



PRINCE GEORGE FIRE AND EMS

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Date: March 1, 2021

Title: Staffing & Leave Management

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I. Policy

It is the policy of Prince George Fire and EMS (PGFEMS) to maintain a coordinated, combination Fire and EMS system with the appropriate resources to serve the citizens and visitors of Prince George County. This policy shall provide guidance and direction for staffing and leave management for Prince George County Fire & EMS.

II. Purpose

Prince George Fire and EMS (PGFEMS) employ full and part-time employees to provide fire suppression, emergency medical services, rescue and other emergency services. The management of personnel staffing and leave requires detailed coordination and the administration of personnel and time resources, and department finances.

III. Definitions

- A. Administrative Personnel:** PGFEMS employees who are assigned to an administrative position and who are normally work a Monday-Friday 40-hour work week.
- B. Advanced Life Support Provider (ALS):** A person who is trained and certified to provide emergency medical services (EMS) as a Nationally Registered Paramedic (NREMT-P), or Va. Emergency Medical Technician – Intermediate (EMT-I).
- C. Administrative Leave:** Leave provided to exempt employees when called upon to work during a designated holiday or administrative closing (ex. snow day). See County Administrative Procedures for additional guidance.
- D. Business Manager:** The PGFEMS employee responsible for managing staffing and leave management processes and tasks.
- E. Call-Out Employees:** Non-exempt employees who are not considered to be “on call” but who must respond to certain irregular situations, after working hours in a timely manner. Example: PGFEMS fire investigator. See County Administrative Procedures for additional guidance.
- F. Compensatory (Comp) Time:** Time that may be accrued in lieu of overtime hours in compliance with the Fair Labor Standards Act (FLSA). Full-time employees who work in a public safety position may accumulate up to 480 hours of compensatory time. See County Administrative Procedures for additional guidance.



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- G. Director:** Prince George County employee responsible for leading and managing the PGFEMS organization.
- H. Driver – Pump Operator (DPO):** A member qualified through a certification process that can drive and operate the pump on fire apparatus.
- I. Emergency Medical Technician – Advanced (EMT-A):** A person who is trained and certified to provide emergency medical services as a Va. EMT-Advanced. EMT-As may provide some advanced medical measures (ex. intravenous infusions, medications, etc.) but is not qualified for more advanced ALS interventions (ex. cardiac drugs). For the purposes of medical billing and staffing management, EMT-As are not qualified as ALS providers in the PGFEMS system.
- J. Emergency Medical Technician – Basic (EMT-B):** A person trained and certified to provide emergency medical services as a Va. or Nationally Registered EMT-B. EMT-Bs may provide basic life support measures.
- K. ESchedule:** Computer software system that is used by PGFEMS to manage full-time and part-time employee work scheduling and timekeeping.
- L. Essential Employee:** An exempt and/or non-exempt employee who is required to work during an authorized closing for the purpose of providing critical operation/services. See County Administrative Procedures for additional guidance.
- M. Family Medical Leave Act:** The Family and Medical Leave Act of 1993 is a federal law requiring covered employers to provide employees with job-protected and unpaid leave for qualified medical and family reasons. See County Administrative Procedures for additional guidance.
- N. Full-time Employee:** Any employee working a minimum of a 40-hour week in either a regular or probationary position that is budgeted on an annual basis.
- O. Holdovers:** An employee who does not go off duty at the end of their regularly scheduled work period awaiting the arrival of an employee scheduled to work the next work period.
- P. Leave Accrual:** Leave that is granted to full-time employees based on years of service. See County Administrative Procedures for additional guidance.
- Q. Leave Carry-Over:** As approved by the County Administrator, accrued leave may be allowed to be ‘carried over’ to the next calendar year. This decision and the related conditions attached to the allowance may vary from year to year.
- R. Mandatory Overtime:** Additional work time beyond normally scheduled work hours that a PGFEMS full-time employee is mandated to work based on staffing needs.



