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DEDICATION

I dedicate this thesis to my wife and daughter. Without their patience, understanding, support, and, most of all, love; the completion of this work would not have been possible.
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ABSTRACT OF THE THESIS

SHIFT WORK AND POLICE OFFICERS

By

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American Public University System, October 23, 2014

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Professor Kerry Muehlenbeck, Thesis Professor

The purpose of this research is to test the hypothesis that a four day 40 hour compressed work week schedule can help police officers balance out the equilibrium between their work, family, and social lives. To test this, a comparative analysis of the schedules for the United States Secret Service Emergency Response Team (USSS ERT) was used. The USSS ERT currently uses a traditional five day 40 hour work week schedule. The actual traditional schedule for the week of November 17, 2013 through November 23, 2013 was compared to a mock four day 40 hour compressed work week schedule for the same week. It was found that the four day 40 hour compressed work week schedule does not help the officers of the USSS ERT balance their work,
family, and social lives. The mock compressed work week schedule not only significantly increased the amount of overtime in the week, it also significantly reduced the amount of days off officers were able to take. Reasons why this occurred and further research that is needed are explored as research shows that a compressed work week schedule has resulted in less overtime and more time off.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Introduction .................................................. 8</td>
</tr>
<tr>
<td>II.</td>
<td>Literature Review .............................................. 11</td>
</tr>
<tr>
<td>III.</td>
<td>Methodology ..................................................... 26</td>
</tr>
<tr>
<td>IV.</td>
<td>Results ......................................................... 28</td>
</tr>
<tr>
<td>V.</td>
<td>Analysis ........................................................ 31</td>
</tr>
<tr>
<td>VI.</td>
<td>Conclusion ...................................................... 38</td>
</tr>
</tbody>
</table>

List of References ......................................................... 43

Appendix ................................................................. 47
Chapter I: Introduction

Police work often goes from monotonous and numbing boredom to fast paced, dynamic confusing situations that place extreme physical, mental, and emotional demands on officers. Police officers need to be at the top of their game at all times, yet recent research shows that officers within most police departments are highly fatigued while at work (Villa, Morrison, & Kenne, 2002). Shift work is a potential occupational stressor for police officers and one of the most common problems related to shift work is the decrease in quantity and quality of sleep (Charles, Burchfiel, and Fekedulegn, 2007). A lack of quantity and quality of sleep leads to officers being physically weary and cognitively impaired. This makes it hard to effectively cope with the challenges that officers face on a day-to-day basis (Villa et al., 2002).

For police officers shift work is, unfortunately, a necessary evil due to policing being a 24 hour seven day a week job. Since the inception of policing, police managers have struggled to come up with ways to make shift work more tolerable for their officers. In the early 19th century, police managers had their officers sleep at the duty station in order to provide a reserve force in case of emergency (Villa et al., 2002). Today, one possible solution to making shift work more tolerable for officers is to use a compressed work week schedule. A compressed work week is a schedule in which an officer’s day is extended, but the number of days worked in a week is reduced (Amendola, Weisburd, Hamilton, Jones, & Slipka, 2011). Using a compressed work week schedule has shown to be a possible way for police departments to reduce their overtime costs, but very little research has been done that shows compressed work weeks actually make shift work more tolerable in a law enforcement setting.

The framework of my research, that shift work negatively affects officers’ health and well being, is based on Kundi’s (1989) Destabilization Theory of Shift Work. According to the
Destabilization Theory of Shift Work, there is an equilibrium that exists for a healthy person between their working life, family life, and social life. When an individual works shift work, the shift work schedule directly affects this equilibrium by creating an imbalance between the individual’s work, family and social lives. Shift work creates this imbalance by forcing shift workers to work nontraditional work schedules. These schedules include working nights, weekends, holidays, and at times when the shift workers family/friends are not at school/work. When a shift worker’s equilibrium is off, it leads to increased risk factors that diminish the shift worker’s health and well being (Kundi, 1989).

One possible way to reduce the risk factors that diminish a shift worker’s health and well being is to use a compressed work week schedule. The theory behind using compressed work week schedules is by having a shift worker work longer days, but shorter work weeks, it can give them more days off to spend with family and friends and help balance out the equilibrium between their work, family and social lives (Vila, Morrison, & Kenney, 2002). According to Amendol et al. (2011), the best compressed work week schedule to work for police officers is a four day 40 hour work week. Amendola et al., (2011) found that officers that worked a four day 40 hour work week got more sleep, had a higher quality of life, and averaged less overtime than officers that worked eight hour and 12 hour shifts.

My study will test the hypothesis that having police officers work a compressed work week schedule of four days 40 hours is better for them in terms of being able to help balance out the equilibrium between their work, family, and social lives. My research will focus on the schedules of the United States Secret Service Emergency Response Team (USSS ERT). When Amendola et al., (2011) conducted their research they used a traditional police department to conduct their research. The USSS ERT, however, is not a traditional police department but
rather serves a protective mission. As such, their schedules are linked to the schedules of their VIPs. Such things as last minute travel, movements, and schedule changes are a common occurrence for them. Although there are key differences in responsibilities and functions between a traditional police department and the USSS ERT, my premise is that the same results can be achieved. If proven by using the USSS ERT my research may be able to show that a four day 40 hour compressed work week schedule is a viable option for other departments and industries that require a great deal of flexibility in their schedules.

The USSS ERT has also never worked any type of compressed work week schedule. If my hypothesis is true, that working a four day 40 hour compressed work week can help officers better balance out their work, family, and social lives, then this could become the standard schedule for them. By providing a schedule with less overtime and more days off it can allow officers to spend more time with their family and friends and provide them with enough time to rest between shifts. A schedule that can accomplish all these things can lead to a happier, healthier, more productive police officer (Kundi, 1989).

The purpose of this research is to test the hypothesis that a four day 40 hour compressed work week schedule can help police officers balance out the equilibrium between their work, family, and social lives. This research will start by reviewing the current research on the negative effects that shift work has on a person, possible solutions to these negative effects, and the positives and negative aspects of using a compressed work week schedule. Using the schedules of the USSS ERT, a comparative analysis will then take place between a mock four day 40 hour compressed work week and the USSS ERT’s current traditional five day 40 hour work week for the week of November 17, 2013 to November 23, 2013. Such categories as overtime, sick leave usage, administrative duty time, training, and the number of officers that
were able to take all of their days off were directly compared between the two schedules.
Reasons for the differences in these categories and further research that is needed are then fully explained.

