

# Washington State Ferries Overtime Analysis

January 2020



# Acknowledgements

Data Analysis Support by: KPFF Consulting Engineers and Progressions

# Table of contents

- EXECUTIVE SUMMARY ..... 4
- FINDINGS REPORT ..... 6
  - Background ..... 8
    - Proviso language ..... 8
    - Process ..... 9
    - Data review approach ..... 10
  - Context ..... 11
    - Critical and complex nature of staffing ..... 12
    - On average it takes more paid hours to fill shifts than in the past ..... 13
    - The aging workforce ..... 14
    - Training pipeline can take as long as 10 years ..... 15
  - Using overtime effectively ..... 16
    - There are trade-offs between hiring additional relief staff and using regular employees on overtime ..... 17
    - Predicting level of relief work ..... 18
  - Where and why overtime is being incurred ..... 19
    - Work responsibilities and demographics play a role in increasing overtime ..... 20
    - Relationship between sick leave and leave without pay ..... 21
    - Seasonality factors ..... 22
    - Geographic factors ..... 23
  - Proviso Responses ..... 24
    - Numbers of crew positions being filled by staff working overtime ..... 25
    - Strategies for filling these positions with straight time employees ..... 26
    - Progress toward implementing those strategies ..... 27
    - Forecast for when overtime expenditures will return to historical averages ..... 28
  - Summary of Findings ..... 29
- APPENDIX ..... 30

# EXECUTIVE SUMMARY

A legislative proviso in ESHB 1160, Section 221 (7), directed the Washington State Department of Transportation, Ferries Division (WSF) to identify strategies for reducing overtime (OT) with straight time caused by staff shortages.

The report summarizes the complexity of operating 10 ferry routes across Puget Sound, necessitating the dispatching of employees covered by four different collective bargaining agreements. The annual OT expended averages 57 FTEs annually compared to about 1,370-budgeted straight time FTEs. The cost to train 57 new employees is approximately \$600,000. Bringing on 57 new employees does not address the disparity between OT in the busy summer season and the rest of the year; 50% of this OT occurs in the summer.

## Key findings:

- Labor costs to support the service schedule are higher than in the past.
- Some overtime is unavoidable, and some overtime is cost-effective.
- Addressing the challenge of managing overtime will take time, and a comprehensive, maritime-focused workforce development plan is required.
- WSF has taken action to manage overtime and labor costs, plus there are additional strategies to pursue.

# Summary of strategies

To date, WSF has been implementing several strategies to address the lack of crewing leading to overtime:

- Recruiting at Maritime Universities and collaborating to bring on cadets and interns where appropriate.
- Scheduling training in off peak times when less crew are needed in the fleet and focusing on times to avoid bringing trainers in on overtime.
- Identifying shift opportunities to sail with fewer crew during specific lower ridership times. If a crewmember calls out or takes a vacation during those times, they are not replaced.
- Proactively working with employee leave to minimize leave without pay.

**The next and most important step to build upon the strategies above**, and the work completed to date for this proviso, is for WSF to develop a maritime workforce development plan incorporating the intricacies of WSF regulatory and operating environments, consistent with the WSF 2040 Long Range Plan. A workforce development plan will help determine the most cost effective balance between hiring more employees, additional training to accelerate licenses, adding reliefs and using OT. Funding for the workforce development plan will be discussed with OFM in the first half of calendar year 2020 and potentially requested in the future. Note: other potential strategies for the short and long-term and that address the proviso requirements are discussed on pages 25-26 of this report.

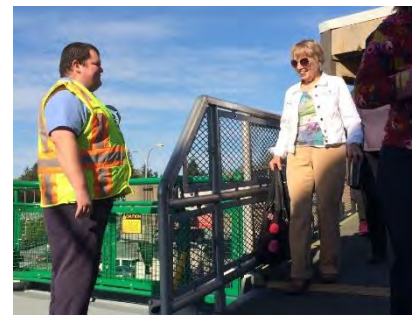
# Overtime Analysis Findings Report

## Background

Washington State Ferries (WSF) consistently requests overtime funding to be able to meet service expectations; the agency requested \$6.141 million in the last budget.

WSF tracks the use of overtime through a performance metric of a 1 percent or less differential of budgeted overtime as a portion of straight time. The Fiscal Year (FY) overtime goal was at 6.3% of budgeted straight time.

As of last reporting cycle, the actual ratio was 7.5%, which is a difference of 1.2%. This performance measure was not met.



## WSDOT Strategic Planning Goals, with a focus on workforce development



WSDOT has identified three strategic planning goals of inclusion, practical solutions, and workforce development.

Workforce development is also a theme within the maritime community, with high retirements and smaller recruitment classes—staffing shortages and the changing workforce demographic continue to have an impact on operational costs.

As a division of WSDOT, WSF strives to “be an employer of choice, creating a modern workforce while attracting and retaining quality workers to deliver our legislative, regulatory and service requirements.” To do this, additional funding is needed to develop a plan and continue to invest in recruitment and the development of staff.

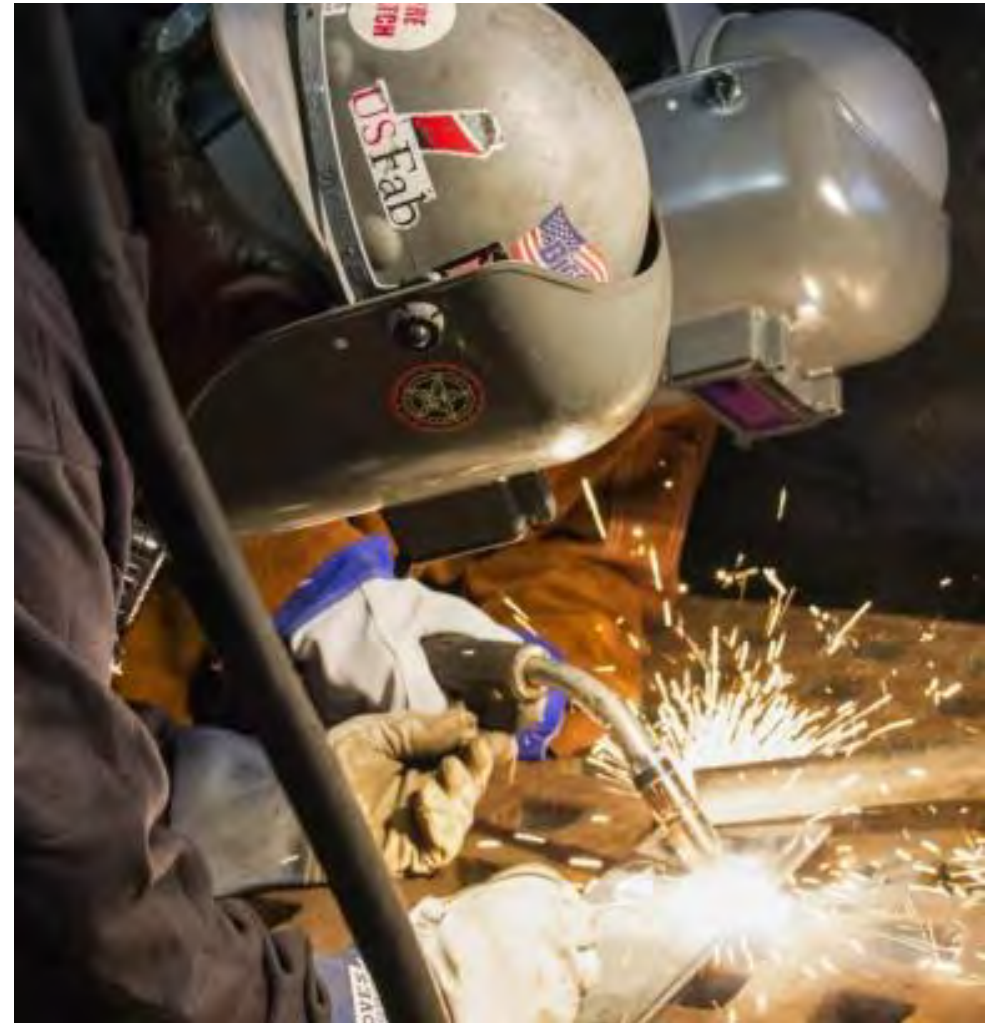
Overtime is used as a tool for the efficient use of resources, working within the U.S. Coast Guard crewing requirements, collective bargaining agreements, technical capabilities of the workforce, and balance the high seasonality of service.

## Proviso

This document lays the foundation for understanding the complex operating environment of WSF, the current use of overtime and strategies for the reduction of overtime and the further development and support of the WSF workforce. ESHB 1160, Section 221 (7) reads:

*By January 1, 2020, the ferries division must submit a workforce plan for reducing overtime due to shortages of staff available to fill vacant crew positions. The plan must include:*

- *numbers of crew positions being filled by staff working overtime,*
- *strategies for filling these positions with straight time employees,*
- *progress toward implementing those strategies, and*
- *a forecast for when overtime expenditures will return to historical averages.*





## Process

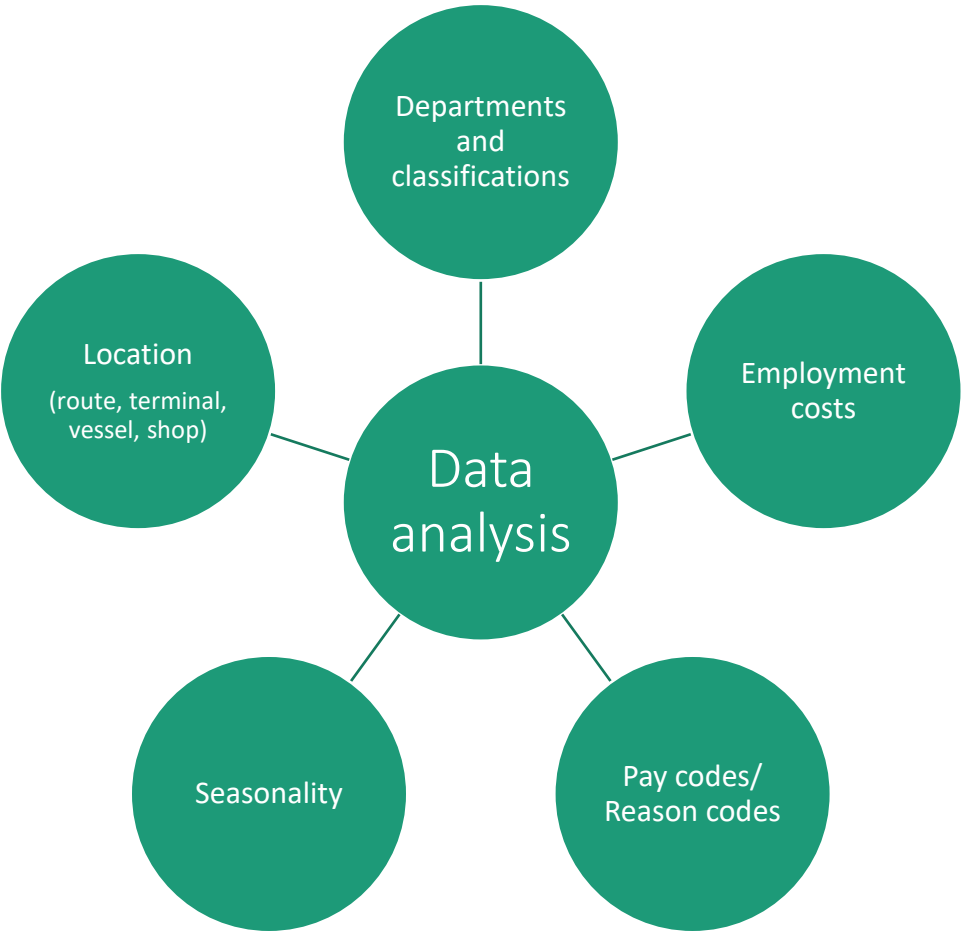
- Met with key WSF operations and maintenance staff to explore workforce and operating environment conditions and changes that may be affecting overtime growth.
- Analyzed overtime hours incurred by department and job classification for the period of fiscal year (FY) 2012 through FY 2019 and documented findings.
- Met with WSF staff and union representatives to confirm our findings, looked for additional insights and began developing strategies for reducing the reliance on overtime.
- Developed a scope of work for a Workforce Development Plan to incorporate strategies for addressing both appropriate overtime levels and workforce development more broadly, including recruitment, attraction, retention, staff development, promotion and other factors that play a role in the delivery of safe and reliable ferry service.



# Data review approach

Understanding available data and how it is used in this complex operating environment is important in the identification of current and historical trends over time. To respond to this proviso directive, the following data analysis steps were taken.

- Reviewed 8 years of data, FY2012 - FY2019 on overtime incurred by department and job classification supplemented with sick leave and leave without pay taken over the same time period.
- Collaborated with WSF budget, maintenance, operating, and crew resource staff to ensure data analysis approach was sound.



## Context

WSF is a unique transportation operator within the Department of Transportation. Over **1900 WSF employees** throughout the Puget Sound region support operations on vessels, in terminals, at the Eagle Harbor maintenance facility, and at its headquarters.