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- S.** Operations Personnel: Employees assigned to a 24-hour shift schedule who work an average of 212 hours in a 28-day payroll cycle. Part-time employees who are assigned shifts in fire / EMS stations are also considered Operations Personnel.
- T.** Part-time Employee: A PGFEMS employee working on a part-time basis for a fixed hourly wage with limited county benefits.
- U.** Part-time Regular Employee: A PGFEMS employee working no less than 20 hours per week who is paid on an hourly basis for those hours actually worked, in a continuous year-round position, and is entitled to County benefits. See County Administrative Procedures for additional guidance.
- V.** Physician's Certificate: A note obtained from a physician or allied health professional to return to work after an absence. Full-time Operations Personnel (those working a 28 day pay cycle) must provide a physician's certificate for any sick leave use of greater than 36 consecutive hours. See County Administrative Procedures for additional guidance.
- W.** Planned Leave: Leave that is requested, approved, and scheduled in advanced and for which staffing coverage can be planned for. Planned leave consists of annual (scheduled) leave (to include short term leave requests), compensatory time off and Professional Development Leave (PDL). These leave allotments count toward the two leave positions per day allotment.
- X.** Professional Development Leave: Leave which is provided to PGFEMS employees for the purposes of professional and personal development through education and training.
- Y.** Scheduled Leave Process: An internal PGFEMS administrative process in which, based on seniority, full-time employees may submit leave request picks in advance. When all scheduled leave requests are processed, employees have the leave requests granted to them reserved throughout the year.
- Z.** Shift Commander: On duty PGFEMS officer responsible for the management and oversight of all department operations on a given shift. This position is also responsible for approving leave for their assigned shift members and managing short notice leave vacancies (e.g. sick leave callouts).
- AA.** Sick Leave Bank: Prince George County allows members of the Sick Leave Bank an additional source of leave days when they are incapacitated by an extended personal illness or disability. See County Administrative Procedures for additional guidance.



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BB. Traded Time: A process where employees have the option to trade shifts or portions of shifts with another employee. Shift trades are an agreement between employees done on a voluntary basis that results in employees receiving time off without having to use leave. Employees participating in a shift trade shall be entitled to all benefits afforded to on duty employees.

CC. Unplanned Leave: Leave for which advanced planning cannot occur. Examples include bereavement, emergency and sick leave. Employees must notify their supervisor of the need for unplanned leave as far in advance as possible and declare which type of leave is being requested (ex. sick leave). Unplanned leave does not count against, but is in addition to, the two approved leave positions allocated each shift day.

IV. Leave Types

- A.** Administrative Leave (ADM): Leave accrual that is granted to exempt employees who are required to work during a designated County holiday or administrative closing. Administrative leave, with or without pay, may be granted by the County Administrator under extraordinary circumstances when the use of leave does not fall within other leave types.
- B.** Annual Leave (AL): Paid time off granted to employees who accrue leave based on years of service. See County Administrative Procedures for additional guidance.
- C.** Bereavement Leave (BL): Paid time off granted following the death of an immediate family member or significant other.
- D.** Civil Leave (CL): Paid or unpaid time off granted in order for an employee to appear in court or to serve on jury duty as summoned to serve by a court of law. Paid civil leave is not available to those employees who are a defendant in a criminal case.
- E.** Compensatory Time (COMP): Leave hours accrued in lieu of compensation for hours work. Employees may use accrued compensatory time hours in lieu of annual or other types of personal leave.
- F.** Emergency Leave (EL): Paid or unpaid time off that is granted with limited notice on a short-term basis to allow employees to deal with unexpected personal emergencies. Employees may use annual, compensatory or holiday repay leave to be compensated for this time off.



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- G. FMLA Leave (FMLA):** Paid or unpaid time off granted an employee under the Family Medical Leave Act (FMLA). The FMLA allows eligible employees to take up to 12 work weeks of unpaid leave during any 12-month period to care for a new child, care for a seriously ill family member, or recover from a serious illness. This may be paid or unpaid leave.
- H. Holiday Repay Leave (HRP):** Paid time off that is granted to essential employees who are scheduled to work when 40-hour county employees are granted holidays. These leave hours may be used in lieu of annual or comp time leave. Prince George County publishes an annual list of county holidays which result in HRP leave being granted to career employees.
- I. Leave Without Pay (LWOP):** Unpaid time off that is granted on a temporary basis. LWOP requests must be assessed and granted by the Prince George County Director of Human Resources and PGFEMS Director.
- J. Military Leave (ML):** Paid time off granted to employees serving in the military per Code of Virginia, article 10, section 44-93 and Title 38 of the United States Code, Chapter 43 and County Administrative Policy.
- K. Professional Development Leave (PDL):** Paid time off that is granted by the Director or their designee to allow for the professional development of employees through training and education.
- L. Sick Leave (SL):** Paid time off granted to an employee for illness, injury, or medical appointments related to the employee, employee's spouse, employee's dependent children, or employee's parent. See County Administrative Procedures for additional guidance.
- M. Short Term Leave (STL):** Paid time off which may be granted thirty days in advance for the second planned leave position on a given shift day provided that the 2nd leave position remains available 30 days out (i.e., PDL leave has not been granted).
- N. Traded Time Leave (TT):** Leave used when a full-time employee is absent from work and whose position is covered by another employee who is not being compensated for working. The first employee is obligated to 'pay back' the second employee by working for them on another date, agreeable to both employees.
- O. Volunteer Leave (VL):** Leave that is provided by Prince George County to full and part-time employees to allow for acts of charity as approved by the County Administrator. See County Administrative Procedures for additional guidance.