**Chapter II: Literature Review**

Sleep loss is the most noticeable effect shift work has on an officer. The quality of sleep for an officer working shift work is reduced and the amount of sleep is reduced on average by two hours a night (Harrington, 2013). Recent research shows that officers within most police departments are highly fatigued while at work. In a study conducted by the Police Executive Research Forum in conjunction with the National Institute of Justice found that 41 percent of 298 police officers who took the Pittsburgh Police Sleep Quality Index Study scored at such low levels that clinicians would have recommended they seek medical attention for sleep deprivation. The same study also found that only 17 percent of the officers reported getting over eight hours of sleep a night (Vila, Morrison, & Kenney, 2002). The Buffalo Police Department Sleep Study also found that police officers working the night shift were 44 percent more likely to get less than seven hours of sleep a night. Comparing this to the American public, where 57 percent get more than seven hours of sleep a night, this is significantly low (Charles, Burchfiel, & Fekedulegn, 2007). As the public safety impacts of worker fatigue have become increasingly clear over the past century, the U.S. government has moved to control the work hours of selected occupational groups such as train engineers, truckers, pilots, and nuclear power plant operators, but not police (Vila et al., 2002). Distinguished sleep researcher William Dement believes that “law enforcement is the one profession in which we would want all practitioners to have adequate and healthful sleep to perform their duties at peak alertness levels” (Vila et al., 2002, p. 4).
In a perfect world all police officers would get an adequate amount of sleep and come to work well rested and at full alertness levels, however this is not always the case. When officers experience sleep loss it has serious negative consequences on their health. Humans are a diurnal species. This means that we sleep mostly at night and do so in approximately 24 hour intervals (Antues, Levandoski, Dantas, Caumo, & Hidalgo, 2010). When this rhythm is disturbed by shift work and the long hours officers put in, it throws off the body’s natural schedule. Such things as body temperature, respiratory rate, cell division, and hormone production are all thrown off schedule by the hours police officers keep (Harrington, 2013).

When the natural rhythm of the body is thrown off schedule for long sustained periods, it can lead to serious health problems. Gastrointestinal problems are the most prevalent health problem experienced by shift workers. Common symptoms experienced by shift workers are stomach pain, alterations in bowel habits, constipation, and diarrhea (Knutsson, 2003). There is also strong evidence linking shift work to peptic ulcer disease. A study of 11,657 shift workers found the prevalence of gastrointestinal peptic ulcers were two times more likely to be in shift workers compared to non-shift workers (Knutsson, 2003). Researchers believe this is caused by lack of sleep, having the body’s natural rhythm thrown off schedule by shift work, and by the choices shift workers make. Shift workers tend to make poor quality food choices while on shift. This is especially true for the shift workers working the night shift as often times the only thing available during the overnight hours, if they did not bring food from home, is fast food (Harrington, 2013).

Another health problem that is prevalent in shift workers is cardiovascular disease. Shift workers are 40 percent more likely to be at greater risk of cardiovascular disease than non-shift workers (Harrington, 2013). There is a link between cardiovascular disease and obesity.
Obesity is also prevalent in shift workers (Antunes, 2010). Comparing 787 day workers to 787 night workers, duration of shift work exposure was a highly significant predictor of higher body mass index (BMI) in night workers (Antunes, 2010). Again, just like with the gastrointestinal problems that shift workers experience, researchers believe the increased risk of cardiovascular disease and obesity experienced by shift workers is caused in part by lack of sleep and poor food choices. The metabolic efficiency of diet is different depending on the time food is eaten. This results in shift workers who work at night having higher BMIs and greater risk of cardiovascular disease (Antunes, 2010). Other health problems caused by decreased sleep that are prevalent in shift workers are an increased susceptibility to common colds, increased risk of hypertension, and increased risk of type two diabetes (Charles et a., 2007).

Shift work not only affects physical health, it can also affect mental health. The lack of sleep that shift workers experience can lead to increased forgetfulness, increased moodiness, increased irritability, increased emotional sensitivity, and diminished cognitive abilities (Kroll, 2010). Because shift work can be a psychological stressor, it can also cause anxiety and depression. In a study of nurses working 12 hour shifts, rotating shifts, and night shifts found that these nurses reported greater levels of depression than the normal population (Perrucci, 2007). A lot of the mental health problems experienced by shift workers are linked to the body’s hormone production being thrown off schedule by the hours shift workers keep (Harrington, 2013).

Fatigue experienced by police officers not only negatively affects their health; it also negatively affects their performance. Only about 20 percent of people are able to realign their sleep pattern to accommodate shift work. This is due to the varying circadian rhythms people have (Charles et al., 2007). It has also been found that depending upon whether a person is
naturally more alert in the morning or naturally more alert in the evening affects their ability to adjust to shift work schedules. Morning people tend to have a harder time adjusting to shift work schedules because they have a harder time with having their sleep disturbed than evening people (Willis, O’Connor, & Smith, 2008). However, evening people tended to be less emotionally stable and reported more stress occurrences compared to morning people (Willis et al., 2008). Whether a police officer is a morning person or evening person, both of their sleep patterns are affected by shift work schedules and not being able to realign sleep patterns with a shift work schedule leads to performance problems while on the job (Boivin, Boudreau, & Tremblay, 2012). In a study of the performance of officers working shift work, the performance levels of the officers deteriorated throughout their five day work week. Their reaction time was also ten percent slower on their fifth day compared to days one and two (Boivin et al., 2012).

When officers are fatigued at work it becomes a safety issue not only for the officers but also for the community. Fatigue due to moderate sleep loss effects performance similar to how moderate alcohol intoxication effects performance. Having sustained wakefulness periods of 17 to 19 hours impairs performance by as much as what is equivalent to having a 0.05 percent blood alcohol content (Vila et al., 2002). Being awake for 24 hours produces impairment equivalent to a 0.10 percent blood alcohol content (Vila et al., 2002). Vila et al. (2002) also found that the reaction time of sleep deprived officers was 50 percent slower. This has led to the rate of officers dying from police accidents on the job surpassing the rate of officers dying from homicides (Violanti, 2012). In June of 1999 in three different cities across the United States, there were accidents in which police officer fatigue played a major role and police officers were seriously injured or seriously injured a community member. In Morgate, Florida an officer ran a red light and crashed into another sheriff’s van critically injuring the officer (Dimambro, 2008).
In Muskegon, Michigan after working for nearly 24 hours straight an officer was critically injured when the officer’s cruiser hit a tree while trying to pass a motorist (Dimambro, 2008). Also, in Cincinnati, Ohio an officer fell asleep at the wheel and hit and killed a jogger (Dimambro, 2008). The National Highway Transportation Safety Administration estimates that falling asleep at the wheel is the primary cause of approximately 100,000 vehicle accidents and results in more than 70,000 injuries and 15,000 deaths annually (Vila et al., 2002). Estimates put the cost of sleep deprivation and fatigue at more than 100 billion dollars annually (Vila et al., 2002).