Washington State Ferries' (WSF) ridership is expected to grow more than 30 percent by 2040, climbing to nearly 32 million passengers a year. However, WSF feels the pressure of this phenomenal growth today, as it struggles to meet demand with an overburdened fleet and an aging infrastructure and workforce.

The Washington State Ferry system carried **24.5 million riders** in fiscal year 2018 through the operation of approximately 446 sailings per day, through 20 terminals on 10 routes.



## Critical and complex nature of staffing

The U.S. Coast Guard sets minimum staffing levels, which must be met for the vessel to carry passengers.

Engine room crews are aboard the vessel 24 hours a day (and work an 84 hour week) to support the service schedule and ensure vessels are in good operating condition.

Routes and many vessels are unique, and crew must complete familiarization with the vessel and route.

The maintenance facility must support vessels and terminals 24 hours a day every day but is staffed with a single eight hour shift.

Additionally, each department has its own contractual requirements governing employee management practices, such as how seasonal and short term shifts are assigned and vacations scheduled.



Summer service schedule increases lead to a **22% increase in scheduled labor hours from winter to summer**—a time that is also popular for employee vacation time.

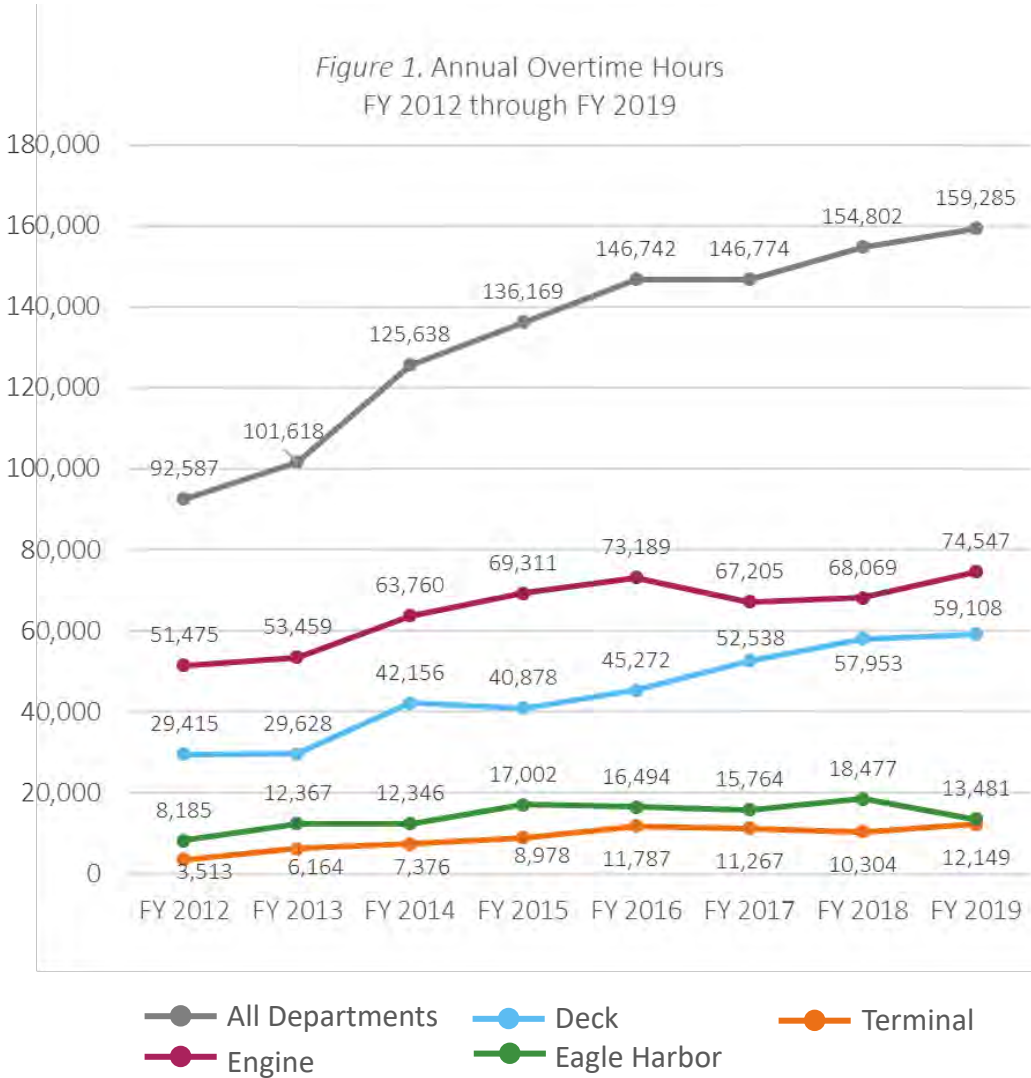
This equates to 18,000 labor hours a month, or as many as 100 additional employees needed in the summer season.

# On average it takes more paid hours to fill shifts than in the past

Over the eight-year period from FY 2012 through FY 2019, vessel and terminal overtime hours have increased per Figure 1.

This time horizon also experienced events and trends impacting levels of overtime. Such events include:

- Scheduled labor hours have increased during the same period.
- 2013 U.S. Coast Guard requirement of additional crewing on vessels. This requirement affected 19 of 23 vessels resulting in notable increases in overtime in FY 2014.
- Vessel retirements and increased maintenance needs for aging vessels.
- Commissioning of new vessels with increased crewing requirements.
- Years of an unfunded licensure training program for deck officers resulting in very low promotion of crew to senior positions.
- Increasing rate of retirement or retirement-eligible employees, leaving open positions to be filled.
- Expanding Family Medical Leave Act (FMLA) and other benefits



## The aging workforce

The growing number of employees eligible for retirement is a significant workforce management challenge facing WSF. Across the entire employment base, 9% of employees are eligible to retire\* in the next year and 30% in the next five years. However, retirement eligibility varies between departments, with the terminal department facing the highest potential retirement rates.

Retirements result in attrition within a job class, and with long lead times to qualify for licenses, fewer employees are available to fill required positions. This leads to more work performed at premium pay rates when existing employees with full time shifts are asked to work on overtime and greater supervisory and dispatch time is required to fill openings. Compounding these challenges are the long training timeframes needed to attain licensing requirements.



Workforce Development is one of three goals for Results WSDOT, the agency's strategic plan for 2017-2021. WSDOT strives to be an employer of choice— attracting and retaining a skilled, diverse workforce— valuing employee development and engagement, supported by a modern work environment.

*-2018 Grey Notebook Edition 69, page 31*

\*Eligible for retirement is defined as being 65 years old

## Training pipeline can take as long as 10 years

Earning a master's license requires years of training, testing, and preparation, including 16 roundtrips on each of WSF's ten routes and successfully drawing pilotage maps during testing. Most of the required work must be accomplished on an employee's own time. To achieve a Master's position within WSF, an individual must enter as an Ordinary Seaman (OS), moving through the ranks to Mate and then Master. Some employees have joined WSF with their third mate's license, earned from one of the maritime schools or with a license from previous employment. Already having a license allows these employees to advance to a Mate's position in as little as one and a half years. However, employees who have not completed schooling or received a license through other employment before joining WSF must invest many years to complete all requirements.

WSF Career Path for Deck. Engine room has its own distinct requirements.



# Using overtime effectively

Some overtime is unavoidable and some is cost effective.

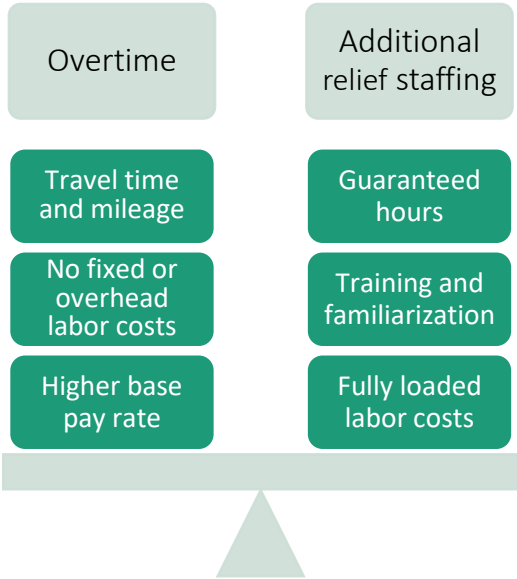
Overtime cannot be avoided due to:

- Weather delays
- Extra trips and other schedule delays
- Vessel and Terminal repairs and corrective maintenance
- 24-hour staffing requirement for Engine Rooms\*
- Medical and other emergency response

Although overtime is perceived as expensive, it can be the most cost-effective way to address some staffing needs. A number of factors must be considered when deciding *when* and *how* often to fill open shifts on overtime.

These factors include:

- Fully-loaded hourly, straight-time labor costs versus overtime labor costs
- Potential travel time and mileage costs incurred with overtime
- Short-term additional seasonal labor needs
- Recruitment and training costs for additional employees
- Guaranteed hours for relief employees
- Relief needs not evenly distributed throughout the year
- Familiarization of additional staff with vessels and routes
- Job requirements versus available staff qualifications



\*This staffing results in 4 hours of overtime every work week



# There are trade-offs between hiring additional relief staff and using regular employees on overtime

The costs associated with new or additional employees must be fully loaded for fixed costs such as vacation and sick leave accruals and healthcare benefits.

The costs associated with overtime payments are limited to the overtime rate of pay and the direct costs associated with that payment, i.e. employer's share of payroll taxes and retirement contributions.

Employees working away from their designated location may be eligible for travel time and mileage.\*

Relief employees are paid at a higher rate of pay to account for their geographic and vessel diversity of knowledge required as they are assigned on an as-needed basis around the diverse system. This higher rate of pay is also in lieu of some of the other payments made to regular employees working overtime such as call back, travel time and mileage.

- Aligning relief employees to open shifts can be difficult
- Relief employees are guaranteed full-time hours whether there is an unfilled shift they can fill or not

Therefore, filling an open shift with a non-relief employee working on overtime can be more cost effective than using a relief employee or adding more relief employees.

Table 1: Straight-time Rate as Compared to Overtime Rate

FY 2019	Base Wage Rate	Fully Loaded Straight Time	Fully Loaded Overtime
Master	\$52.10	\$85.77	\$94.09
Relief Master	\$62.53	\$101.16	\$112.52

Note: These rates do not include call back pay.

\*As defined by collective bargaining agreements (CBAs)

## Predicting level of relief work

Most vacations are bid annually, creating a predictable level of vacation relief.

An even allocation of vacation hours throughout the year allows relief employees to be effectively deployed.

However, not all collective bargaining agreements allocate vacation hours evenly throughout the year, resulting in a high level of vacation relief shifts during the summer months.

Although a certain amount of sick leave and leave without pay can be anticipated each year, it is difficult to predict which shifts will be impacted and when.

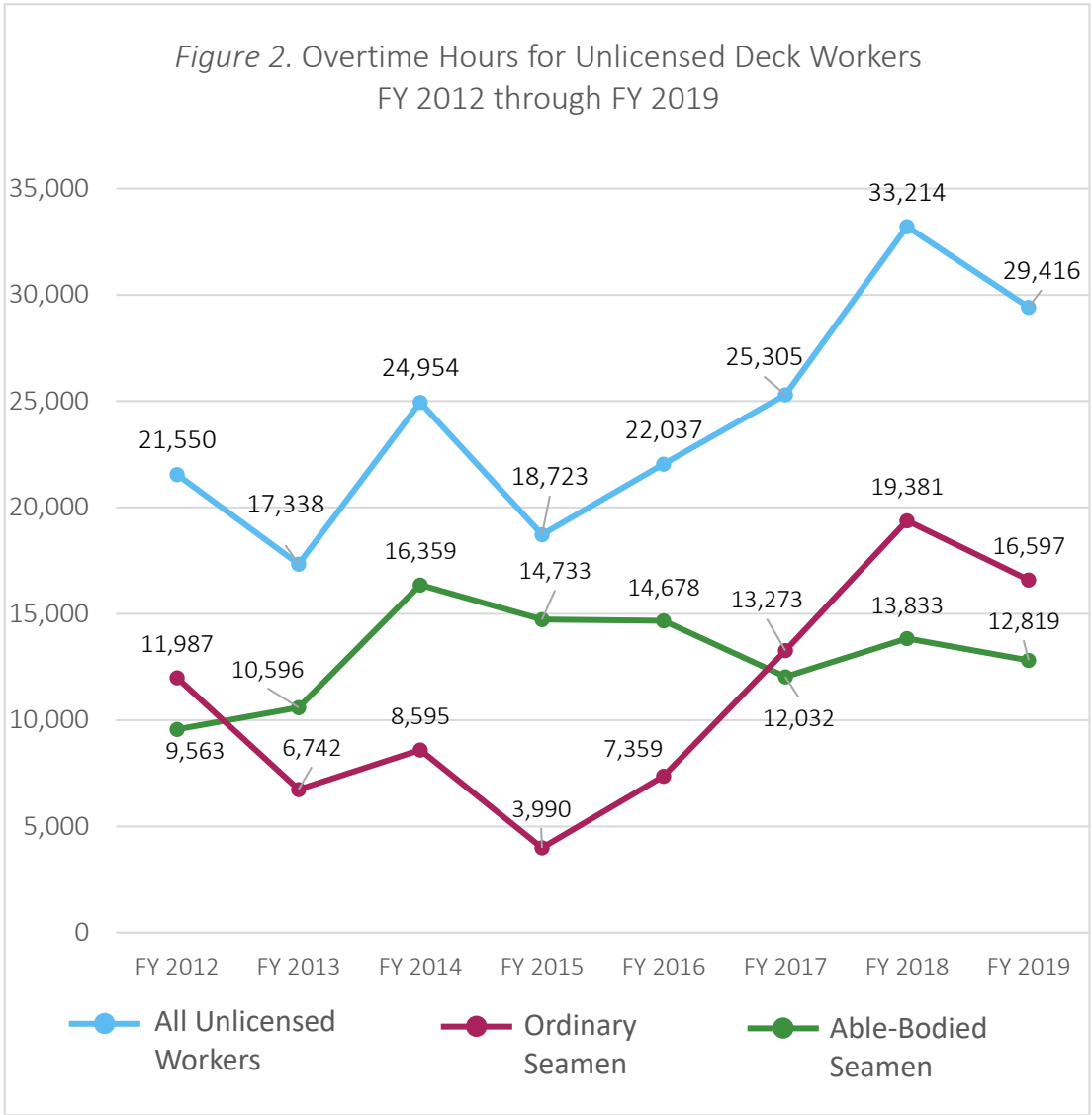


# Where and why is overtime being incurred

When looked at by department and job classification, some trends can be identified and linked to changes in the operating environment.