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V. Procedures

Prince George County Personnel Policies 24.1 through 24.23 outlines County leave management procedures. This policy addresses the internal procedures and processes unique to the Fire & EMS department

A. Minimum Staffing Requirements

Delivery of fire, EMS and rescue services requires proper staffing to meet the minimum personnel qualifications and competencies needed to fulfill the mission of PGFEMS. The following matrix is to be followed to manage staffing and leave management processes daily:

Shift Commander			
DPO, ALS, Captain or Lieutenant qualified to serve as the Shift Commander			
Station 5	Station 6	Station 7	Station 8
Qualified DPO	Qualified DPO	Qualified DPO	Qualified DPO
Officer or acting officer	Officer or acting officer	Officer or acting officer	Officer or acting officer
ALS / BLS provider*	ALS / BLS provider*	ALS / BLS provider*	ALS / BLS provider*
			Peak Unit ALS*
			Peak Unit BLS
* ALS provider must be and EMT-P or EMT-I. BLS may be an EMT-B or EMT-A			

1. The three basic qualifications / competencies needed for each station should be filled with two of the staffed positions whenever possible. Having one person fulfill all three needs should be avoided.
2. Minimally, one promoted (not acting) Lieutenant, is required to be on duty each shift.
3. Personnel assigned to a shift may be detailed (temporary assignment) to another station to fulfill position qualification needs within the shift on a given day.
4. With permission from the Director, one or more stations may staff a BLS ambulance on a given shift. This includes the Peak Unit at Station 8. To ensure ALS coverage, no less than an ALS Shift Commander and two (2) ALS staffed transport units will be staffed each shift.



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VI. General

- A.** The Business Manager and Shift Commanders are responsible for managing the day-to-day staffing requirements for PGFEMS.
 - 1. In doing so, the person managing staffing will consider the position qualification needs and ensure that employees filling positions meet the minimum position qualifications to do so (ex. DPO).
 - 2. In managing the daily staffing roster, the Business Manager and Shift Commanders should avoid, whenever possible, fulfilling the minimum engine / ambulance requirements of needing an officer, DPO, and ALS provider with the same person.
 - 3. They must work in concert with the Director to ensure that staffing and leave management practices align with budget allocations.
 - 4. Repeated or excessive use of unplanned leave (ex. sick leave) will be monitored by the Business Manager and Shift Commanders and brought to the attention of the Director as appropriate based on individual circumstances.
 - 5. Each quarter the Business Manager will provide a report to the Director identifying part-time employees who are not meeting the minimum requirements for working shifts.
- B.** Two planned leave positions, or the equivalent of 48 hours of leave, are allotted each shift day for Operations Personnel.
 - 1. The Director may approve additional leave use based on the needs of the organization.
 - 2. Major emergencies (ex. hurricane) that require full or additional staffing may result in the Board of Supervisors, County Administrator and or Director cancelling previously approved planned leave. In these situations, the Director should provide as much advanced notice as possible.
- C.** Employees may not take planned leave without advanced approval using the management processes noted herein.
- D.** Employees may not fill their own leave time with the exception of the Shift Commanders as directed by staffing and leave management guidelines.
- E.** No employee may absent from work on planned leave (annual, comp time, PDL or traded time) for more than nine (9) consecutive shifts without the approval and written permission of the Director in advance. Other types of leave that may be known in advance (ex. emergency, FMLA, sick) are not subject to this limitation.



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F. Employees must adhere to a defined leave process to manage their absence from work and may not use planned leave (to include Comp Time) without the approval of their Shift Commander or the Director (in the case of administrative personnel).