Not only does shift work affect a police officer’s health and performance, it also has a negative effect on their family as well. A common complaint from police officers is that the irregular shift work schedule causes considerable disruption of family life (Willis et al., 2008). In a study of 1,000 shift workers from five different automotive plants and 700 matched wife respondents found that the relationships that shift workers have with their spouse, children, friends, and community are all significantly affected by the shift work schedule (Perrucci et al., 2008). This study also found that the afternoon shift had the greatest affect on the parent-child relationship. This can be seen as daughters of shift workers reported higher levels of emotional disorders (Perrucci et al., 2008). It was also found that shift workers reported having fewer numbers of friends and lower levels of community participation (Perrucci et al., 2008).

Along with negatively affecting a shift workers relationship with their children, friends, and community, shift work also negatively affects the shift workers relationship with their spouse. In a study of 3,476 married couples where one spouse worked shift work found that shift workers reported lower levels of marital happiness compared to couples where neither spouse worked shift work (Perrucci et al., 2008). The night shift seemed to have the greatest impact on
spousal relationships. Divorce/separation was significantly greater for married couples who were married for less than five years, with children, and one spouse worked the night shift (Perrucci et al., 2008). This was especially true for women working the night shift as the likelihood of divorce/separation was the highest when women worked the night shift who were married for less than five years and had children (Perrucci et al., 2008).

Although shift work negatively affects a shift worker’s relationships with their family, friends, and community, it is surprising to see that this was not one of the major reasons why shift workers chose to work the shift they work. In a survey of the New York City Police Department, it was found that independence and income were the most important factors for officers when picking their shift assignment (Kroll, 2010). Less significant factors for officers were family concerns, feedback, and lifestyle (Kroll, 2010). This points to the reason why divorce/separation are more likely for people working the night shift as, according to these findings, the shift worker is more concerned about providing for their family rather than the needs of their spouse.

Because shift work negatively affects a police officer’s physical health, mental health, performance, and family, police executives have a clear and compelling interest to ensure that officers are not overly fatigued. Police executives should do all they can to ensure that officers are fit for duty when they report for duty. One option police executives have to accomplish this is to ensure that the shift schedules for their officers are set up in an ideal format. The ideal scheduling format for officers to have is to have permanent shifts instead of a rotating schedule (Vila et al., 2002). By having a permanent shift it allows officers to maintain a schedule that their body is adjusted to. Any change in our daily sleep routines tends to increase fatigue over the short run by working against the body’s set or natural circadian rhythm (Vila et al., 2002).
Another benefit of officers having a permanent shift assignment is it can better foster a relationship between the community and officer. Community members get used to seeing the same officers at the same time and this helps build a relationship between the officer and the community (Vila et al., 2002).

If the scheduling format for officers is to not have permanent shifts and have a rotational schedule instead, it is important to set up the rotation in such a way as to best work with the body’s natural rhythm. According to the Fraternal Order of Police and the Chicago Lieutenants’ Association, a rotation schedule should rotate forward, as the body is slightly predisposed to rotating forward (Vila et al., 2002). This means that the schedule should rotate from day shift to afternoon shift, to night shift in no less than every three weeks (DiMambro, 2008). The rotation of the shifts should also occur slowly in either a monthly, quarterly, or annually fashion. If the rotation schedule cannot follow one of these patterns, it should rotate fast with only working one or two days per shift. Having a fast rotation helps prevent the body from adapting to a non-daytime shift (Vila et al., 2002). A weekly shift rotation schedule is the worst shift rotation schedule for officers to have as it rotates either prior to or just as the body is adjusting to their shift. It takes eight days for the body to adjust from afternoon shift to night shift. It also takes even longer, 12 days, for the body to adjust from day shift to night shift and a weekly rotation would work against the body’s adjustment timeframe in both of these cases (Vila et al., 2002).

Along with a shift rotation schedule that is set up to work with an officers’ natural rhythms and adjustment period, another option police executives have to lessen the detrimental affects shift work has on an officer’s physical and mental health, performance, and family is to use a compressed work week schedule. A compressed work week schedule is a type of schedule in which the work day is extended, but the number of days worked is reduced. This can be done
working a combination of eight, nine, ten, 11, 12, and 13 hour days while increasing the number of days off an officer gets per pay period (Amendola et al., 2011). It took a long time for compressed work week schedules to become popular as that during the late 1700s workers worked six days a week working 14 to 16 hour days (Bird, 2010). During the early part of the 19th Century, labor unions fought for and got an aggressive reduction in hours worked for workers. Employers responded by predicting the collapse of American society. Despite the limited changes in certain industries, the 12 hour work day performed six days a week remained the norm until after the Civil War (Bird, 2010).

During the early 20th Century unions again fought for and won a six day eight hour work week. Then in the 1920s unions were able to obtain a five day work week (Bird, 2010). From there it was not until the 1940s that isolated companies began to experiment with compressed work week schedules using the four day 40 hour work week schedule. In fact, Mobile and Gulf Oil companies were the first companies to adopt this compressed work week schedule and did so with its truck drivers (Bird, 2010). By the 1960s and 1970s, hundreds of companies were converting to the compressed work week schedule. In a survey of 163 law enforcement agencies conducted in 1973, 25 percent reported they were using a compressed work week schedule of nine, 10, 11, and 12 hour shifts (Vila et al., 2002). In the current economic climate of today, law enforcement agencies are looking for ways to do more with less. Police officers in large urban departments average between 15 and 40 hours of overtime a month (Vila et al., 2002). This has led to even more police departments implementing a compressed work week schedule (Amendola et al., 2011).

As more and more police departments are implementing compressed work week schedules more research is coming out and the once thought to be benefits that a compressed
work week schedule provides to an officer’s physical and mental health, performance, and family are now being debated. As was mentioned earlier, fatigue is a major factor that contributes to the detrimental affects to an officer’s physical and mental health, performance, and family. Using a compressed work week schedule essentially means that the officer’s work day is extended, which could possibly cause the officer to become fatigued, thus negating the benefit of using a compressed work week schedule. However, research shows that by extending the work day in a compressed work week schedule, it actually does not cause officers to become more fatigued. This means officers are still performing at high levels at the end of an extended work day under a compressed work week schedule. A study of 102 nurses to determine the effects of shift length on nurses level of fatigue and critical thinking was conducted in 2010. These nurses were tested during the last hour of their shift using a one minute reasoning test and measuring the subjective symptoms of fatigue. The study found that the nurses that worked a 12 hour shift showed no significant differences in overall subjective feelings of fatigue compared to nurses working an eight hour shift (Amendola et al., 2011). The study also found that there were no differences in concentration levels at the end of their shifts between the nurses working an eight hour shift and nurses working a 12 hour shift (Amendola et al., 2011).

In another study the Detroit Police Department (Michigan) and the Arlington Police Department (Texas) were studied because in both of these departments some officers worked a compressed work week schedule of four days 40 hours and some officers worked a traditional five day 40 hour schedule. The study found that there were no significant findings between the group working a compressed work week schedule and the group working the traditional schedule in both departments in measures of performance and safety (Amendola et al., 2011). The study reached this conclusion by measuring driving performance and shooting ability at the end of each
shift (Amendola et al., 2011). The study suggests that increasing shift length from eight to 10 or 12 hours does not impact some forms of objectively measured performance or the amount of police initiated actions (Amendola et al., 2011).