Refer to appendix documents for a closer look at department and job classification data review.

In 2013, the U.S. Coast Guard required crew level change resulting in an increase in crew size on six of seven vessel classes. The impact of this required crewing change is clear in unlicensed deck positions.



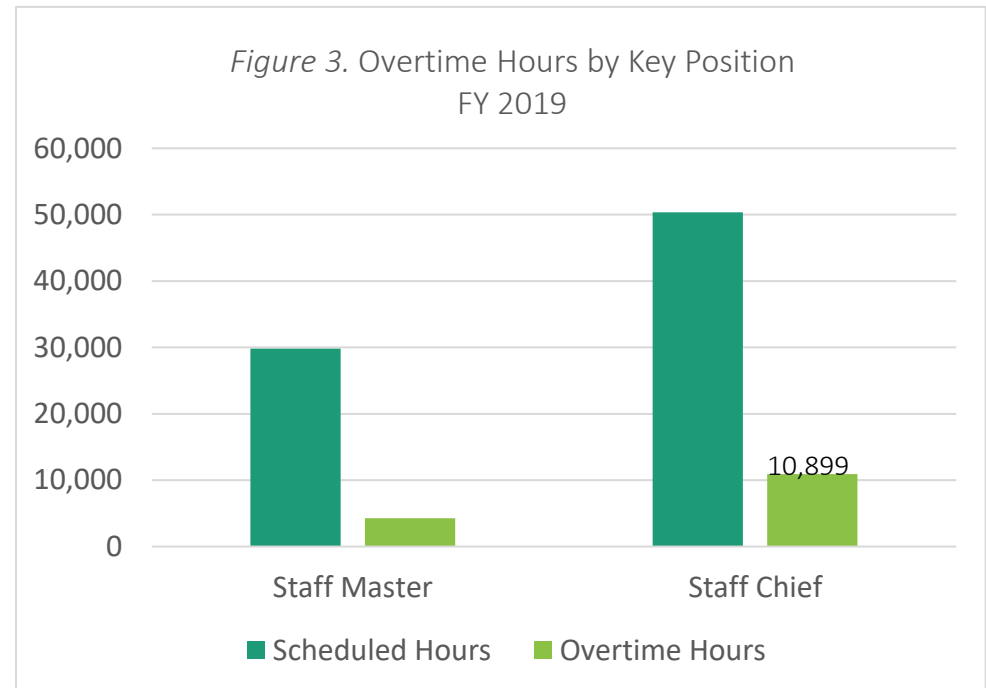
## Work responsibilities and demographics play a role in increasing overtime

Some overtime is related to the responsibilities placed on key jobs such as Staff Chief Engineers and Staff Masters, resulting in a proportionately higher level of overtime than scheduled hours for these jobs.

With overall responsibility for their assigned vessels, these positions may be asked to work at times outside of their assigned shift for meetings or emerging situations with their assigned vessel.

As seniority builds, employees earn and take more annual leave, increasing the number of shifts that must be covered temporarily. This can be particularly challenging for licensed positions.

Younger employees bring different work-life balance values than previous generations, more highly valuing and using leave benefits.\*



**Staff Masters and Masters** is the WSF job classification for the captain of the vessel. These job classifications account for 2.5 percent of total scheduled labor and 7.2 percent of overtime labor.

**Staff Chiefs** are responsible for the mechanical equipment onboard the vessel. A WSF vessel is staffed with a 24/7 engineering team. They account for 7 percent of total scheduled labor and 14.6 percent of overtime hours.

\*Source: Twenge, J.M. (2010). A Review of the Empirical Evidence on Generational Differences in Work Attitudes. *Journal of Business Psychology*. Accessed November 2019, 1573-353X (online).

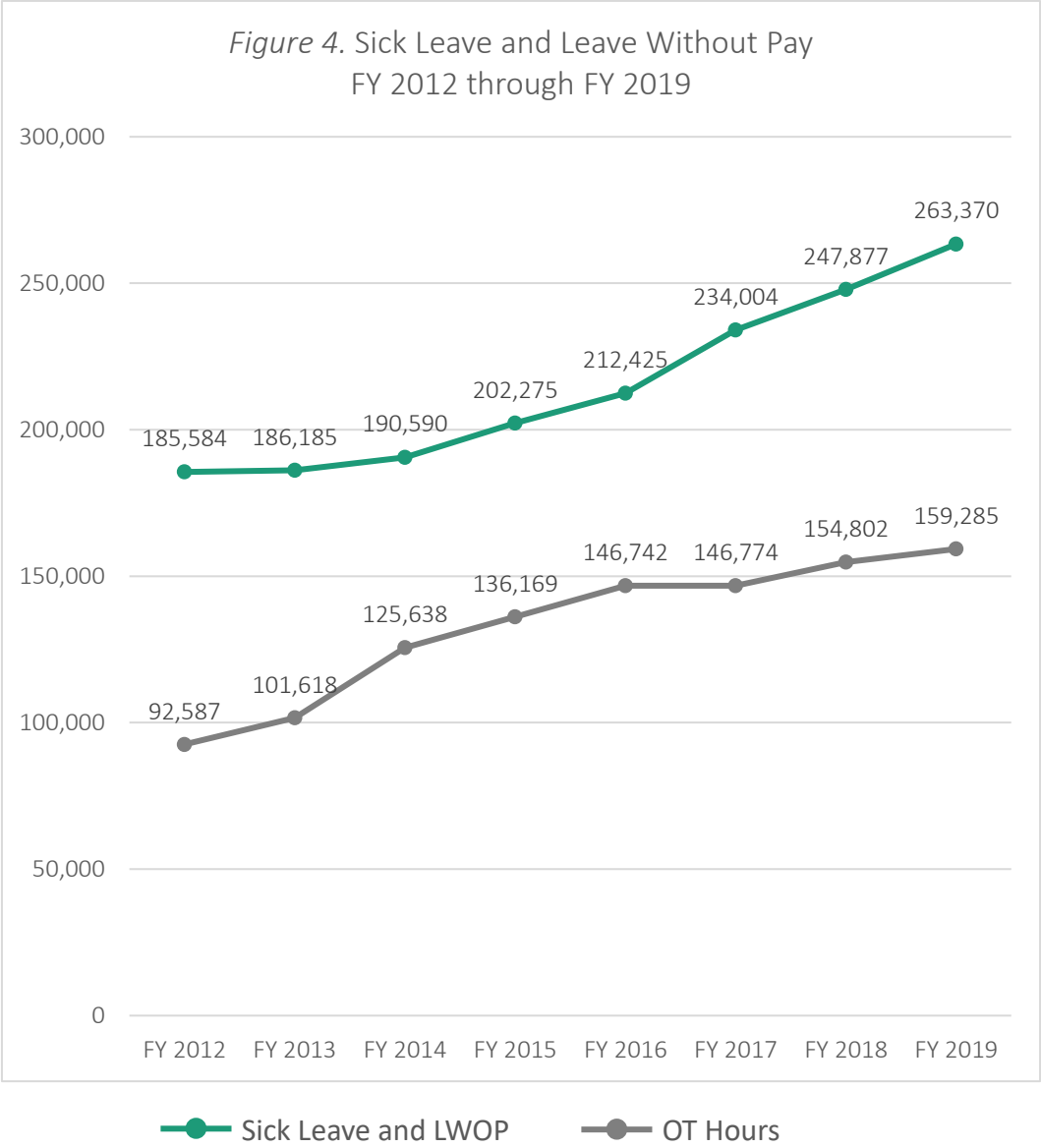
# Relationship of sick leave and leave without pay and leave without pay

The growing level of sick leave and leave without pay correlates with the growth in overtime.

With a maturing workforce, some employees may need to take more sick leave or leave without pay to meet the physical demands of the job.

Valued older workers have different needs now than earlier in their careers.

Between fiscal year 2012 and 2019, sick leave and leave without pay (LWOP) increased by 42 percent, or 77,786 hours, while overtime (OT) increased by 72% with 66,698 hours. During this time overall staffing levels grew about 18%.

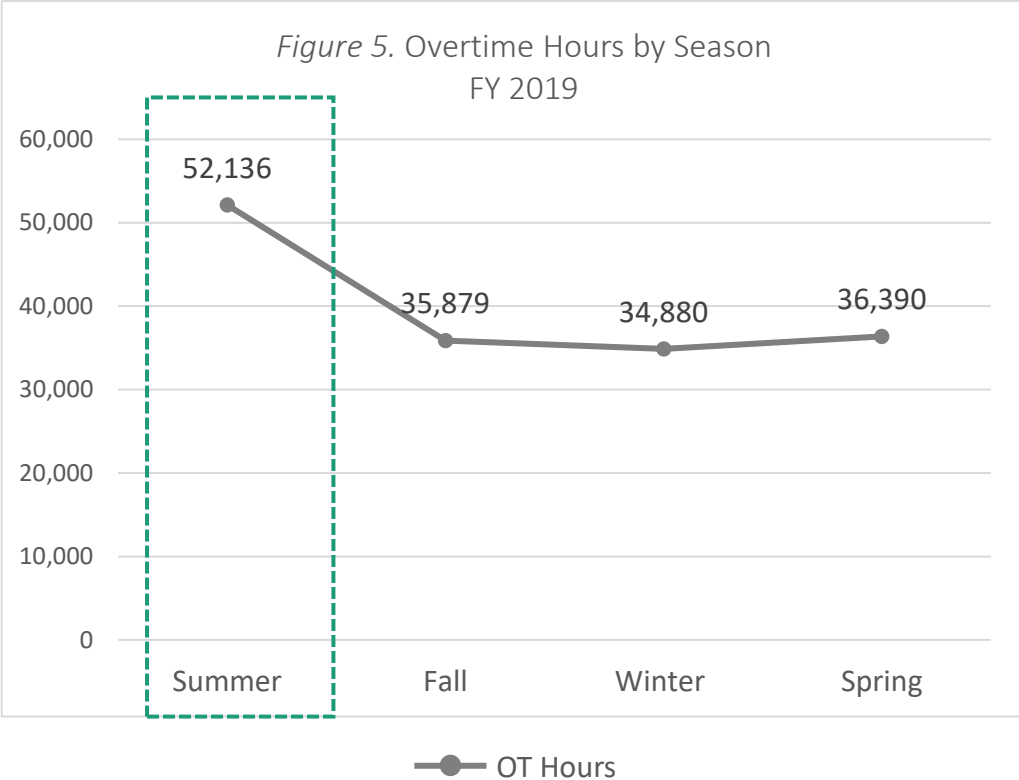


# Seasonality factors

- Agency-wide, the most overtime occurs in the summer—when service hours, scheduled labor hours and ridership are at their highest levels, as well as the desire for vacation leave by WSF employees.
- To cover the additional labor hours required to support the summer schedule, over 100 seasonal employees are required.
- An increase in the level of overtime during the summer, due to short-term seasonal factors such as higher than average ridership and an increase in service levels and scheduled labor hours, is unavoidable.
- Higher levels of shift openings due to vacation and other leave during the summer means that some overtime is more cost-effective than expanding the size of the year-round workforce or incurring the cost of training and orientation for temporary employees to address a short term need.
- Some licensed job classifications do not allow the use of temporary employees to respond to seasonal demand.\*

Summer service schedule increases lead to a **22% increase in scheduled labor hours from winter to summer** —a time that is also popular for employee vacation time.