G. Employees must not request more planned leave than what they will have available to them when the leave is used.

H. Leave codes will be noted in the ESchedule staffing management system for all leave taken. The proper code for the leave taken will be entered into the 'notes' section. In some instances, more than one leave type may be documented.

1. Administrative Leave	ADM
2. Annual Leave	AL
3. Bereavement Leave	BL
4. Civil Leave	CL
5. Compensatory Time Leave	COMP
6. Emergency Leave	EL
7. FMLA	FMLA
8. Holiday Repay Leave	HRP
9. Leave without Pay	LWOP
10. Military Leave	ML
11. Professional Development Leave	PDL
12. Short Term Leave	STL
13. Sick Leave	SL
14. Traded Time Leave	TT
15. Volunteer Leave	VL

I. The Business Manager will maintain a master seniority list of career personnel to include seniority lists for each shift based on the personnel assigned. The seniority lists will be used for scheduled leave and mandatory overtime management processes.

J. For timekeeping and payroll purposes, Administrative Leave and Holiday Repay Leave count as 'hours worked' which affect overtime calculations. Other leave types do not credit an employee with hours worked.



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VII. Staffing & Leave Management Guidelines:

A. Annual Leave (AL) AL is a planned leave type and will be managed in advance of the leave being used.

1. The equivalent of one scheduled leave position is permitted each shift (calendar) day for full-time Operations Personnel.
2. The equivalent of one leave position will be allocated to PDL or Short Term Leave each shift (calendar) day for Operations Personnel. The exception to this is major holidays when the second leave position will be held in reserve. Those holidays include: New Year's Day, Memorial Day, July 4th, Thanksgiving, Christmas Eve, and Christmas Day.
3. The use of AL does not count as hours worked for the calculation of hours attributed to overtime.

B. Bereavement Leave (BL)

1. BL is an unplanned leave type and will be managed upon notification of need.
2. Employees may be granted bereavement leave due to the death an employee's immediate relative to include; spouse, parent, stepparent, sibling, stepsibling, child, stepchild, grandparent, grandchild, guardian, and same relatives of spouse, inclusive of those relationships arising from adoption.
 - i. "Child" means a biological, adopted or foster child, a stepchild, a legal ward, or a child of a person standing in loco parentis, who is: Under 18 years of age or 18 or older and incapable of self-care because of a mental or physical disability
3. Operations Personnel are entitled to 36 hours of bereavement leave. This leave may be combined with additional leave (ex. Annual or holiday repay) to manage the employee's needs. Administrative Personnel are entitled to three regularly scheduled days off with pay. This leave may be combined with additional leave (ex. annual or holiday repay) to manage the employee's needs.
4. In the event of multiple deaths in the employee's immediate family, each death shall be treated separately, and the bereavement leave shall be granted accordingly.
5. The use of BL does not count as hours worked for the calculation of hours attributed to overtime.



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C. Civil Leave (CL)

1. CL is normally a planned leave type and will be managed in advance of the leave being used.
2. Employees requiring civil leave must notify their immediate supervisor as soon as possible and provide written documentation of the court summons. Employees summoned to court for cases related to employment with PGFEMS will be compensated if appearing in court during off duty hours.
3. Operations Personnel who are excused from court prior to 1700 hours on the date of their appearance are required to contact the Shift Commander to determine whether they will be required to return to duty.
4. Operations Personnel serving on jury duty the day after a scheduled shift will be given consideration for early relief from duty dependent on the circumstances, reporting time, and location of the court facilities. If early relief is granted, Civil Leave will be documented.

D. Compensatory Leave (COMP)

1. COMP is a planned leave type and will be managed in advance of the leave being used.
2. Employees who accrue compensatory (comp) time off may use this leave type in lieu of annual, holiday repay or other types of planned leave.
3. Use of comp time must be approved in advance by the Director or their designee.
4. The use of COMP does not count as hours worked for the calculation of hours attributed to overtime.

E. Emergency Leave (EL)

1. EL is an unplanned leave type and will be managed upon notification of need.
2. Employees requiring emergency leave are to notify their immediate supervisor of the need for relief from work and the nature of the problem at the earliest possible date and time prior to their next scheduled work period.
3. For emergency leave requests requiring extended periods of time off, the Director, in consultation with the Director of Human Resources, will review the circumstances and grant the appropriate leave types to include the use of



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emergency paid leave, annual, holiday repay, or other leave types applicable for the situation.