This same study using the Detroit Police Department and the Arlington Police Department also compared the officers working a compressed work week schedule to officers working a traditional work schedule in terms of amount of sleep, overtime worked, and officer quality of life. The study found that the officers that worked a compressed work week schedule actually got more sleep than the officers that worked eight or 12 hour shifts. In fact the officers that worked a compressed work week schedule got on average one half hour more sleep a night compared to the other two groups (Amendola et al., 2011). The officers that worked a ten hour compressed work week schedule also averaged less overtime than the officers working an eight and 12 hour shift. The officers working a compressed work week schedule also reported having a higher quality of life compared to the two other groups as well (Amendola et al., 2011).

Although research shows that working extended hours in a compressed work week schedule does not affect police officers’ fatigue level or performance is fairly conclusive, the research on other benefits a compressed work week schedule can provide to officers is not so concrete. One benefit that compressed work week schedules provide that is debated is improving employee morale. More officers are seeking greater opportunities to spend time with their family and friends outside of work. Most officers are in favor of a compressed work week schedule because it gives officers more consecutive days off to spend with family and friends thus improving their morale while at work (Vila et al., 2002). In a phone survey of random Connecticut cities with human resources managers for those cities found that 42 percent of the cities surveyed were using a compressed work week schedule and went to this scheduling format
in order to improve employee morale. As part of this same survey of Connecticut cities it was also found that 80 percent of the employees that worked a compressed work week schedule reported a positive experience with their schedule and reported lower levels of work/family conflicts (Facer & Wadsworth, 2010). In a study of the Illinois State Patrol, who work four days 40 hours, it was also found that using a compressed work week schedule had a positive impact on the officers’ attitude toward work (Vega & Gilbert, 1997). Finally, in a survey of Utah state employees where all 18,000 state employees work four days 40 hour weeks, it was found that 80 percent of the employees reported that the compressed work week schedule had a positive impact on their attitude toward work (Facer & Wadsworth, 2010).

Although there is quite a bit of research that shows that using a compressed work week schedule improves employee morale, there is also research that shows the opposite, that using a compressed work week schedule does not affect employee morale. In a study where a control group of employees who worked a traditional schedule of five days and 40 hours were compared to employees within the same company that worked a compressed work week schedule of four days 40 hours, found that initially the morale of the compressed work week group went up (Bird, 2010). At a 13 month survey of the two groups, the compressed work week group reported higher self worth and morale than the control group working a traditional schedule (Bird, 2010). However, at the 25 month survey of the two groups all these reported benefits had disappeared and if given the option, 51 percent of the group working a compressed work week schedule wanted to go back to working a traditional schedule (Bird, 2010). Also, in a survey of the Vancouver Police Department where four day 40 hour schedules are used, it was found that using a compressed work week schedule had little noticeable change in employee job satisfaction (Cunningham, 1981).
Another benefit that a compressed work week schedule could provide to police officers that is debated is productivity. Some research points to compressed work week schedules increasing productivity of employees while at work. Researchers speculate that by having employees have more days off, it helps them rejuvenate and return to work refreshed and are therefore able to be more productive (Amendola et al., 2011). By looking at the Bexar County Sheriff’s Department (Texas) whose officers are responsible for patrolling the area outside of San Antonio, Texas, it can be seen how working a compressed work week schedule can improve officer’s productivity. The police officers of the Bexar County Sheriff’s Department work a compressed work week schedule of three consecutive shifts of 13 hours and 20 minutes (Vega & Gilbert, 1997). This was the longest shift that could be found that officers worked while using a compressed work week schedule. After implementing this compressed work week schedule, the Bexar County Sheriff’s Department found that officers became more efficient as they were able to reduce their time held out on a call on average by one minute (Vega & Gilbert, 1997). The officers also responded to more calls and were able to reduce their response time. By putting all these together it means the officers were more productive using a compressed work week schedule (Vega & Gilbert, 1997).

Even though the officers of the Bexar County Sheriff’s Department were able to be more productive using a compressed work week schedule, there is research that shows that using a compressed work week schedule has little to no impact on productivity. In fact, four of 12 studies show that police departments and companies that use a compressed work week schedule saw no impact on the productivity of their officers/employees (Amendola et al., 2011). Also, in the survey of the Vancouver Police Department it was found that using a compressed work week schedule had little noticeable change in the involvement in police initiated activities.
(Cunningham, 1981). In another study of 1293 companies using a compressed work week schedule of four days 40 hours, it was found there were no significant changes in productivity (Bird, 2010).

Another benefit that a compressed work week schedule could provide to police officers that is debated is absenteeism. There is mixed research on whether or not using a compressed work week schedule can reduce the amount of days an officer is absent from a normally scheduled work day. Researchers believe by having a compressed work week schedule give officers more consecutive days off it will mean less sick leave will be used. Sick leave is a major expense to departments as it usually costs overtime to fill an officer’s shift that has been vacated due to sick leave (Antunes et al., 2010). The survey of the Vancouver Police Department found that when they switched from a traditional work schedule to a four day 40 hour compressed work week schedule, absenteeism was three times less under the compressed work week schedule than it was under the traditional work week schedule (Cunningham, 1981). Also just like the Vancouver Police Department found, the study of Connecticut cities using a compressed work week schedule found that they were able to cut their absenteeism rates by switching to a compressed work week schedule (Bird, 2010).

The other side of the debate sees the opposite of what the Vancouver Police Department and the survey of Connecticut cities found that a compressed work week schedule is not able to cut down on the amount of absenteeism used by a police department. In the study mentioned earlier where a control group working a traditional schedule was compared to a group working a four day 40 hour compressed work week schedule from the same company found that there was no difference in absenteeism between the two groups (Bird, 2010). Also a metanalysis of
compressed work week schedules found that a compressed work week schedule has no impact on absenteeism (Bird, 2010).

Another possible benefit that a compressed work week schedule can provide that is debated is decreasing energy consumption. By having a compressed work week schedule give employees more days off, it means that their energy consumption used during commuting will be reduced. Also, if the employee drives a vehicle while at work and they are working less days it essentially means that the energy consumption for the company/department could be reduced.

One of the reasons the state of Utah went to a four day 40 hour compressed work week schedule for all 18,000 state employees was to cut down on their energy consumption (Facer & Wadsworth, 2010). By going to a compressed work week schedule Utah was able to cut down on their energy consumption. From August 2008 to August 2009 Utah was able to reduce their energy consumption by ten percent (Facer & Wadsworth, 2010). Just by using a compressed work week schedule Utah was able to decrease their carbon emissions by 4,546 metric tons and reduce their greenhouse gas emissions by 8,000 metric tons (Facere & Wadsworth, 2010).