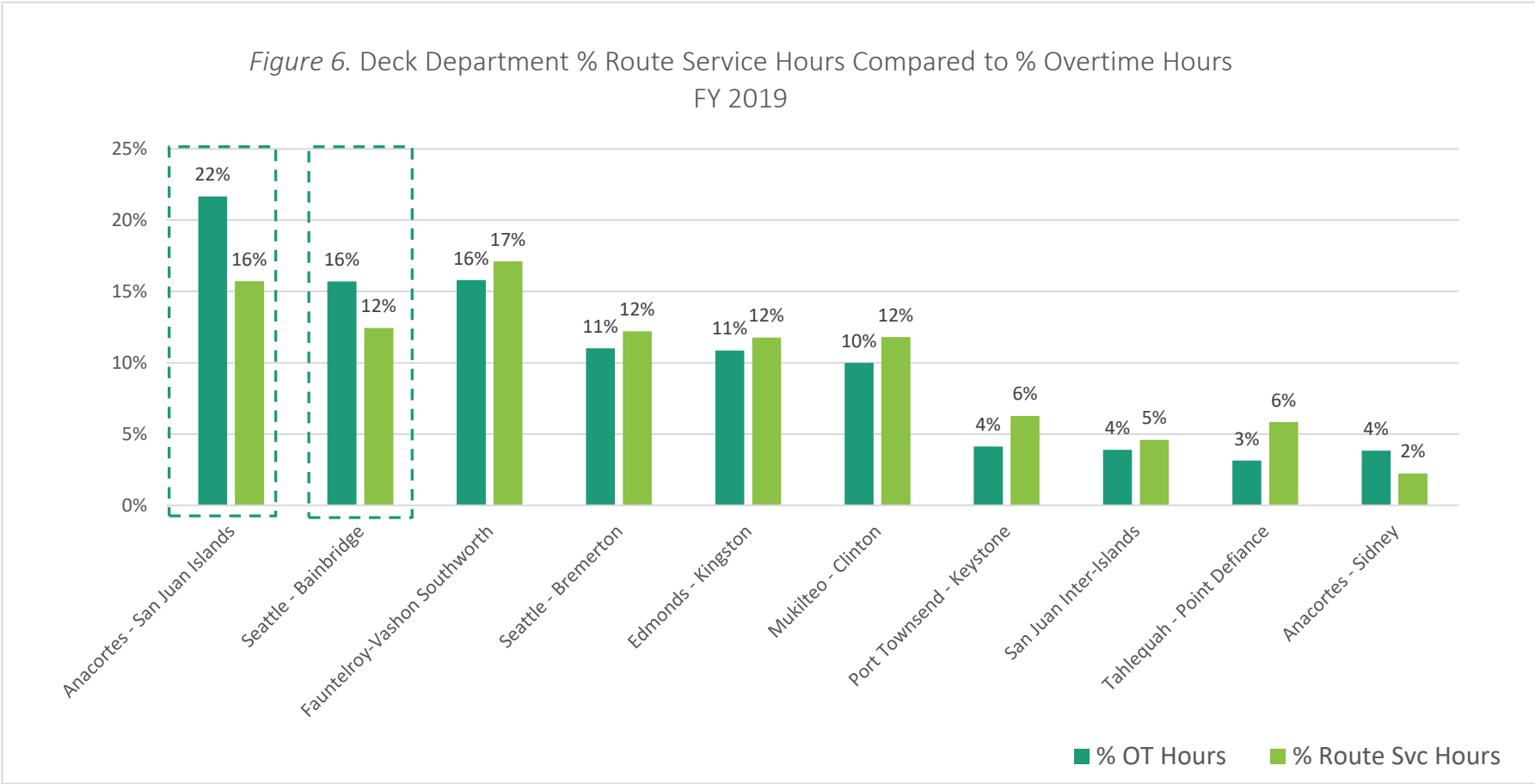
This equates to 18,000 labor hours a month, or as many as 100 additional employees needed in the summer season.



\*This is a CBA restriction

# Geographic factors

Some terminal locations are experiencing overtime at higher rates. Complexity of crew schedule, sailing schedule, stops and ridership can play a role in this. Additionally distance restrictions within collective bargaining agreements restrict where employees can be assigned on straight time, therefore making distant routes and terminals more difficult to staff with straight-time employees. Crewing schedule complexity, such as that on the Seattle/Bainbridge Island route, can also play a role in overtime needs.



# Responses

The following sections provide responses to the four specific elements directed by the Legislative proviso.

## Number of crew shifts being filled by staff working overtime<sup>1</sup>

When a shift is vacant, WSF must find an employee to fill it due to the regularly assigned employee being unavailable to work. For vessels and terminals an unfilled shift may result in cancelled or delayed departures.

While overtime is reported by employee and job classification worked or paid, the data does not quantify the actual number of positions filled on overtime. However, the full time equivalent (FTE) for overtime hours by job class can be calculated.

As noted earlier, not all overtime is related to unfilled shifts.

To calculate the FTE for overtime for unfilled shifts, data was pulled to capture overtime hours reported for the reason codes most closely associated with filling open shifts and then divided by the average number of straight time hour per year worked for each job classification.<sup>2</sup>

Overall, approximately 57 FTE hours were consumed for unfilled shifts compared to about 1,370 budgeted straight time FTEs.

Table 2: Full-time Equivalent of Overtime Hours for Open Shifts

Job Classification	Full Time Equivalent
Master	9.3
Mate	9.2
Able Bodied Seaman	5.6
Ordinary Seaman	8.9
Chief Engineer	8.1
Assistant Engineer	3.0
Oiler	5.5
Terminal Supervisor	1.8
Ticket Seller	2.8
Ticket Taker/Attendant	2.4
<b>Total Agency</b>	<b>56.7</b>

<sup>1</sup> Answering the directive as it relates to shifts rather than positions for clarity and accuracy

<sup>2</sup> Average annual straight time hours worked vary by classification ranging from 1,546 – 1,702



## Strategies for filling these shifts with straight time<sup>\*</sup>

Addressing the challenge of managing overtime will take time, and there are opportunities for prioritizing investment now.

As noted earlier, not all overtime can be avoided through crew assignment practices or staffing employee level adjustments. It is important to use overtime as a tool to meet demand and balance costs.

Through the analysis of overtime incurred by reason, job classification and location (terminal, vessel or route), opportunities and strategies for replacing overtime with straight time were identified.

### Possible strategies include:

- Expand the number of seasonal relief employees in key job classifications
- Build “the bench”—Invest in and prioritize training and skill development to help more employees in lower job classification receive licenses to be ready to promote up to fill open shifts on straight time, concentrating overtime in the lower-pay jobs. For example, adopt employment development programs to help Able-Bodied seamen receive a Mate’s license to be ready to work on-call as a Mate
- Offer enriched employment packages to on-call employees, allowing them to maintain employment until they receive a full-time shift
- Examination of vacation requests with an employee’s accrued leave hours to work preemptively rather than reactively to cover shifts.
- Expand shifts at Eagle Harbor.

<sup>\*</sup> Answering the directive as it relates to shifts rather than positions for clarity and accuracy

## Strategies for filling these shifts with straight time\* continued

A comprehensive, maritime focused workforce development plan is required.

The next step in effective management of overtime is to develop a workforce development plan as identified in the 2040 Long Range Plan.

The Plan recommends developing a supplemental section to the WSDOT workforce development plan that focuses on WSF's unique maritime conditions and requirements.

Reliable service



+ Establish a workforce development plan unique to maritime industry.

### What a workforce development plan will address:

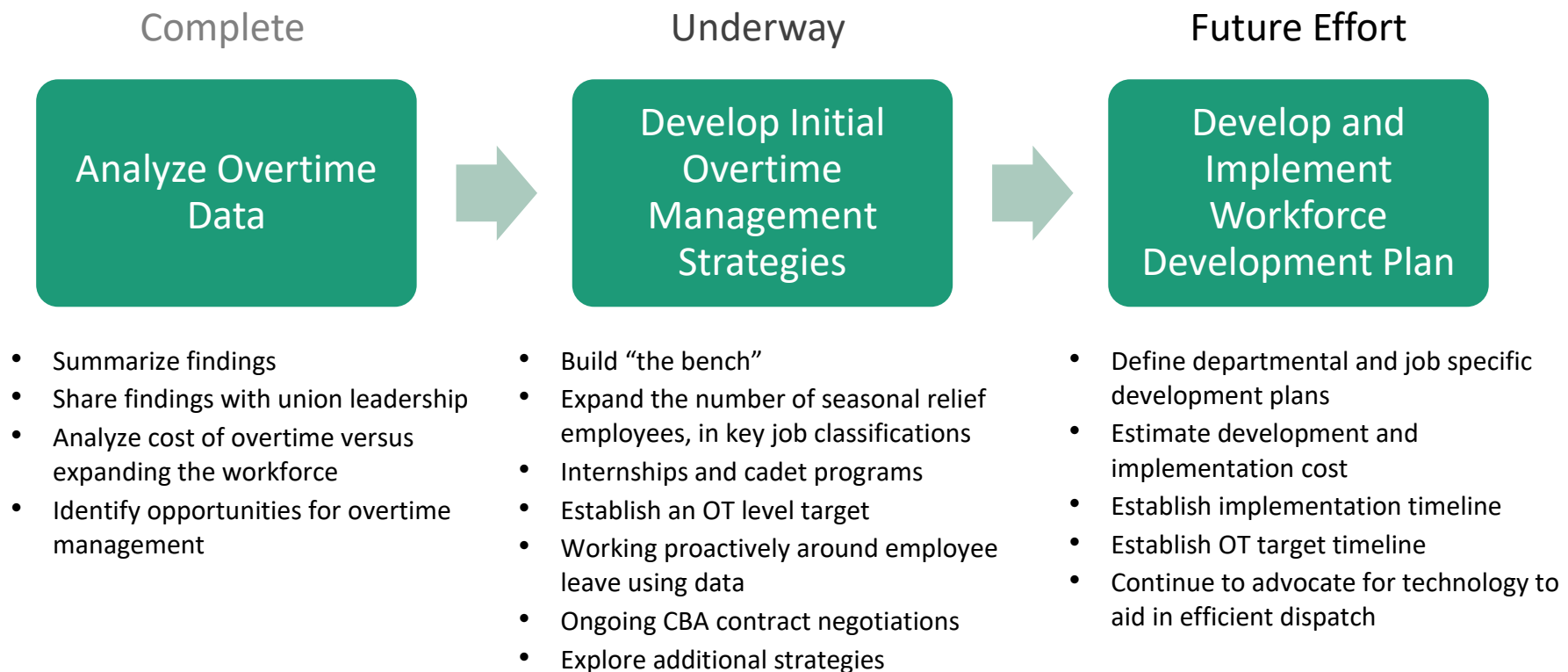
- The most cost-effective balance between the higher fixed costs of adding additional relief employees to work straight time and the higher direct hourly cost of overtime hours
- Identifying training and employee development needs by department to support workforce development and estimate the cost and timeline
- Working with union leadership to identify opportunities to expand employee skills and credentials and to more effectively deploy current employees.

Additional resources are needed to carry out this effort, including for:

- Initial development of marine division workforce development plan.
- Ongoing new employee training and staff development.

\*Answering the question as it relates to shifts rather than positions so clarity and accuracy

## Progress toward implementing strategies



# Forecast for when overtime expenditures will return to historic levels

Establishing a historic overtime level is not straightforward.

Historically, the level of overtime has varied—even taking into account small changes in a largely stable workforce level, making targeting the correct year to benchmark difficult.

A historic level might not be reflective of current workforce and operating conditions. Changes such as average annual leave earned, older workers in a physically demanding workplace, crew size changes, fixed employment costs versus variable labor costs, aging fleet, etc. may dictate a new target level for overtime.

In a demanding and highly regulated operating environment with complex and changing labor requirements, managing overtime is particularly challenging. Discerning when overtime is appropriate and where overtime can be more tightly managed is an evolving process that should be part of a comprehensive workforce development and management program.

WSF leadership believes the best approach to containing overtime at a cost-effective level is to first complete the data-based analysis of overtime drivers and overtime management strategies, and then build a robust workforce development plan that identifies specific department and classification initiatives, cost-justified overtime level targets, and a timeline to implement the development plan and achieve the overtime target levels.

WSF leadership is committed to preparing a workforce development plan by the end of 2021 that will establish sound overtime targets and timeline for achieving them.



## Summary of Findings

- It costs more to provide service now than in the past – labor costs to support the service schedule are higher.
- Some overtime is unavoidable, and some overtime is cost effective.
- Addressing the challenge of managing overtime will take time, and a comprehensive, maritime-focused workforce development plan is required.
- There are opportunities and strategies for prioritizing investment now.