F. Family Medical Leave Act (FMLA)

1. Employees requiring FMLA leave must notify Prince George County Human Resources to receive guidance and assistance with application.
2. Written FMLA guidance can be found in the Prince George County Personnel Policy Manual.

G. Holiday Repay Leave (HRP)

3. HRP is a planned leave type and will be submitted, approved and managed in advance of the leave being used. This leave classification counts as hours worked toward overtime compensation.
4. Full-time employees may use holiday repay leave hours in lieu of using other planned leave types (ex. Annual leave).
5. The use of HRP counts as hours worked for the calculation of hours attributed to overtime.
6. Employees may schedule and be approved for other types of planned leave and then substitute HRP, on an hour for hour basis, when submitting time accounting sheets.

H. Leave Without Pay (LWOP)

1. LWOP is a planned leave type and will be managed in advance of the leave being used.
2. LWOP must be requested through the Director and is managed by the Prince George County Human Resources department.
3. LWOP may be used for administrative purposes when an employee is relieved from duty.

I. Military Leave (ML)

1. ML is normally a planned leave type and will be managed in advance of the leave being used. Exceptions to this are short-notice military activations.



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2. ML granted with pay may not exceed 15 scheduled shifts of 12 hours or the equivalent of 7.5 twenty-four-hour shifts per year.
3. ML leave use is based on the federal fiscal year and tracking of hours runs from October 1 to September 30 each year.
4. ML is considered planned leave and employees requesting ML in advance through their Shift Commander or the Director (for Administrative employees). A copy of the military orders shall accompany the leave request.
5. Written military leave guidance can be found in the Prince George County Personnel Policy Manual.

J. Professional Development Leave (PDL)

1. PDL is a planned leave type and will be submitted, approved and managed in advance of the leave being used.
2. One PDL leave position is available for Operations Personnel each 24-hour shift day
3. Should a PDL position remain open 30 calendar days prior to the date, the leave position may be used as a second planned leave position and is managed using the Short Term Leave (STL) leave approval process.
4. Based on organizational needs, the Director may grant more than one PDL leave position per shift. Additional PDL positions granted only count as the second planned leave position for the day. One leave position each shift day is to remain assigned as scheduled leave or available as 30-day leave.
5. Personnel receiving PDL assistance who are attending multi-day educational or training events related to the PDL leave granted will not receive compensation for attending on non-scheduled workdays.
6. PDL requests should be made as far in advance as possible and include pertinent information (i.e. event schedule, potential costs, etc.) relative to the request. Employees requesting financial assistance for attending education or training events will provide that information when the PDL request is submitted.



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7. Operations Personnel will route PDL leave requests through their Shift Commander to be reviewed and submitted to the Training Captain for review and endorsement. If endorsed, the PDL leave request should be forwarded to the Director for final review and decision.
8. The Director will forward approved PDL requests to the Business Manager for the scheduling of personnel to fill the open position. If the PDL request is denied, the Director will communicate the reasoning to the appropriate Shift Commander.
9. In cases of staffing shortages, the Director may cancel previously approved PDL or suspend granting of PDL to alleviate the staffing crisis. When cancelling PDL, this should be done as far in advance as possible.

K. Sick Leave (SL)

1. SL is an unplanned leave type and will be managed upon notification of need. Instances may occur when sick leave use is known in advance (ex. planned surgery).
2. Operations Personnel assigned to 24-hour schedules will notify the on-duty Shift Commander as soon as possible when sick leave use is necessary.
3. Administrative employees will notify their immediate supervisor as soon as possible when sick leave use is necessary.
4. Employee notifications to appropriate supervisory personnel will occur each day that sick leave use is being initiated. Other notification arrangements may be made for employees on extended sick leave or FMLA status.
5. Extended periods of sick leave that may be eligible for FMLA coverage which will be managed by the Director of Human Resources in consultation with the Business Manager and Director
6. Use of sick leave may require a return to work Physicians Certificate as required by the Director.
7. Written sick leave guidance can be found in the Prince George County Personnel Policy Manual.

L. Traded Time Leave (TT)

1. Traded time is a planned leave type and must be submitted, approved and in managed in advance of the leave being used.