Another part of their decrease in energy consumption was decreasing their gasoline consumption by 744,000 gallons. This equates to saving the Utah vehicle fleet from driving three million miles a year and saving 1.4 million dollars in gasoline and vehicle maintenance expenses (Facer & Wadsworth, 2010).

Although Utah saw great success in reducing their energy consumption by going to a compressed work week schedule, reducing energy consumption is not always what it seems. Utah originally thought that by going to a compressed work week schedule they would be able to reduce their energy consumption by 25 percent (Bird, 2010). This was not the case as Utah was only able to reduce their energy consumption by ten percent in a year (Facer & Wadsworth,
Part of the reason why Utah did not achieve the 25 percent reduction in energy consumption they were hoping for was because even though all the Utah state employees were working a 4 day 40 hour compressed work week schedule, not everyone else was working the same schedule. Because not everyone works a compressed work week schedule, someone still needs to be there on the fifth day to conduct business with people who work a traditional five day 40 hour work week (Bird, 2010). Also, by still having to cover a five day work week with employees working a four day 40 hour schedule, it means that the Utah state employees have to have different days off to cover this. This essentially means that state buildings cannot be shutdown. They still need to be heated and cooled properly on that fifth day. Also, computers and office machines are still running a full five days a week (Bird, 2010). This led to Utah only seeing a ten percent reduction in energy consumption.

Although using a compressed work week schedule can provide potential benefits to police departments in terms of improving morale and productivity and reducing absenteeism and energy consumption, there are some real challenges that come with using a compressed work week schedule. The biggest problem reported when police departments change to a compressed work week schedule is communication (Vega & Gilbert, 1997). It seems that after officers work an extended day in a compressed work week schedule they just want to go home and do not communicate effectively with the following shift. Communication problems between shifts were cited as a major issue by the study of the Bexar County Sheriff’s Department that was mentioned earlier (Vega & Gilbert, 1997). There are not only communication problems between shifts when using a compressed work week schedule, there is also communication problems between management and officers. With officers having more consecutive days off it means that management does not see the officer as much. Police managers have reported seeing more of the
officers that work a traditional eight hour schedule compared to officers working a compressed work week schedule (Amendola et al., 2011). This leads to communication problems between officers and managers.

As can be seen, there are positive and negative aspects to using a compressed work week schedule. However, more research is needed as the research that is available is not conclusive on whether a compressed work week actually improves officer well being. Hopefully, by using the schedules of the USSS ERT my research can help strengthen the case that compressed work week schedules should be used more by not only police departments, but also by industries that utilize shift work schedules.

Chapter III: Methodology

In order to test the hypothesis that having police officers work four ten hour days is better for them in terms of being able to help balance out the equilibrium between their work, family, and social lives a comparative analysis of the schedules for the United States Secret Service Emergency Response Team was used. The study population for this study will be the Emergency Response Team as it is made up of 67 officers who are currently scheduled to work a traditional work week of five days 40 hours. The amount of overtime the Emergency Response Team works, directly affects their ability to make plans with family, friends, and have a life outside of work, thus throwing the equilibrium off between their work, family and social lives. If using a compressed work week schedule can cut down on the amount of overtime worked, amount of last minute forced overtime, and the amount of leave that is cancelled, this will have a direct positive effect on the officers’ well being and help the officers of the Emergency Response Team better balance out their equilibrium.
A comparative analysis of the week of November 17, 2013 through November 23, 2013 was used as the sample. This week was chosen as this week was a typical week for the Emergency Response Team in terms of numbers of officers on leave, at training, and working overtime. The schedule for the week of November 17, 2013 through November 23, 2013 was built using the Emergency Response Team’s current scheduling policy of scheduling officers to work five days 40 hours a week plus overtime. The data collection method that was used for this study had a mock schedule created for this very same week using a compressed work week schedule of four days 40 hours. The four day 40 hour compressed work week schedule was chosen as research shows this is one way to make shift work more tolerable for police officers thus helping them better balance out their equilibrium (Amendola et al., 2011, Perrucci et al., 2007, and Vega & Gilbert, 1997).

Once the mock schedule using the compressed work week schedule of four days and 40 hours was completed for the week of November 17, 2013 through November 23, 2013, a comparative analysis took place between this compressed work week schedule and the current traditional schedule. A direct comparison was made for the two schedules in terms of total overtime worked and officer well being. Officer well being is defined and measured as the amount of days off that are cancelled, the amount of last minute forced overtime that occurs, and the amount of leave that is cancelled for each week. Also, the amount of officers that are able to attend training and the amount of administrative duty time that the schedules allowed for is also directly compared. Administrative duty time is defined as the time needed to complete paperwork, vehicle maintenance, and online training courses. By conducting a comparative analysis of the two schedules it made for very interesting results. Based on research stated earlier some of the results were anticipated, however, some were not.
Chapter IV: Results

A comparative analysis of the USSS ERT’s current traditional five day 40 hour schedule and the mock four day 40 hour compressed work week schedule for the week of November 17, 2013 through November 23, 2013 was conducted. The results of the direct comparison for overtime and officer wellbeing provided surprising results. First, in the current economic climate where police departments are constantly looking for ways to reduce their expenses, the first thing that needs to be looked at when comparing the USSS ERT’s current traditional schedule of five days 40 hours to a mock schedule that was created using a compressed work week of four days and 40 hours, is overtime. For the week of November 17, 2013 through November 23, 2013 the actual USSS ERT schedule generated 619.25 hours of overtime. For this very same week the mock compressed work week schedule actually increased the amount of overtime by 224.75 hours. The total amount of overtime generated using the mock compressed work week schedule was 844 hours (Figure 1).

Along with the financial aspect of implementing a compressed work week schedule that needs to be looked at, officer wellbeing also needs to be taken into consideration. One of the categories that directly affects officer wellbeing for the USSS ERT is forced overtime. Forced overtime makes it difficult for officers to make plans with family and friends as it usually occurs with very little notice. For the week for November 17, 2013 through November 23, 2013 the actual schedule for the USSS ERT generated 121 hours of forced overtime. This means that the total overtime worked for this week, which was 619.25 hours, 121 hours of that was forced. This means that 19.5 percent of the total overtime worked was forced. A direct comparison for forced overtime is not able to be made using a mock schedule that was not actually used. This is because there is no way to determine in the mock schedule who would volunteer for the overtime.
and who would get forced. All officers have different thoughts when it comes to overtime. Some officers like to work overtime and volunteer for as much overtime as they can get, while others despise it and do everything they can to get out of it.