## APPENDIX—Initial findings, data sheets

- i. Deck-Licensed
- ii. Deck-Unlicensed
- iii. Engine
- iv. Terminals
- v. Eagle Harbor

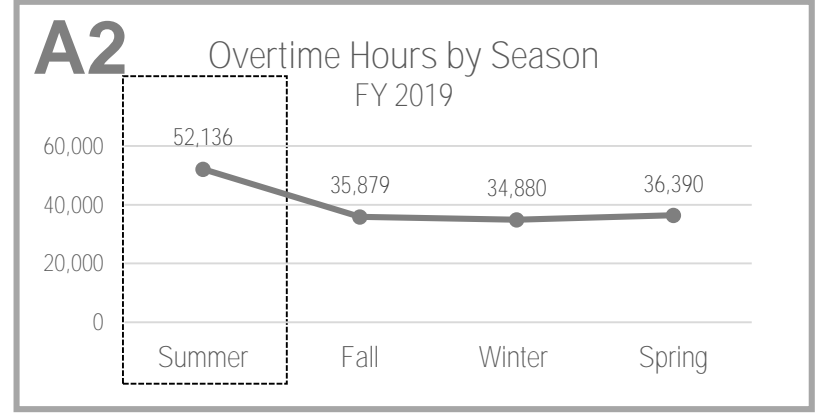
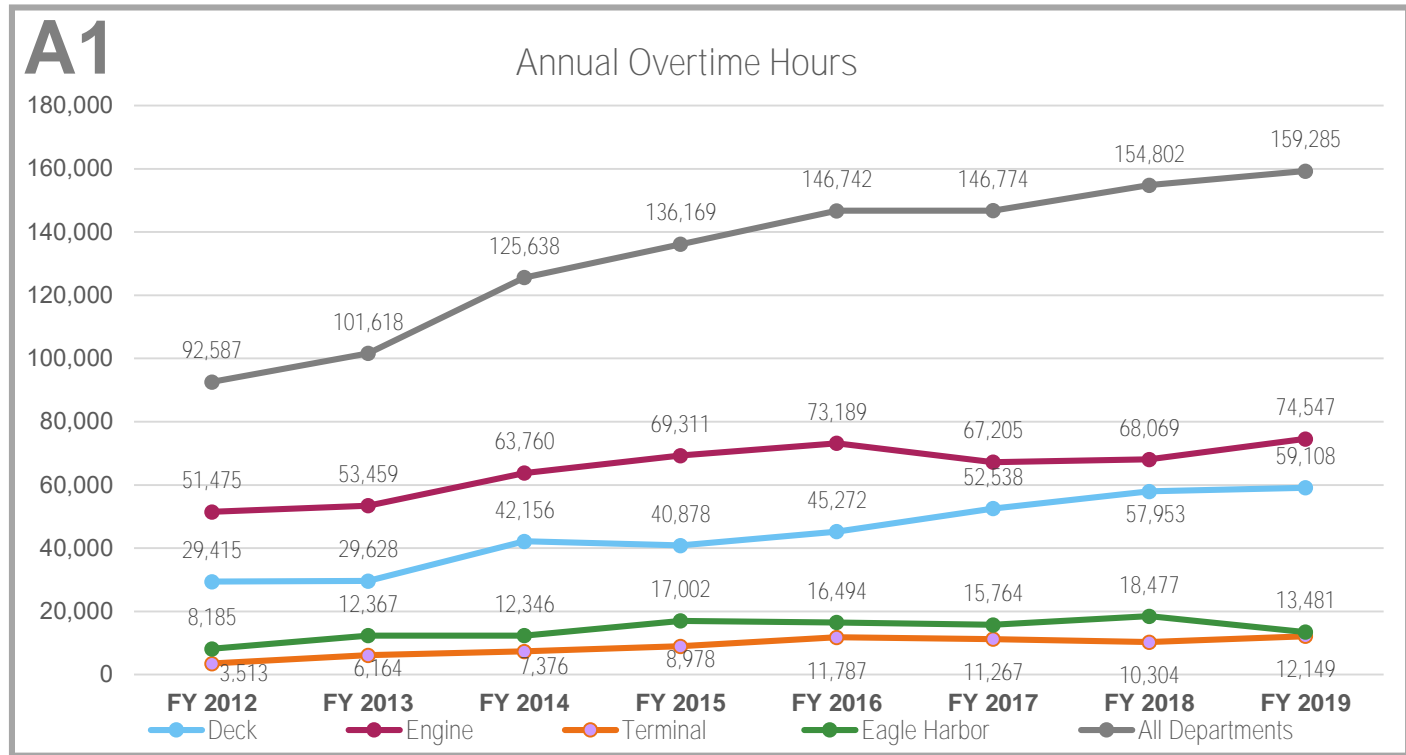
# INITIAL FINDINGS: OVERTIME REVIEW AND WORKFORCE DEVELOPMENT DISCUSSION

## DECK- LICENSED

DRAFT 10/28/19

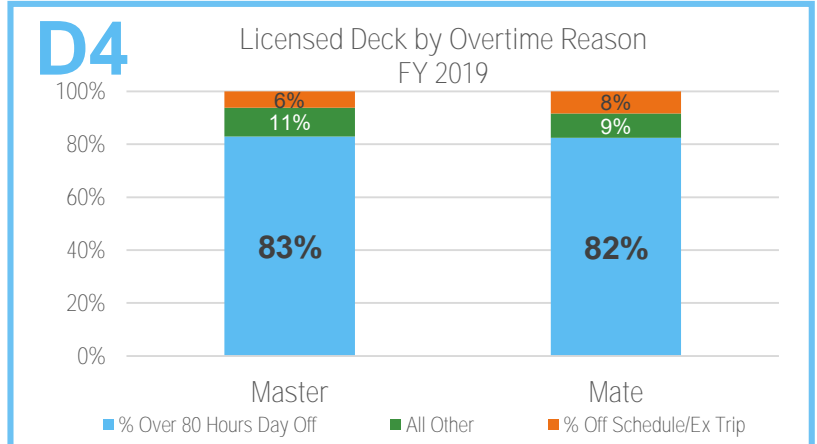
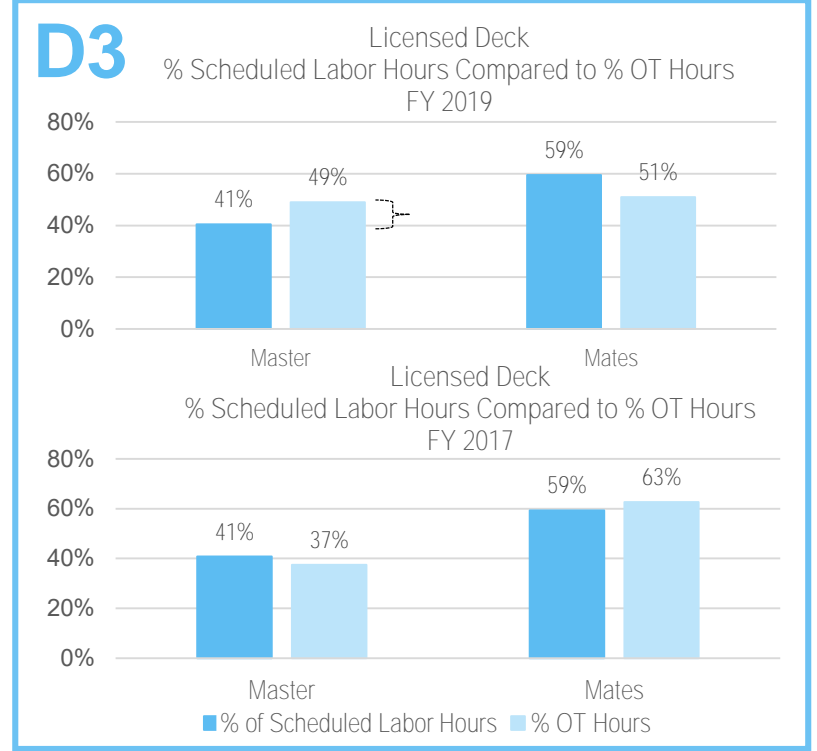
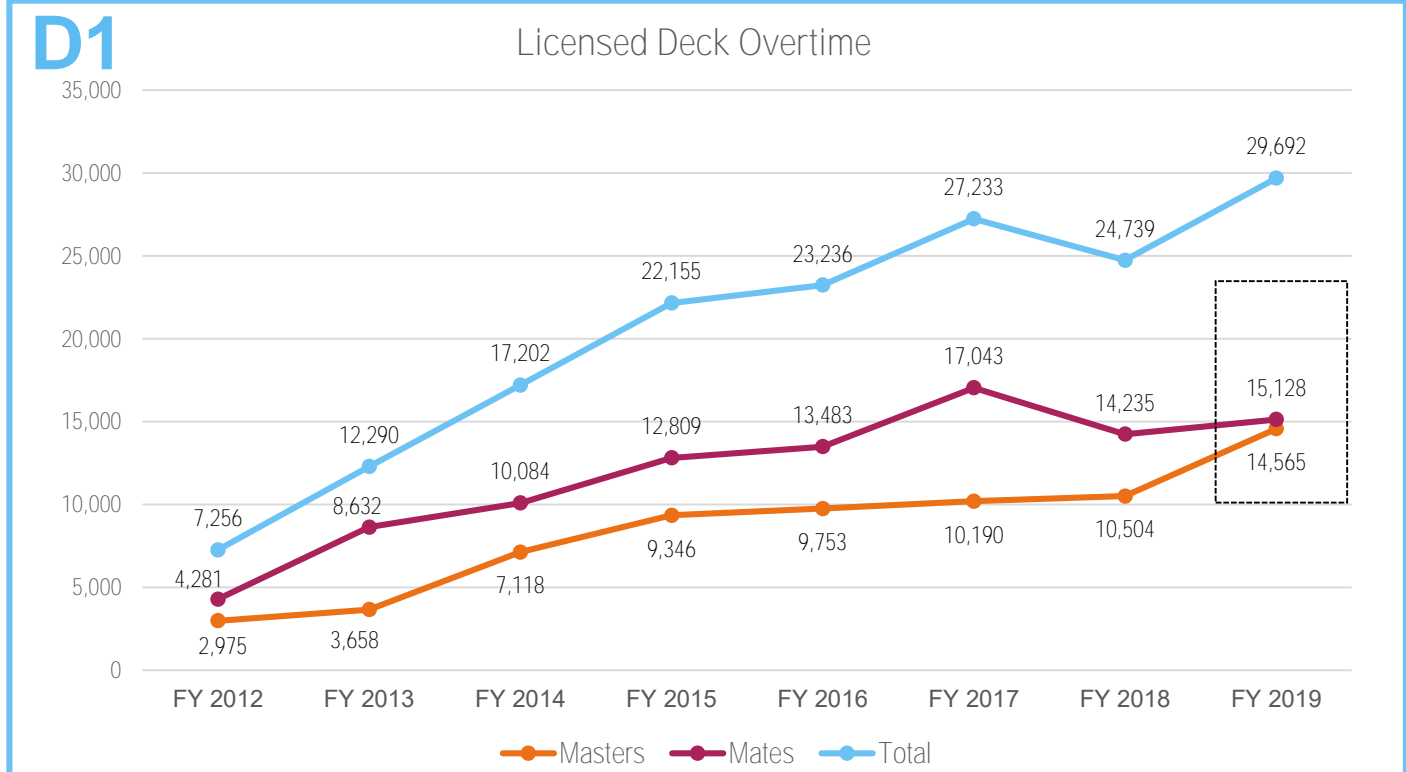
### AGENCY-WIDE TRENDS

- A1.** The agency-wide level of overtime has steadily increased since FY 2012. This trend holds true for licensed deck positions.
- A2.** The highest levels of overtime are occurring in the summer season. This is true for most departments.
- A3.** Overtime does not seem to correlate strongly with service hours.



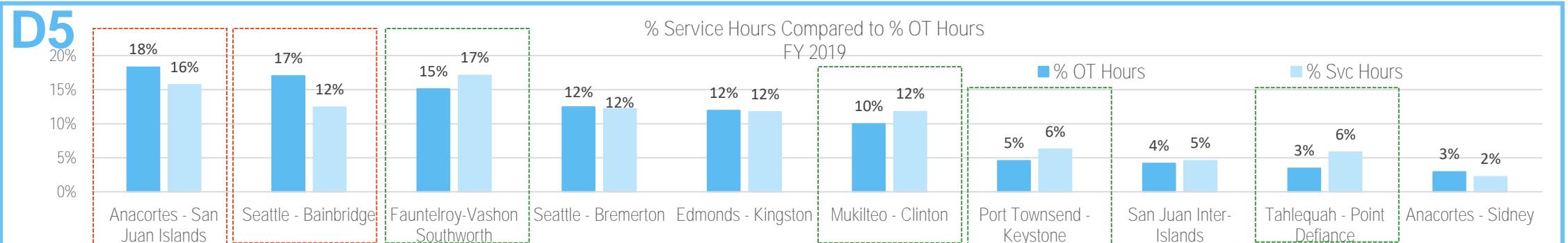
### DEPARTMENT TRENDS

- D1.** Until FY 2019 Mates were incurring higher levels of overtime than masters.
- D2.** The highest levels of overtime are occurring in the summer season.
- D3.** When comparing overtime to scheduled labor hours, in FY 2019 masters are receiving a higher proportion of overtime.
- D4.** Over 80% of the overtime is attributed to working on a day not scheduled. Though, there may be some over-reporting in this reason code.
- D5.** Some routes are experiencing overtime at a slightly disproportionate rate.