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2. Traded Time is an agreement between two employees, neither of whom are eligible for compensation for the shifts being traded.
3. Traded time is a privilege and is subject to approval by the appropriate Shift Commander.
4. PGFEMS shall not be held liable for time lost due to shift trades, regardless of the reason for the loss.
5. Full-time Operations Personnel are permitted to trade time with other full-time Operations Personnel. Traded time may not be managed using part-time personnel.
6. Shift Commanders are responsible for monitoring the traded time activities of their assigned personnel.
7. Operations Personnel utilizing TT leave MUST trade with an employee of an equal or higher level of qualification (ex. DPO, ALS, etc.). If in doubt, the appropriate Shift Commander should be consulted for advice.
8. Traded Time Process:
 - i. Early relief (less than 60 minutes at the beginning or end of a work period) is not considered to be traded time and does not need to be documented. Operations Personnel using early relief will notify their immediate supervisor of the situation and who will be relieving them.
 - ii. Full-time Operations Personnel will mutually agree to dates and times for which one employee will work for the other and the payback date for the second employee.
 - iii. Traded time can be full shifts or incremental portions of shifts.
 - iv. When dates and times have been agreed to, the employees will complete a Traded Time Form and submit that to the appropriate Shift Commanders for review and approvals.
 - v. All traded time must be paid back within 90 days of owing the time.
 - vi. A maximum of three 24-hour shifts (or the equivalent of 72 hours) of traded time use is permitted for each Operations employee within a 30-day period.
 - vii. One employee may owe no more than the equivalent of six shifts (144 hours) of traded time at any given time.



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- viii. Traded time agreements may not result in an employee being absent from work more than nine (9) consecutive shifts.
- ix. When a Traded Time form is approved, the Shift Commanders will ensure that the ESchedule software is updated with accurate traded time entries.
- x. Operations Personnel scheduled for traded time are subject to all normal business operation rules and to complete all assigned duties and responsibilities to include notifying the Shift Commander if they are unable to fulfill the traded time agreement (ex. sick leave).
- xi. Operations Personnel who are unable to fulfill their traded time agreements (ex. sick leave) will owe that time back to the staffing system.
- xii. Employees who use sick leave during a Traded Time assignment are not compensated for that time.
- xiii. The Shift Commander will notify the Business Manager of these occurrences.
- xiv. The Business Manager will then work with the employee who owes time to find a suitable date and time to fulfill the agreement.
- xv. The time owed to the staffing system will be paid back within 60 days of the occurrence.
- xvi. Personnel who commit to Traded Time agreements and repeatedly fail to fulfill those agreements may be subject to suspension of Traded Time privileges at the discretion of the Director.

VIII. Staffing Management Practices:

A. Scheduled Leave Process: In October of each year a scheduled leave request process will be conducted for the upcoming calendar year and seven days into the following calendar year (i.e., from January 1 of the upcoming year through January 7 of the following year). The Director will communicate a memo directing this process no later than September 30th of each calendar year.

1. The Business Manager and Shift Commanders will be responsible for managing the Scheduled Leave Process.
2. Full-time employees wishing to participate in the scheduled leave process shall notify their Shift Commander of their request to participate prior to the deadline date communicated by the Director.



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3. Scheduled leave requests must be made in 12- or 24-hour increments.
4. The Shift Commanders will manage a process whereby personnel submit their scheduled leave requests, based on seniority, for their assigned shift. Upon completion of this process, the Shift Commander will submit all approved leave picks to the Business Manager.
5. The granting of leave request picks will begin with the most senior employee and end with the least senior employee on each shift.
 - i. Scheduled leave positions will be assigned to employees making such requests by round with all employees having the opportunity to submit a leave request each round prior to the next round of selections beginning.
 - ii. Once an entire shift has been granted leave picks based on seniority, and provided that additional leave positions remain open, second and subsequent rounds of leave requests will be processed for each shift until all scheduled leave requests have been processed (i.e. approved or denied) or all scheduled leave slots have been allocated.
 - iii. Employees with the same hire date will be prioritized for seniority based on their date of birth. With same hires dates, the older employee has seniority over a younger employee.
 - iv. The leave requests will be reviewed and granted (or denied) in order of the prioritized picks for each employee and based on the scheduled leave time available on a given date.
6. Scheduled leave requests are limited:
 - i. Employees with five years of service or greater may submit up to nine (9) consecutive shifts with each round of picks.
 - ii. Employees with zero to five years of service may submit up to three (3) consecutive shifts with each round of picks.
7. The Business Manager is responsible for communicating the outcome of the scheduled leave process requests to each shift member when the scheduling process has been completed.



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8. In the event that an employee is transferred to another shift, scheduled leave requests will be honored and the leave dates adjusted as necessary to ensure that the employee is not adversely affected by the schedule changes.