Another category of officer wellbeing that needs to be compared when looking at implementing a compressed work week schedule is administrative duty time. Administrative duty time gives the officers of the USSS ERT time to complete required paperwork, online training, and vehicle maintenance. This is an important category as if there is not enough administrative duty time available officers end up completing these required tasks on their own time. This not only extends the time they are away from their family and friends, it also significantly lowers the officers’ morale as they now are required to complete work related tasks on their own time. The actual schedule for the week of November 17, 2013 through November 23, 2013 provided 64 hours of administrative duty time to the officers of the USSS ERT. The mock schedule for this very same week using a four day 40 hour compressed work week schedule provided a total of 304 hours of administrative duty time. This is a difference of 240 hours of additional hours of administrative duty time for officers using the mock compressed work schedule (Figure 2).

Another part of comparing officer wellbeing from the current traditional schedule of the USSS ERT to a compressed work week schedule is the amount of normally scheduled days off the officers got in a week. Although there were no days off that were cancelled in both schedules, the number of days off that the officers took in both schedules was significantly different. In the current traditional schedule for the USSS ERT for the week of November 17, 2013 through November 23, 2013, the number of officers that got or took both of their normally scheduled days off was 40 officers out of 67 total officers. This means that 59 percent of the
officers got or took both of their days off this week. The mock compressed work week schedule provided only 15 officers out of 67 officers all three days off. This means that only 22 percent of the officers got all three of their normally scheduled days off this week. This a difference between the current traditional schedule and the mock compressed work week schedule of 37 percent (Figure 3).

The last part of officer wellbeing that was compared was the amount of annual leave that was cancelled. Working in a protective role that the USSS ERT does, their schedules somewhat fluctuate based on the schedules of the person they are protecting. It is a common occurrence for a protectee’s schedule to change and last minute trips and details to come up that cause annual leave to be cancelled for the officers. This makes it hard for the officers of the USSS ERT to make plans with family and friends. Having annual leave cancelled is a job stressor as it causes officers to stress about not being able to attend plans they have made with their family and friends (Perrucci et al., 2007). During the actual week of November 17, 2013 through November 23, 2013 the schedules showed one officer had their annual leave cancelled. Using the mock compressed work week schedule no officers had their annual leave cancelled.

The other categories that were compared between the current traditional USSS ERT schedule and the four day 40 hour compressed work schedule were the number of officers that were available to attend training and the amount of sick leave that was used for each schedule. Training is very important for the USSS ERT as they are required to meet certain shooting scores monthly and quarterly. Training provides time for the officers to improve their shooting and tactical skills. Under both the actual traditional schedule and the mock compressed work week schedule there was no difference between the number of officers available to attend training. Both schedules provided ten officers to attend training. This means that each officer will attend
training every six to seven weeks, which is an acceptable level of training per month according to USSS ERT established policies (Figure 4).

Sick leave is the last category that was compared between the two schedules. When an officer calls in sick it causes more overtime and it causes last minute forced overtime as a sick leave call out rarely happens with enough time to fill a shift without last minute forced overtime. It is in the best interest of the USSS for officers to reduce the amount of sick leave used as it saves overtime money. Under the current traditional USSS ERT schedule for the week of November 17, 2013 through November 23, 2013 the officers used a total of 33 sick days. Using the mock compressed work week schedule for the same week, a total of 25 sick days were used. By using a compressed work week schedule the USSS ERT would have saved eight sick days (Figure 5). There are specific reasons why there are differences in the categories of overtime and officer wellbeing and why the comparative analysis resulted in such surprising results. The analysis chapter will further explain these results.

**Chapter V: Analysis**

The four day 40 hour compressed work week mock schedule was created and compared to the USSS ERT’s current traditional five day 40 hour work week schedule in order to test the hypothesis that having police officers work a four day 40 hour schedule is better for them in terms of being able to help balance out the equilibrium between their work, family, and social lives. The first category that was compared between the two schedules was overtime. The actual schedule for the USSS ERT produced 619.25 hours of overtime while the mock compressed work week schedule produced 844 hours of overtime. This is an increase in 224.75 hours of overtime when using the compressed work week schedule. Looking strictly at the overtime, using a compressed work week schedule is not beneficial for the officers of the USSS ERT as
increasing overtime has a number of negative impacts on officers. First, increasing overtime increases officer fatigue which in turn can lead to health problems for officers (Vila et al., 2002). Also, by increasing overtime it also increases the amount of time officers are away from their family and friends and can further strain these relationships (Perrucci et al., 2007).

Managing overtime is critical to managing the fatigue levels of police officers. Police officers in large urban police departments tend to average 15 to 40 hours of overtime a month (Vila et al., 2002). Using the USSS ERT’s current traditional scheduling system, the amount of overtime the USSS ERT worked fell well within this range. Based on the 619.25 hours of overtime being a typical week for the USSS ERT in terms of overtime worked, this would mean that the 67 officers of the USSS ERT would work on average about 36 hours of overtime per month. By using a compressed work week where the amount of overtime was 844 hours, this would mean that the average amount of overtime worked per officer per month of the USSS ERT would jump to 50 hours of overtime.

According to the Vancouver Police Department, when they started using a compressed work week schedule of four days 40 hours they were able to cut the amount of overtime worked by their officers in half (Cunningham, 1981). So why did the amount of overtime worked by the USSS ERT increase by 224.75 hours when the mock four day 40 hour compressed work week schedule was created? It has to do with how the current traditional schedule is set up compared to how the mock compressed work week schedule is set up. Under the current traditional five day 40 hour work week schedule, the officers of the USSS ERT are given a two hour break in order to take care of administrative duties, workout, and get something to eat. These two hour breaks are currently evenly distributed throughout the eight hour shift to all the officers working that particular shift. In an attempt to reduce the amount of overtime, the mock four day 40 hour
compressed work week schedule was set up with all the two hour breaks being at the very end of
the shift. For example, if an officer was working the morning shift from 0600 to 1600 the entire
shift would work from 0600 to 1400. At 1400 the afternoon shift would arrive and relieve the
morning shift. The morning shift would then get their two hour break prior to going home for
the day at 1600.

The two hour breaks not only provide time for officers to take care of their administrative
duties, workout, and get something to eat, they also provide a safety net in case an officer goes
sick in the middle of shift or has a family emergency and must leave. In these cases the two hour
breaks would then be cut in order to provide full protective coverage at all times. Under the
current traditional scheduling system of the USSS ERT this is not a problem as the breaks are
evenly distributed throughout the shift. However, under the mock compressed work week
schedule where all the breaks are at the end of the shift, there would be no safety net built into
the schedule in case an officer had an emergency and had to leave. To alleviate this problem at
least one extra officer was added to each shift in the compressed work week schedule. This extra
officer would be classified as a response officer. The response officer’s job would be to cover
for an officer if they had an emergency at home, got sick in the middle of shift, and to respond as
an additional officer to an on the job crisis if needed. The goal of having all the breaks at the end
of the shift was to reduce the amount of overtime. However, by adding in a response officer to
each shift it had the opposite effect and increased the amount of overtime by 224.75 hours.

