay checks whole, but also allows the PSC to reduce possible shrinkage hours.

## Current 8-Hour Model

### Current 8-Hour Model

168-37.3, Balanced, 6(x3)crew, 8-Hour, Fixed Shift, Rotating Day Off, 4-2

Week	S	M	T	W	T	F	S	Work
1*	8	8	8	8	-	-	8	40
2	8	8	8	-	-	8	8	40
3*	8	8	-	-	8	8	8	40
4	8	-	-	8	8	8	8	40
5*	-	-	8	8	8	8	-	32
6	-	8	8	8	8	-	-	32
Average								37.3

Annual Work Days	243
Annual Days Off	121
Night Shift Annual Quality Days Off	61
Most Days Worked in a Row	4
Annual Weekends Off	9F/17P
Longest Break	2 Days
Longest Break Frequency	61

#### Key Characteristics of the Current 8-Hour Model:

- **Schedule Structure:** The current model is a 6-week rotating schedule with 8-hour shifts. Each of the crews (three colors) starts at a different week in the rotation as indicated on the chart. Over a six-week period, employees follow a pattern of working four days on followed by having two days off.
- **Work and Time Off:** Employees work 243 days per year and receive 121 days off before utilizing any of their time off benefits or volunteering to work on a day off. The rotation provides a 2-day break every six days (61 times per year).
- **Shift Start Times: 6:30 a.m., 2:30 p.m., and 10:30 p.m.** CCG recommends limiting the start times for 8-hour shifts to only three instead of the current six. Three different rotations assigned by color make up the three sub-crews on each of the shifts. Each of the shifts start on the day indicated in the rotation. Shifts crossing the midnight boundary finish the next day ("nights last" arrangement).
- **Overtime:** Overtime can be worked by coming in early prior to a scheduled shift, staying after a scheduled shift, or by coming in on a day off. Voluntary overtime is the primary method of coverage with mandated overtime to cover open positions limited to holding people over to work a 12-hour shift (8 hours scheduled plus 4 more hours). Mandatory overtime may occasionally occur on a day off or pre-shift for meetings with required attendance.



## CCG Recommended Staffing for Option 2

The listed staffing levels are based on 2024 data and serve as an estimation of the 2026 schedules that could be offered. Actual 2026 schedule offerings will be based on an analysis of 2025 peak call volume, 2025 average handle times (length of phone calls), and 2025 absences.

### List of Shift Start Times and Estimated Staff

BLUE – 3	YELLOW – 3	PINK – 3	10-Hour – 68
0630 – 1	0630 – 1	0630 – 1	0030 – 4
1430 – 1	1430 – 1	1430 – 1	0230 – 4
2230 – 1	2230 – 1	2230 – 1	0430 – 4
			0630 – 8
			0830 – 8
			1030 – 6
			1230 – 6
			1430 – 8
			1630 – 6
			1830 – 6
			2030 – 4
			2230 – 4

Total Budgeted Staff – 77

**Black Numbers** – budgeted (trained) staff

### Option 2 Vacation Groups

When the 10-hour schedules are being worked the following vacation groups and numbers of who can be on vacation are recommended:

Group	Shift(s)	Number Allowed
Vacation Group 1	Crew 1 0030, 0230, 0430	1
Vacation Group 2	Crew 1 0630, 0830	1
Vacation Group 3	Crew 1 1030, 1230	1
Vacation Group 4	Crew 1 1430, 1630	1
Vacation Group 5	Crew 1 1830, 2030, 2230	1
Vacation Group 6	Crew 2 0030, 0230, 0430	1
Vacation Group 7	Crew 2 0630, 0830	1
Vacation Group 8	Crew 2 1030, 1230	1
Vacation Group 9	Crew 2 1430, 1630	1
Vacation Group 10	Crew 2 1830, 2030, 2230	1
Vacation Group 11	8-Hour 0630	1
Vacation Group 12	8-Hour 1430	1
Vacation Group 13	8-Hour 2230	1

## Summary of Recommended Policy Changes for Option 2

### *Holiday Bank*

CCG recommends “banking” each person’s holiday time and withdrawing 5 hours of holiday time each pay period to make up the pay difference between the current equalized pay of 74.7 hour per pay period and the two-week average of 70 hours worked on the 10-hour options. This would create 75-hour paychecks every two weeks (slight increase in bi-weekly pay). CCG would recommend not utilizing 10-hour shifts unless this practice or a comparable practice can be implemented.

### *Overtime*

With 10-hour shifts there are a couple of major concerns that need to be addressed. Absenteeism, especially unplanned absenteeism, can have the potential of creating 2-hour overtime blocks as it **would not** be recommended to work longer than 12 hours. That would mean when someone is unexpectedly absent, and the absence needs to be covered, then 5 different employees from 5 different shift starts would have to stay over for two hours to cover the absence. Though this is more challenging than covering an absence on an 8-hour shift, it is not unmanageable. The problem arises if there are a series of unexpected absences at the same time and there is no one available to stay over 2 hours on overtime because the person there is someone already working overtime.

So, the overtime procedure would need to be updated to address this situation to prevent it from becoming an issue. Policies and procedures for doing this are very common for organizations working 10-hour or 12-hour shifts. These procedures are generally designed to rely on volunteer overtime on a day off where possible and a form of relief list coverage – that can be a combination of volunteer and mandated when situations arise where volunteers do not exist. It is recommended that the PSC implement a “reserve list” overtime plan, in which Communicators sign-up ahead of time to be identified as the employee who will be called in should additional staffing be needed. The second concern around such procedures would be that an employee may get stuck working 2 hours on a day off. CCG will always recommend addressing this concern by setting a minimum number of hours that someone would be scheduled for overtime if they are coming in on a day off.

## Employee Feedback Form

We encourage you to discuss this information with your peers and your family before submitting this form. We ask for your name and information so we can follow up if we have questions.

Name (Optional): \_\_\_\_\_ Current Shift Length & Start Time: \_\_\_\_\_

### PLEASE ANSWER ALL THE QUESTIONS

I am a (Please mark only one): ☐ Communicator ☐ Supervisor

Which Option do you think would be best for Dane County PSC? (Please mark only one):

☐ Option 1: The Current Schedules ☐ Option 2: 10-Hour Shifts

If Option 2 is chosen for scheduling 2026, which would you be looking to work? (Please mark only one):

☐ 8-Hour Shifts ☐ 10-Hour Shifts ☐ Depends on the Start Time

Which 10-Hour Option do you think would be better for night shift Communicators? (Please mark only one):

☐ Option A: EOWO ☐ Option B: 5-5/2-2 ☐ Option C: 4-4

Which 10-Hour Option do you think would be better for day shift Communicators? (Please mark only one):

☐ Option A: EOWO ☐ Option B: 5-5/2-2 ☐ Option C: 4-4

Do you think it would help night shift employees to have a schedule that allows them to better adapt their Circadian rhythms? (Please mark only one):

☐ Yes, a different night shift pattern would help ☐ No, all 10-hour shifts should work the same

**Additional Comments:**

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Please submit the completed form to Coleman Consulting Group personnel in person or to the drop box located by the supervisor pod. Feedback sheets can also be submitted electronically via email by texting a picture to [preference@coleman-consulting.com](mailto:preference@coleman-consulting.com). Regardless of method please make sure your name has been marked on the roster as having submitted a response.