B. Short Term Leave (STL): On a given shift day if one or both planned leave positions remain available (i.e., have not been allocated to scheduled or PDL leave) thirty days or less prior to the shift date, employees may request the remaining leave positions as follows:

1. Employees requesting Short Term Leave positions shall submit a leave request to their Shift Commander no more than 30 days prior to the requested shift(s) via the department's scheduling process.
2. Leave requests can be of 12 or 24-hour increments.
3. Once the request is submitted, the Shift Commander, in consultation with the Business Manager, will approve or deny the request based on staffing needs.
4. If the Shift Commander receives multiple requests for the same leave position, seniority will be used to process the leave request. Once the leave request has been tentatively approved pending advertisement of position needing to be filled, the leave position will be granted to the first person making the request. Subsequent requests will not be honored.
5. If approved, the Shift Commander will forward the leave request to the Business Manager to manage filling the open leave position(s).
6. The leave request approval is only complete once the employee is notified by the Business Manager or Shift Commander of the approval. If the requested time cannot be filled with properly qualified personnel, the request will not be approved.

C. Monthly Staffing Management Process

1. The Business Manager is responsible for managing monthly personnel scheduling (staffing) and related leave requests in cooperation with the Shift Commanders.



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2. No later than the **5th of each month**, all short term (i.e., PDL or 30-day) leave requests for the upcoming month full time personnel shall be turned in to the Shift Commander. The Shift Commander will review each request and if tentatively approved, will forward a list for their shift to the Business Manager.
3. No later than the 10th of each month an open shift list for the next month will be generated by the Business Manager and emailed to all part-time Operations personnel.
 - i. No later than the **15th of each month** part-time personnel shall reply via email with their availability based on the open shifts list.
 - ii. Part-time employees must select, at a minimum, 24 hours from the initial list of open shifts and must sign up for one weekend day and one holiday shift per quarter if such shifts are available.
 - iii. Making themselves available to work an open shift does not guarantee a part-time employee of being scheduled to work. Open shifts will be filled by the Business Manager based on the position qualification needs and ensuring that employees filling positions meet the minimum position qualifications to do so (ex. DPO).
 - iv. Part-time employees may be awarded up to 48 hours of open shifts per week. They will be compensated at a part-time overtime rate after accruing 40 hours of work in a given pay period.
 - v. Part-time employees not meeting the minimum requirements of making themselves available to work per Item ii. (above) may be subject to disciplinary action up to and including termination.
 - vi. Once awarded, part-time employees may not give away or swap shifts with other employees without the advanced approval of the Business Manager in consultation with the appropriate Shift Commander to ensure that the same or a higher level of employee qualification is met.
 - vii. If a part-time employee fails to work or cover a shift once awarded, the employee may be subject to disciplinary action to



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include suspension from work privileges and up to and including termination.

4. No later than the **20th of each month**, the shift schedule for the coming month will be filled utilizing the availability of part-time personnel provided. Positions will be filled based on needed employee qualifications (ex. DPO), availability of part-time personnel and prioritizing shift allocations on an as needed basis to ensure that the stations are staffed to their full capabilities.
5. No later than the **20th of each month** a second open shift list will be sent out to part-time and full-time Operations employees updated with remaining open shifts for the coming month. Based on availability provided, positions will be filled based on needed employee qualifications (ex. DPO), availability of personnel and prioritizing shift allocations on an as needed basis to ensure that the stations are staffed to their full capabilities.
6. When possible, scheduling of employees that leads to hold-over situations should be avoided but can be employed if the work assignment results in filling a shift that may otherwise go unfilled. When a hold-over situation is anticipated the Shift Commander should notify the affected station and seek an employee to volunteer for the holdover.

D. Cancelling planned leave:

1. If an employee requests to cancel planned leave that has been previously approved, they must do so by the 15th day of the month before the approved scheduled leave.
2. The employee shall notify their immediate supervisor and the Shift Supervisor via email of the request for cancellation. An explanation for requesting the cancellation of the leave shall be provided. The Director has the authority to deny the request for cancellation.
3. There will be a limit of six (6) planned leave cancellation days allowed per employee each calendar year.