The only financial benefit that the mock compressed work week schedule has over the
current traditional scheduling system for the USSS ERT is it saves 0.5 hours of Fair Labor
Standards Act (FLSA) pay per officer per day. FLSA is designed to cover roll call time between
shifts. Under the current scheduling system for the USSS ERT all officers are paid an additional
0.5 hours of FLSA per day unless they have their break the last two hours of the shift. On average only two officers per shift do not receive FLSA pay. In a given week the average amount of FLSA saved under the current traditional scheduling system is 21 hours (two officers that do not get 0.5 hours of FLSA pay per shift multiplied by seven days). Under the mock compressed work week schedule where all officers have the last two hours of break, no FLSA would be paid. This would save 234.5 hours of FLSA per week (67 officers per day that do not get paid 0.5 hours of FLSA multiplied by seven days).

As the amount of overtime increases this will also affect other categories of officer wellbeing. The days off that officers got or took is directly tied to overtime. As the amount of overtime increases, the number of days off officers get or can take is decreased. Under both the traditional and the compressed work week schedule, no officer had their days off cancelled. However, the number of officers that got or took their days off was dramatically different between the two schedules. The current traditional schedule allowed 59 percent of the officers of the USSS ERT to take both of their days off. Under the mock compressed work week schedule only 22 percent of the officers on the USSS ERT got or were able to take all three of their days off. A compressed work week schedule is designed to give officers more days off to spend with their family and friends. The current mock four day 40 hour compressed work week schedule is not doing this. The mock compressed work week schedule is actually cutting down on the number of days off officers are able to get or take and it is extending their work day from eight hours to ten hours. This means that based off days off, a compressed work week schedule would not be beneficial to the officers of the USSS ERT as it is not helping them balance out the equilibrium between their work, family, and social lives.
One category that affects the officers of the USSS ERT work lives is administrative duty time. As was mentioned earlier, the current traditional scheduling system of the USSS ERT does not provide for very much administrative duty time for officers. This causes low morale as officers end up having to complete administrative duties on their own time. The actual schedule for the USSS ERT provided 64 hours of administrative duty time for the week of November 17, 2013 to November 23, 2013. This is not nearly enough administrative duty time as even if the 64 hours were evenly distributed throughout the team, it would come out to less than one hour per officer. On the other hand, the mock compressed work week schedule provided 304 hours of administrative duty time for the officers. If these hours were divided evenly throughout the team, each officer would get 4.5 hours of administrative duty time a week. This would increase morale as 4.5 hours of administrative duty time is plenty of time for each officer to take care of their required tasks while on the clock. Although increasing administrative duty time is a benefit to using a compressed work week schedule, it comes at a price. As was mentioned earlier, a response officer was added to the mock compressed work week schedule in order to provide a safety net on the schedules in case an officer has an emergency and has to leave. The additional administrative duty time comes from adding this response officer. By adding a response officer and adding administrative duty time to the mock compressed work week schedule, it is adding overtime which has been shown to decrease the number of days off officers were able to take per week.

Another category that was compared that affects officers family lives is annual leave being cancelled. Using the current traditional scheduling system of the USSS ERT, only one officer was cancelled for the week of November 17, 2013 to November 23, 2013. Although this is only one officer, annual leave being cancelled is a major job stressor for officers (Perrucci et
al., 2007). Due to the fluctuating schedules which are part of protection work, officers worry about being able to take time off and take vacations with their families. Anything that can be done to ease this stress is greatly helpful to the officers and their families as they try to make plans. The mock compressed work week schedule did not have any officers annual leave cancelled. The problem with this is it is a mock schedule. To cover the extra 224.75 hours of overtime created by the compressed work week schedule, many officers were assigned to work their day or days off. With a mock schedule it is hard to know who will want to work the overtime. Some officers want all the overtime they can get while others do not want any or just a little. With so much extra overtime, even the officers that like to work overtime will get tired of working and stop volunteering. According to USSS ERT policy, when there are not enough volunteers for the overtime, annual leave is cancelled. It is hard to predict this with a mock schedule.

Training is another important category that was compared as it affects officers work lives. The officers of the USSS ERT have a lot of responsibility. As such, the officers of the USSS ERT need to stay sharp and hone their skills. Training provides officers this opportunity. Both schedules allowed for ten officers to attend training a week. However, there are a couple of issues in doing this for the compressed work week schedule. First, the training staff currently only works a traditional five day 40 hour work week schedule. In order to make training work, the training staff would have to agree to work a four day 40 hour compressed work week schedule. This could be a challenge to get the training staff on board. Also, the compressed work week schedule was set up by adding a third day off to the officers’ current days off under the traditional scheduling system. However, this caused officers to have their days off in the middle of the week. According to USSS ERT policy an officer cannot attend training while in an
overtime status. This means officers cannot attend training on their days off. All the officers had to have their days off flexed and separated to attend training. It will be a challenge for officers to want to go to training if their days off are flexed and separate as it completely changes their routine schedule.

Along with testing the hypothesis that using a four day 40 hour compressed work week schedule will better help officers balance out the equilibrium between their work, family, and social lives, this research was also intended to fill in some of the holes in compressed work week schedule research. One of the topics where there is mixed research is whether or not a compressed work week schedule can reduce the amount of absenteeism used by officers. This research shows that by using a four day 40 hour compressed work week schedule the amount of absenteeism (sick leave used) was reduced by 24 percent. Although this is not quite the reduction that the Vancouver Police Department saw when they implemented their four day 40 hour compressed work week, which was a reduction in three times the amount of absenteeism, it is significant (Cunningham, 1981). By reducing the amount of absenteeism, it decreases the amount of overtime that is paid and it decreases the amount of forced overtime. Both decreasing overtime and decreasing the amount of forced overtime lead to improvements in morale for the officers.

After taking in all the categories that were compared between the mock compressed work week schedule and the current traditional schedule for the USSS ERT, this particular four day 40 hour compressed work week schedule is not a viable option for the officers of the USSS ERT and does not help balance out the equilibrium between an officer’s work, family, and social lives. This compressed work week schedule was designed with the intent and hope that it would reduce the amount of overtime worked by the officers of the USSS ERT. However, this was not the
case as the amount of overtime was increased a significant amount over the course of one week using the mock compressed work week schedule. The reason why overtime is so closely monitored by police agencies is not only because it has a financial impact on the department, it also is a major factor in contributing to officer fatigue (Vila et al., 2002). Reducing officer fatigue must be the primary focus of scheduling policies. Using a compressed work week schedule that increases the amount of overtime worked per week by 224.75 hours, as was the case here using the mock compressed work week schedule, is not focusing primarily on reducing officer fatigue and should not be used.