*ESHB Sec .221 (7) By January 1, 2020, the ferries division must submit a workforce plan for reducing overtime due to shortages of staff available to fill vacant crew positions. The plan must include numbers of crew positions being filled by staff working overtime, strategies for filling these positions with straight time employees, progress toward implementing those strategies, and a forecast for when overtime expenditures will return to historical averages.*

**PROVISO LANGUAGE**



**DECK- UNLICENSED**

**AGENCY-WIDE TRENDS**

**A1.** The agency-wide level of overtime has steadily increased since FY 2012. This trend holds true for un-licensed deck positions.

**A2.** The highest levels of overtime are occurring in the summer season. This is true for most departments.

**A3.** Overtime does not seem to correlate strongly with service hours.

**DEPARTMENTAL TRENDS**

**D1.** Unlicensed deck overtime hours increases sharply between FY 13 and FY 14 and between FY 17 and FY 18.

**D2.** Able Bodied Seaman overtime rose quickly between FY 13 and FY 14 and then levels off. Ordinary Seamen overtime grew from FY 15 through FY 18 exceeding AB hours in FY 17.

**D3.** Over 50% of overtime occurs in the summer.

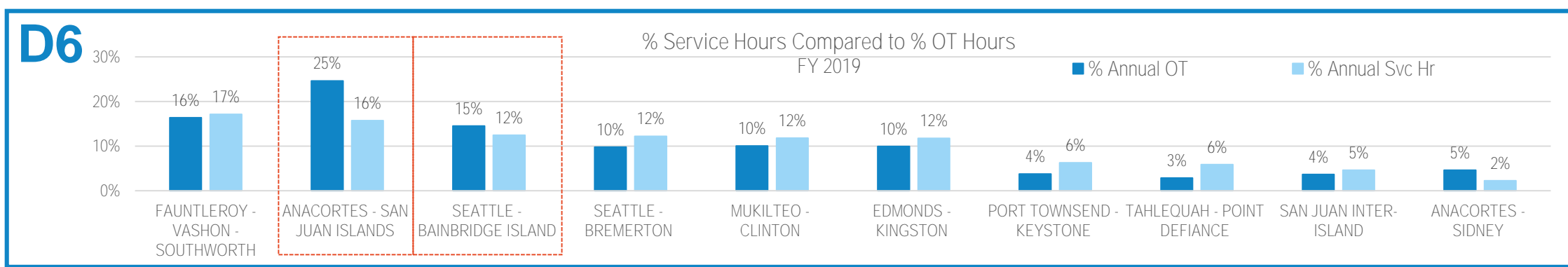
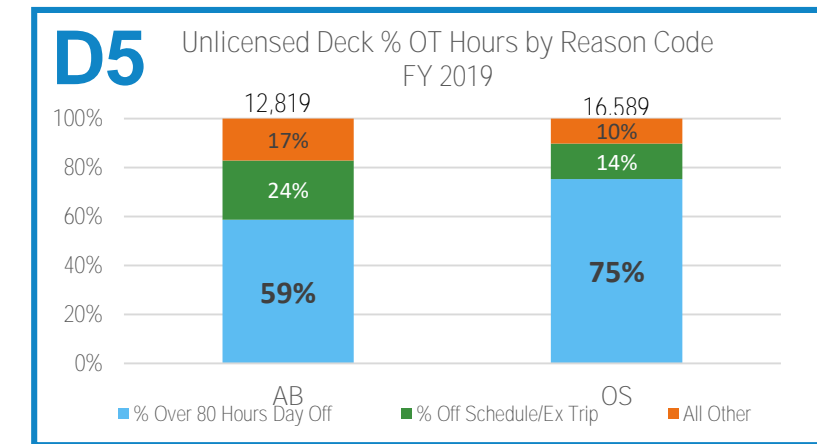
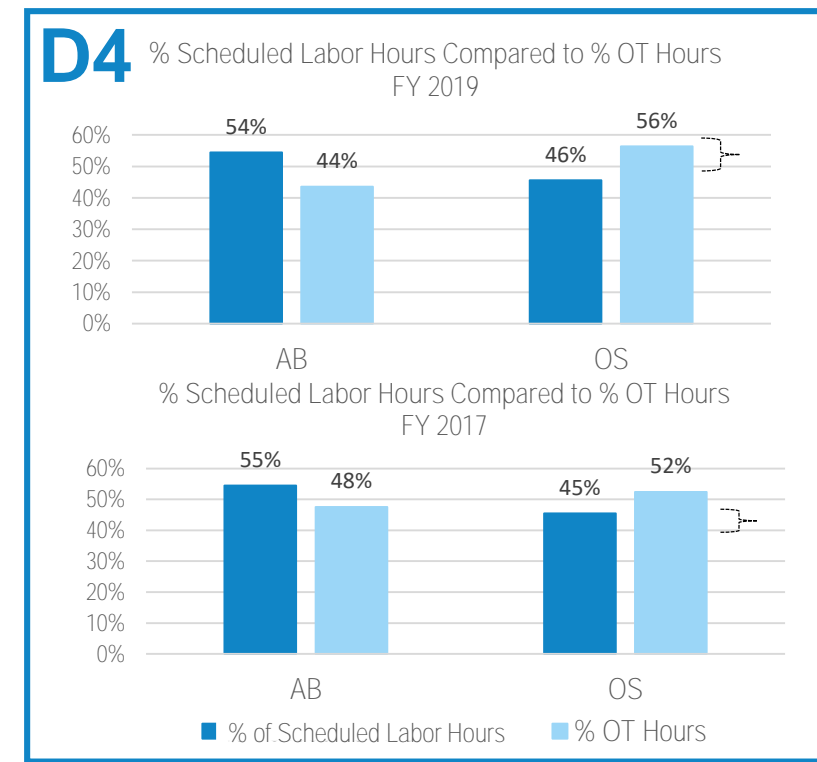
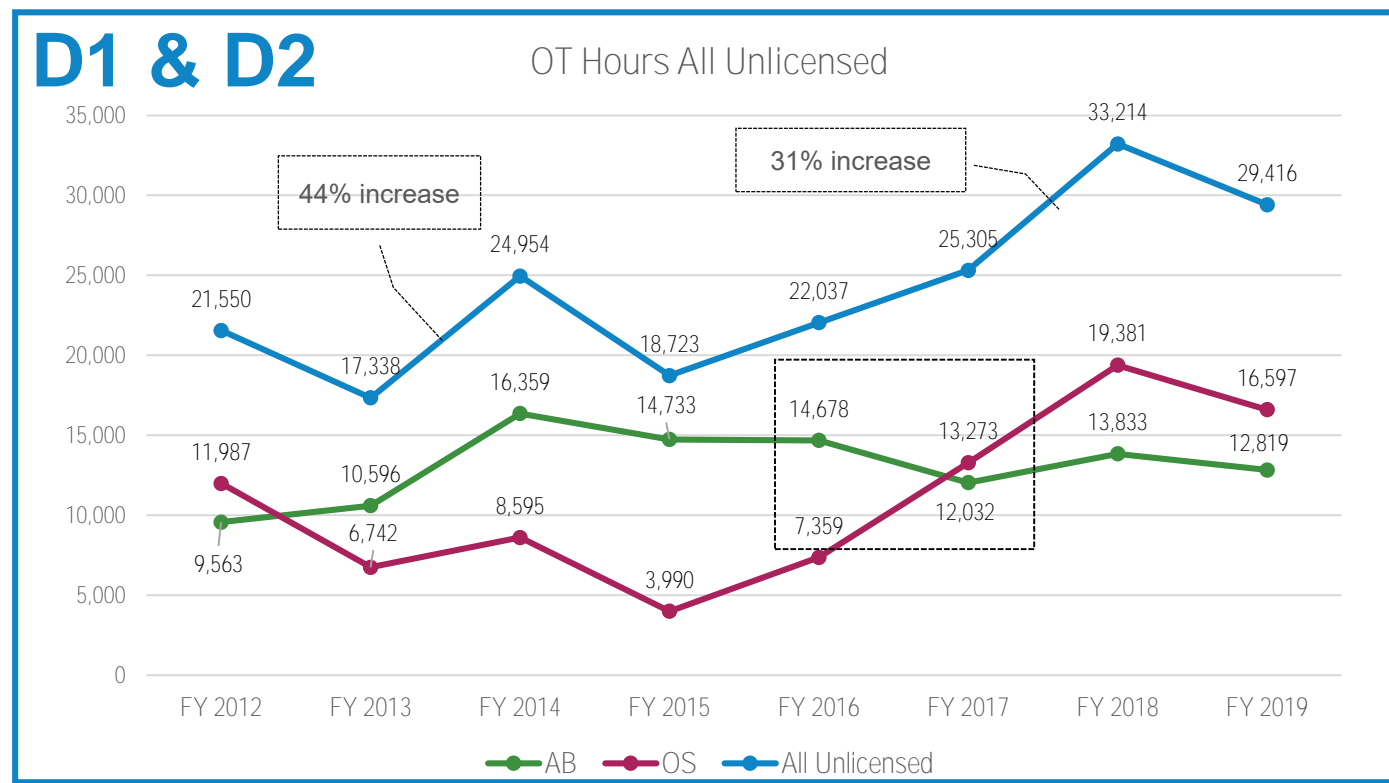
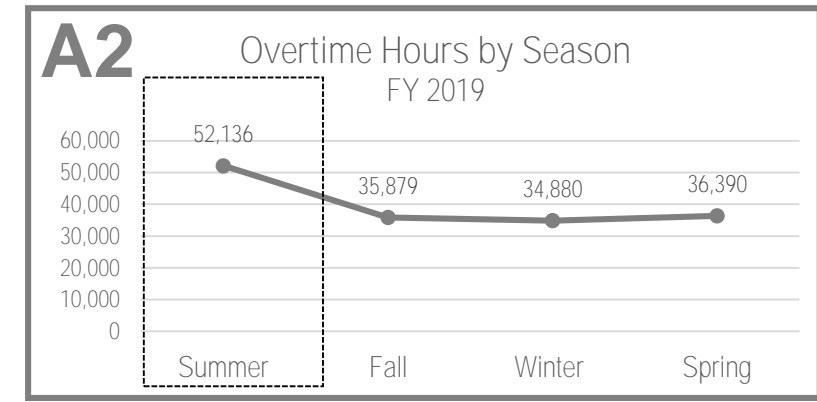
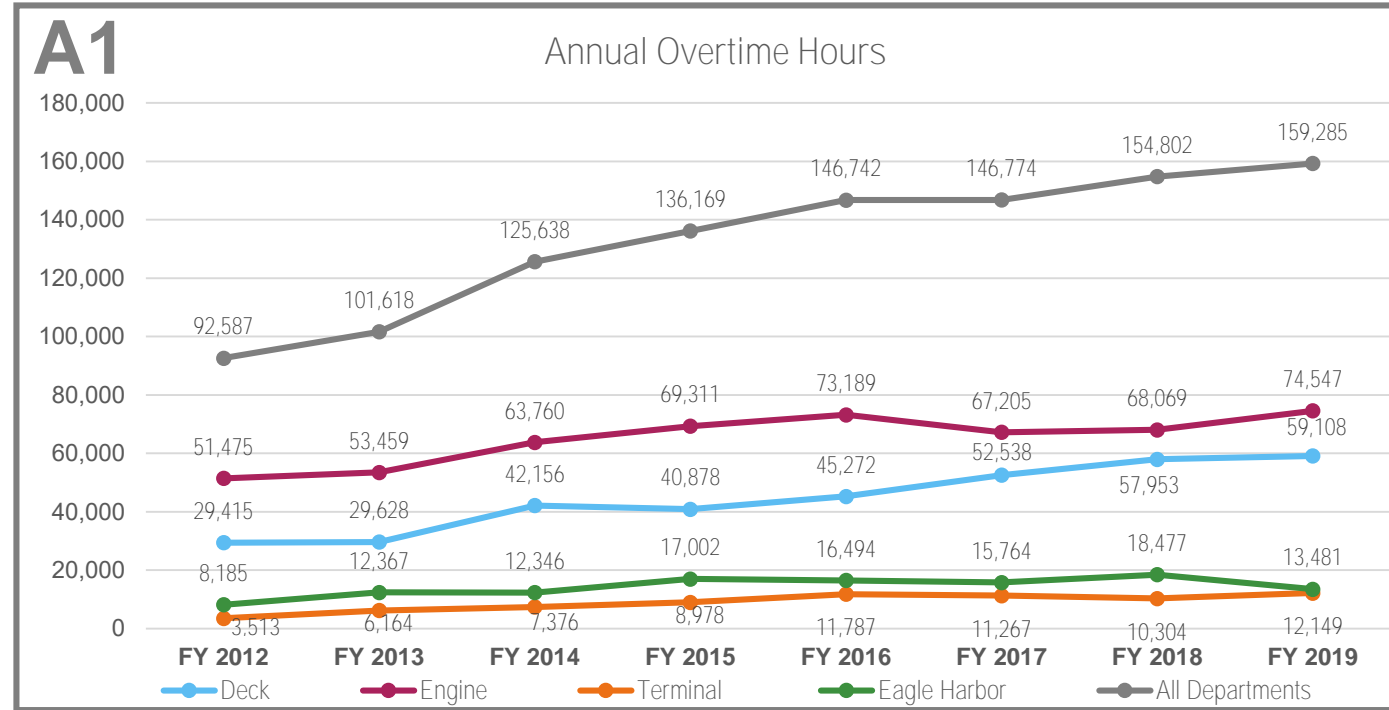
**D4.** When comparing overtime to scheduled labor hours, in FY 2019 and FY 2017 ordinary seaman are receiving a higher proportion of overtime.