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E. Unplanned Leave Management Process:

1. If greater than 72 hours of notice, the Business Manager is responsible for managing unplanned leave occurrences in cooperation with the Shift Commanders. If less than 72 hours of notice, the Shift Commander is responsible for managing unplanned leave occurrences.
2. When unplanned leave is identified:
 - i. An email and page(s) shall be sent to all employees identifying the position open, qualifications needed and who is managing the open position (i.e. who to respond to).
 - ii. Based on availability provided, positions will be filled based on needed employee qualifications (ex. DPO), availability of personnel and prioritizing shift allocations on an as needed basis to ensure that the stations are staffed to their full capabilities.
 - iii. The person managing the unplanned leave opening is responsible for communicating when the open position has been filled and updating the ESchedule system.

F. Mandatory Overtime:

1. Mandatory overtime is necessary when shift positions remain open for any reason and employee(s) are required to maintain minimum staffing levels.
2. Every attempt will be made to fill position openings prior to initiating mandatory overtime. The Business Manager and Shift Commanders will periodically communicate open shift lists by email to permit full-time employees to anticipate potential mandatory overtime obligations.
3. Only full-time employees of PGFEMS are subject to mandatory overtime.
4. Mandatory overtime shifts shall be 24 hours in length, or the length of time needed to fill the shift vacancy.
5. Employees must work a minimum of four (4) hours of a shift to be credited with fulfilling a mandatory overtime obligation.



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6. Employees on mandatory overtime who are unable to complete their shift due to extenuating circumstances (ex. illness, family emergency), will be relieved from duty but will remain at the top of the mandatory overtime list.
7. If an employee is required to work mandatory overtime, their resulting schedule shall not require them to work more than 72 consecutive hours straight.
8. Employees working mandatory overtime will be paid at a rate of 1.5 times their normal hourly rate.
9. Employees notified of a mandatory overtime obligation are permitted to find a replacement to work the mandatory assignment provided that the replacement meets or exceeds the qualifications and capabilities of the person being mandatoried.
 - i. The replacement may fulfill all or part of the mandatory assignment.
 - ii. The replacement may be a full or part-time employee provided that the employee volunteering to work fulfills the minimum qualifications needed for the open position.
 - iii. The replacement must be vetted in advance to the appropriate Shift Commander for approval.
 - iv. The employee finding a replacement for their mandatory overtime obligation will remain at the top of the mandatory list for their shift.
 - v. The employee volunteering to replace another employee subject to mandatory overtime will not be deemed to have fulfilled a mandatory obligation and will remain on the mandatory list in the current position on their assigned shift.
10. Each full-time employee may be granted a one-time 'personal hardship waiver' every 365 days that allows them to be skipped over on a given date when they are to be subject to mandatory overtime.
 - i. When the personal hardship is granted, the employee will then remain at the top of the mandatory overtime



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list until they fulfill their turn by working a mandatory shift.

- ii. The shift commander will notify the Business Manager and copy the Director when a personal hardship waiver has been granted.
11. Employees subject to mandatory overtime during a scheduled break (normal days off) and who are on planned leave on their next scheduled shift date are required to fulfill the mandatory overtime obligation unless they can provide evidence of a personal or financial hardship.
- i. Examples of a hardship include a scheduled vacation (ex. hotel reservations) or planned travel (ex. airline tickets).
 - ii. When a hardship is identified, the Shift Commander will forward the information to the Director who will then approve or deny the hardship waiver.
 - iii. In approving the hardship waiver, the Director may require evidence of the hardship (ex. copies of airline tickets).
 - iv. If approved as a hardship waiver, this instance will count as the once per year waiver occurrence.
12. Employees who are on planned leave (i.e., Annual, Comp, etc.) cannot be drafted to work a mandatory overtime shift the next calendar day following their leave date.
13. Employees already scheduled to work overtime or on traded time that are subject to mandatory overtime on a given date will not be obligated to fulfill the mandatory overtime obligation. They will be skipped over on that date and will remain at the top of the mandatory overtime list.
14. If a full-time employee is working overtime for a partial shift (ex. peak time unit) they can be required to work mandatory overtime for all or part of the remainder of the shift.
15. Mandatory Overtime Process:
- i. A mandatory overtime availability list will be maintained for each shift based on seniority with the



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least senior person subject to mandatory shift assignment first.

- ii. When new employees are added and or shift transfers occur, the Business Manager will be responsible for reviewing the shift roster and reordering the list based on seniority.
- iii. The mandatory overtime list will be a rolling list with the person most recently being subject to mandatory overtime dropping to the bottom of the list when the mandatory shift is completed.