A compressed work week schedule is designed to reduce officer fatigue by allowing officers to have extra leisure time to relax and recharge their batteries with family and friends while off duty (Vega & Gilbet, 1997). These extra days off are designed to better help the officer balance out their equilibrium between their work, family, and social lives. The mock four day 40 hour compressed work week schedule that was created for the USSS ERT is actually reducing the amount of days off officers were able to take, which is another reason why this particular compressed work week schedule is not a viable option for them. Although the mock compressed work week schedule did provide an increase in administrative duty time and no officers getting their annual leave cancelled, these benefits are not enough to outweigh the fact that the compressed work week schedule increases overtime and reduces the amount of days off officers were able to take. Reducing overtime and increasing the amount of days off officers are able to take are the primary categories that make a compressed work week a success. Since this compressed work week schedule is failing at accomplishing both of these it should not be used.
Chapter VI: Conclusion

In conclusion, this particular four day 40 hour compressed work week schedule does not help the officers of the USSS ERT better balance out the equilibrium between their work, family, and social lives. The two major reasons why this particular mock compressed work week schedule did not work was because it increased the amount of overtime worked by 224.75 hours in one week. On top of this, the compressed work week schedule decreased the number of officers that were able to take all their days off for the week by 37 percent. For both these categories, this is the exact opposite of what a compressed work week schedule is supposed to do. A compressed work week schedule is designed to reduce overtime costs and increase the number of days off for officers so they can better balance out the equilibrium between their work, family, and social lives. A four day 40 hour compressed work week schedule may still be able to work for the USSS ERT, however further research is needed. The current mock compressed work week schedule was designed to reduce the amount of overtime by placing all the two hour breaks at the end of the shift and adding a response officer to each shift. However, by doing this, it dramatically increased the amount of overtime. One possible solution to this that would need to be researched further is, cut the response officer position and evenly distribute the two hour breaks. This would hopefully reduce the amount of overtime to a level that is under the current amount of overtime generated. The downside of cutting the response officer position is this would reduce the amount of administrative duty time available to officers. However, in the big picture reducing overtime is more important than reducing administrative duty time.

The interest of the officers of the USSS ERT in working a compressed work week schedule also needs to be researched in the future. A perfect compressed work week schedule can be created that reduces the amount of overtime, increases the number of days off officers are
able take, and improves officer wellbeing; but if the officers of the USSS ERT do not want this it will not do the agency any good. A survey of the officers’ interest in a compressed work week schedule would be a good place to start. Getting all the officers of the USSS ERT interested in a compressed work week schedule may be difficult. All officers have different needs when it comes to overtime. Any talk of a schedule that is designed to reduce overtime will get criticized heavily by the officers that need a lot of overtime per pay check. On the other hand, the officers that do not need or want overtime will likely be in support of a compressed work week schedule.

Also, this study only explored using a four day 40 hour compressed work week schedule. There are other compressed work week schedules that may work better than a four day 40 hour schedule. If taking into account the training staff, a good option to research further would be a compressed work week schedule that uses a rotation/combination of 12 and eight hour days. If somehow the rotation of 12 and eight hour days could produce a schedule where once every six weeks multiple eight hour shifts were in the middle of the week, it would provide the officers with an opportunity to attend training without completely changing their routine, like it is in the current mock four day 40 hour compressed work week schedule. This way a fight to get the training staff on board could be avoided and the training staff could continue to work their traditional five day 40 hour work week.

Part of getting the officers of the USSS ERT to be interested in a compressed work week schedule is how a compressed work week is implemented. According to Facer and Wadsworth (2010) there are five keys to implementing a compressed work week. The first key is getting officers on board. Key police managers within the department need to see how a compressed work week schedule will affect them (Facer & Wadsworth, 2010). The managers must be onboard with the compressed work week schedule and play an active role. In 1994, Hewlett
Packard tried to implement a compressed work week schedule and it did not go well partly because the managers did not play an active role in its implementation (Lankford, 1998). If the USSS ERT was able to get the supervisors and managers onboard with a compressed work week schedule, this may also help get the officers that would be concerned about the decrease in overtime onboard.

The second key to the implementation of a compressed work week schedule is purpose. The purpose and goals of implementing a compressed work week schedule must be explained fully (Facer & Wadsworth, 2010). The primary goals of most compressed work week schedules are to reduce overtime costs while improving officer wellbeing by giving them more days off.

The third key to implementing a compressed work week schedule is process. The process of how a compressed work week schedule will be implemented must be explained. At this point officers are encouraged to participate and their concerns can be addressed at this time. It is also important in the fourth key to implementing a compressed work week schedule to address officers’ perceptions. Officer perceptions can be addressed by having surveys filled out and focus group meetings (Facer & Wadsworth, 2010).

Lastly, the fifth key to implementing a compressed work week schedule is performance. Evaluation performances must be completed to see how successful the compressed work week schedule is. The goal of a compressed work week schedule is to increase performance (Facer & Wadsworth, 2010). However, research shows that this is not always the case (Bird, 2010).

This research was designed to help improve officer wellbeing for the USSS ERT. It is unfortunate that this research was unable to accomplish this. In the future a compressed work week schedule is still a very real possibility for the officers of the USSS ERT, however more research is needed to make this happen. The truth of the matter is that in the current economic
climate, the key to implementing a compressed work week is to reduce overtime. Police managers and supervisors are likely not to entertain any new schedule, no matter how much it improves officer wellbeing, if the schedule does not reduce overtime. Hopefully in the future the USSS ERT will be able to come up with a schedule that does just that.
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Figure 1. The actual overtime hours worked for the week of November 17, 2013 to November 23, 2013 compared to the amount of overtime hours the mock four day 40 hour schedule generated for the very same week. The actual schedule produced 619.25 hours of overtime while the mock schedule produced 844 hours of overtime.
Figure 2. The actual amount of administrative duty time given to officers for the week of November 17, 2013 to November 23, 2013 compared to the amount of administrative duty time generated by the mock four day 40 hour compressed work week schedule. The actual schedule produced 64 hours of administrative duty time while the mock compressed work week schedule produced 304 hours of administrative duty time.
Figure 3. The percentage of officers that got or took both their days off in the actual schedule for the week of November 17, 2013 to November 23, 2013 compared to the percentage of officers that got or took all three of their days off in the mock four day 40 hour compressed work week schedule for the same week. The actual schedule allowed for 59 percent of officers to get or take both their days off while the mock compressed work week schedule allowed only 22 percent of officers to get or take all three of their days off.
(Figure 4). The amount of officers that were available to attend training using the actual schedule for the week of November 17, 2013 to November 23, 2013 compared to the officers that were available to attend training using the mock four day 40 hour compressed work week schedule. Both schedules provided ten officers the opportunity to attend training.
Figure 5. The amount of sick days officers took using the actual schedule for the week of November 17, 2013 to November 23, 2013 compared to the amount of sick days officers took using the mock four day 40 hour compressed work week schedule. The actual schedule produced 33 days of sick leave while the mock compressed work week schedule produced 25 days of sick leave.