**D5.** Working on a day not scheduled is by far the most common reason for overtime. Though, there may be some over-reporting in this reason code.

**D6.** Some routes are experiencing overtime at a slightly disproportionate rate.

*ESHB Sec .221 (7) By January 1, 2020, the ferries division must submit a workforce plan for reducing overtime due to shortages of staff available to fill vacant crew positions. The plan must include numbers of crew positions being filled by staff working overtime, strategies for filling these positions with straight time employees, progress toward implementing those strategies, and a forecast for when overtime expenditures will return to historical averages.*

**PROVISO LANGUAGE**





# INITIAL FINDINGS: OVERTIME REVIEW AND WORKFORCE DEVELOPMENT DISCUSSION

## DRAFT 10/25/19

### ENGINE

#### AGENCY-WIDE TRENDS

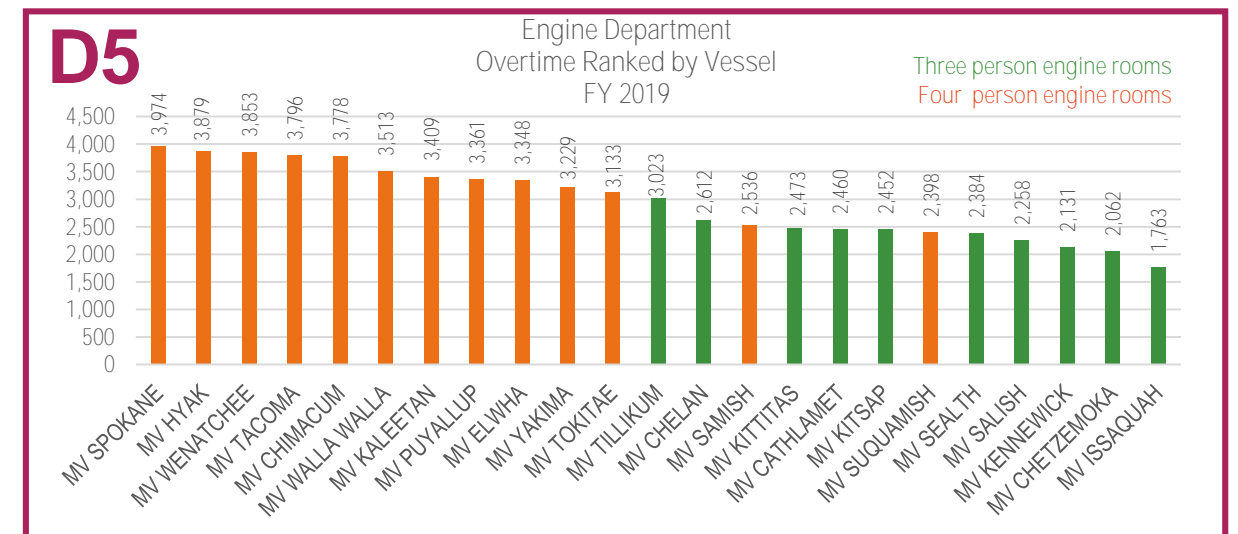
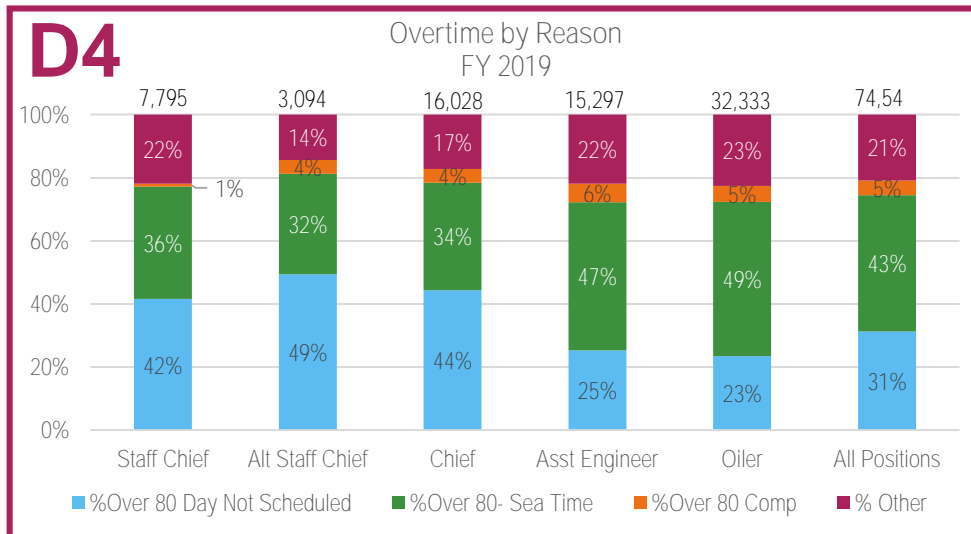
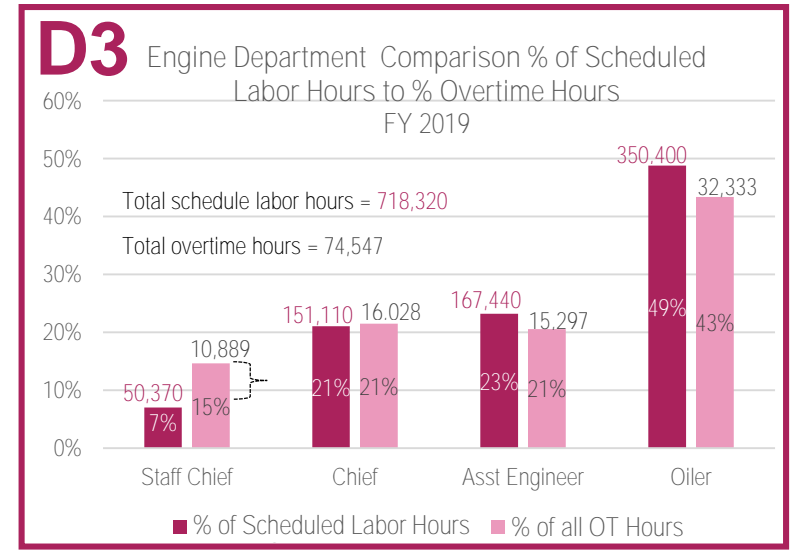
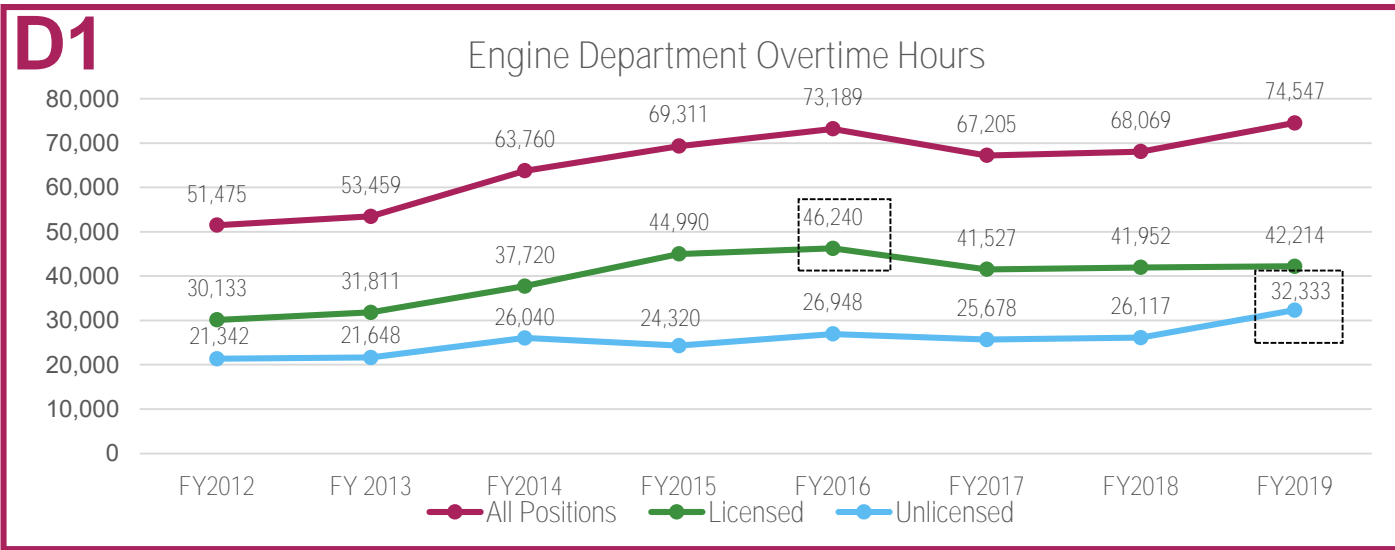
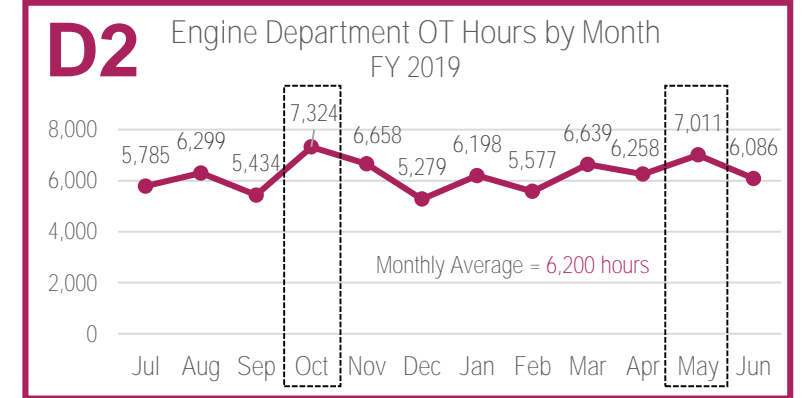
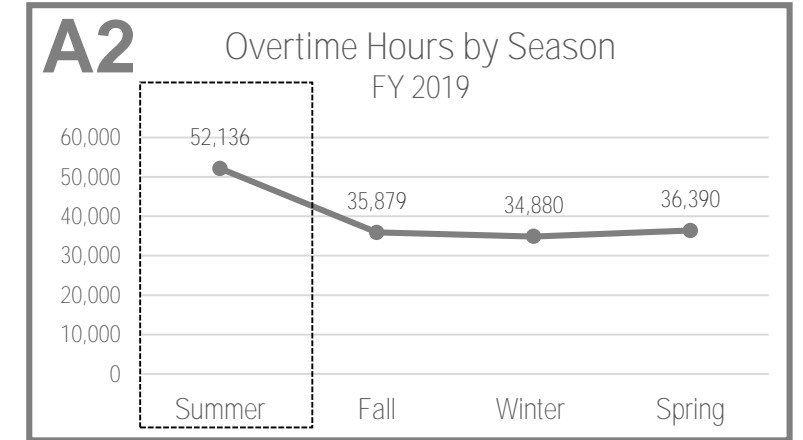
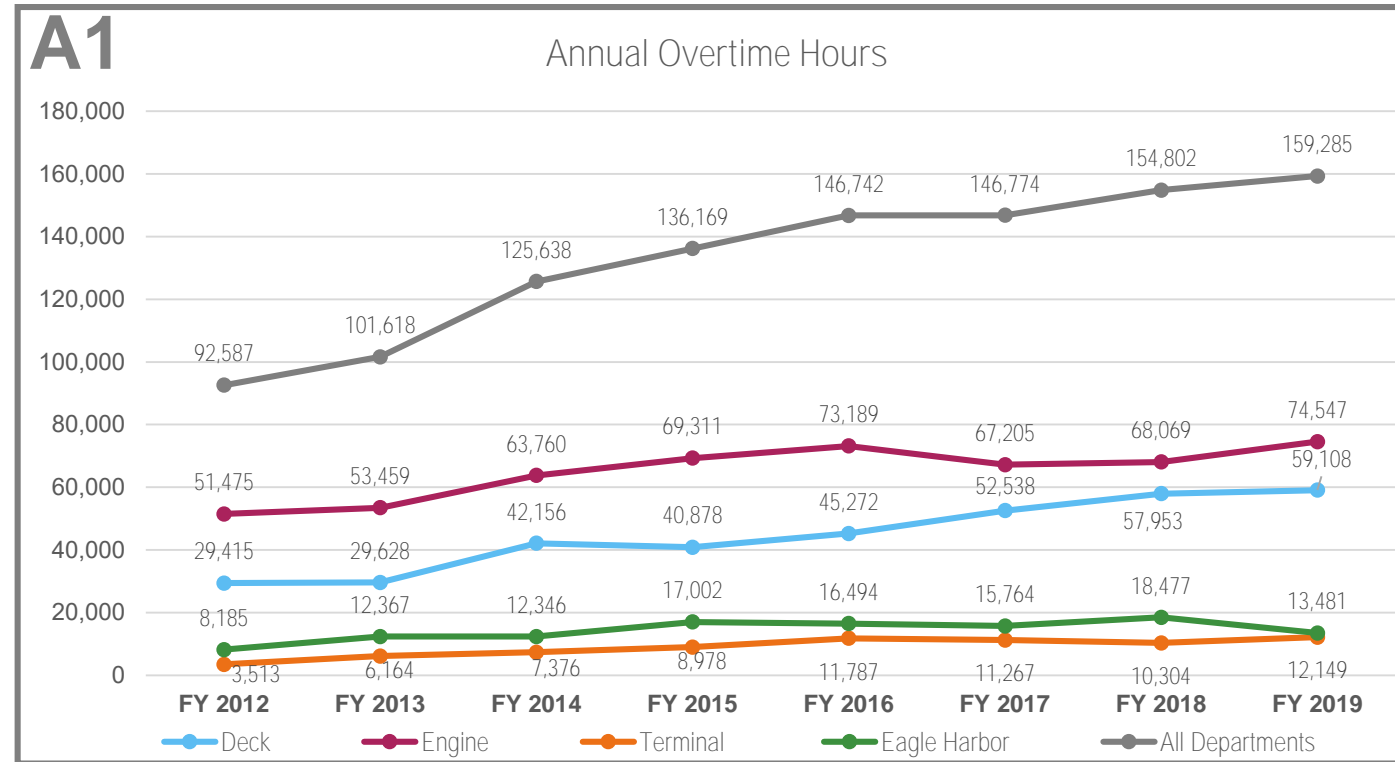
- A1.** The agency-wide level of overtime has steadily increased since FY 2012. This trend holds true for engine positions.
- A2.** For the agency as a whole, the highest levels of overtime are occurring in the summer season.
- A3.** Overtime does not seem to correlate strongly with service hours.

#### DEPARTMENTAL TRENDS

- D1.** Overall Engine department overtime is highest in FY19 with licensed overtime peaking in FY16 and unlicensed in FY19
- D2.** Although Engine overtime hours are relatively level throughout the year the highest levels occurred in October and May.
- D3.** When comparing overtime to scheduled labor hours, Staff Chiefs received a higher proportion of overtime compared to other positions.
- D4.** Overall, over 80 hours in a work cycle is the most common reason for overtime, but working on a day not scheduled is more common for most licensed positions.
- D5.** In most cases, a larger engine room crew incurs more overtime cost, with some exceptions.

*ESHB Sec .221 (7) By January 1, 2020, the ferries division must submit a workforce plan for reducing overtime due to shortages of staff available to fill vacant crew positions. The plan must include numbers of crew positions being filled by staff working overtime, strategies for filling these positions with straight time employees, progress toward implementing those strategies, and a forecast for when overtime expenditures will return to historical averages.*

**PROVISO LANGUAGE**



DRAFT 10/28/19

## TERMINALS

### AGENCY-WIDE TRENDS

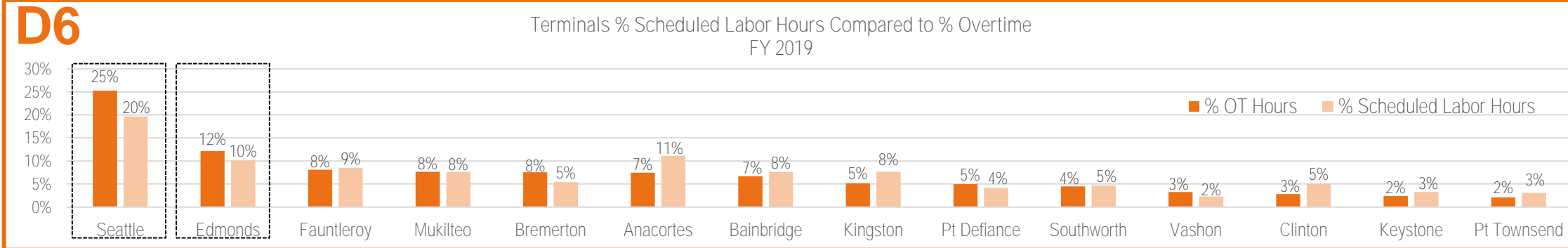
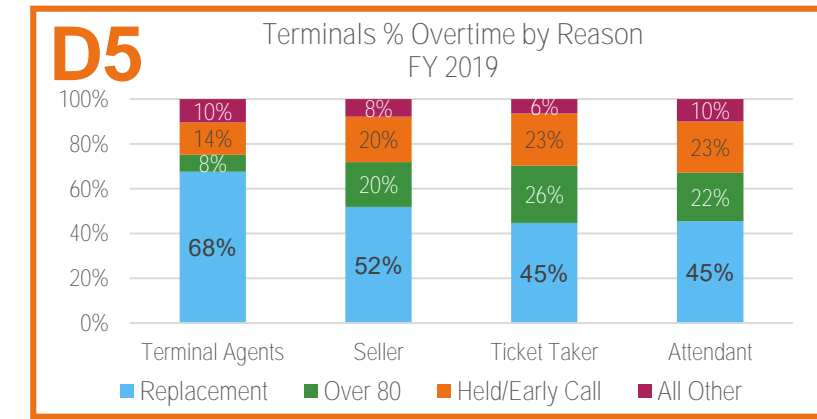
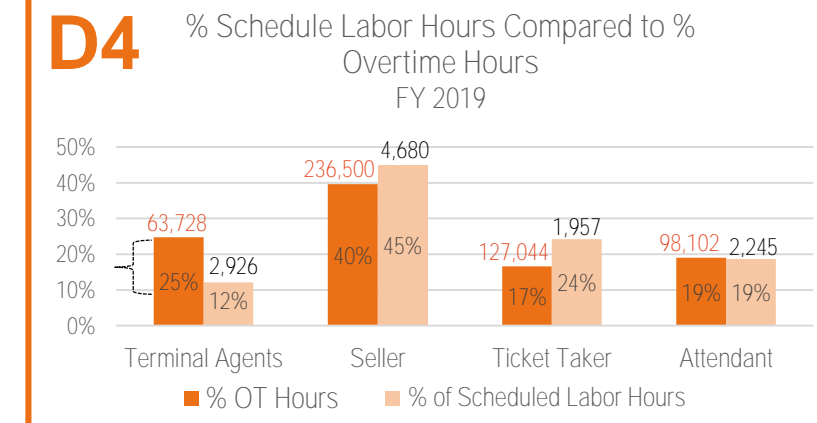
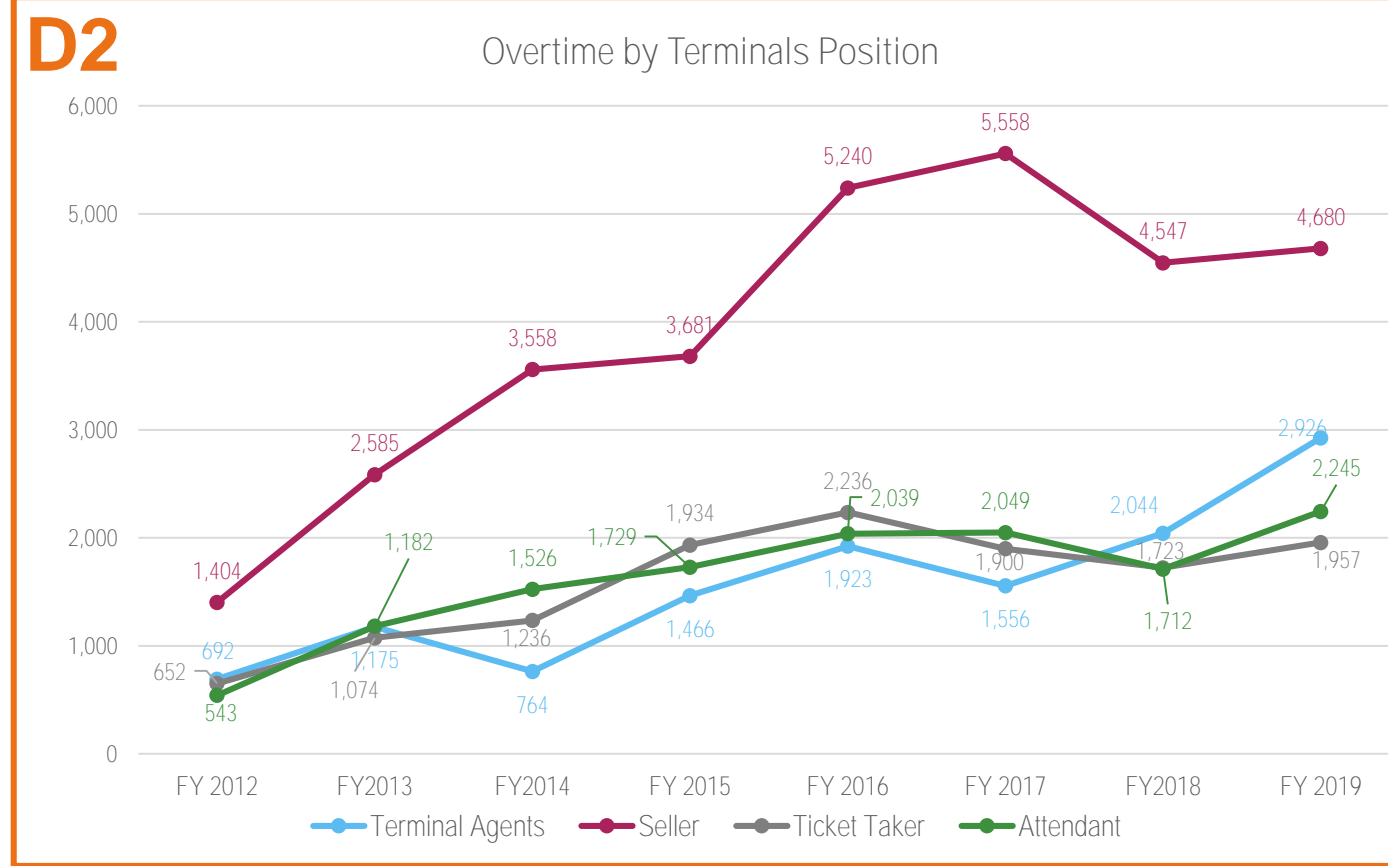
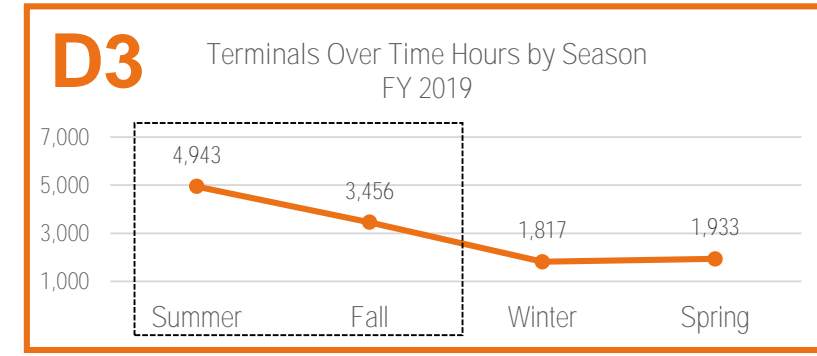
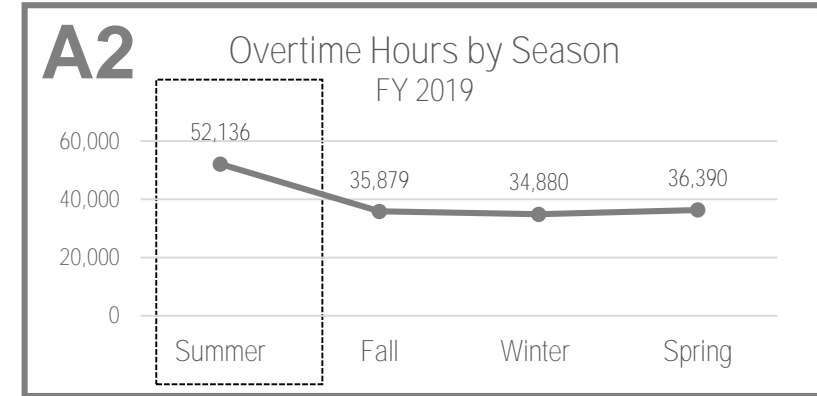
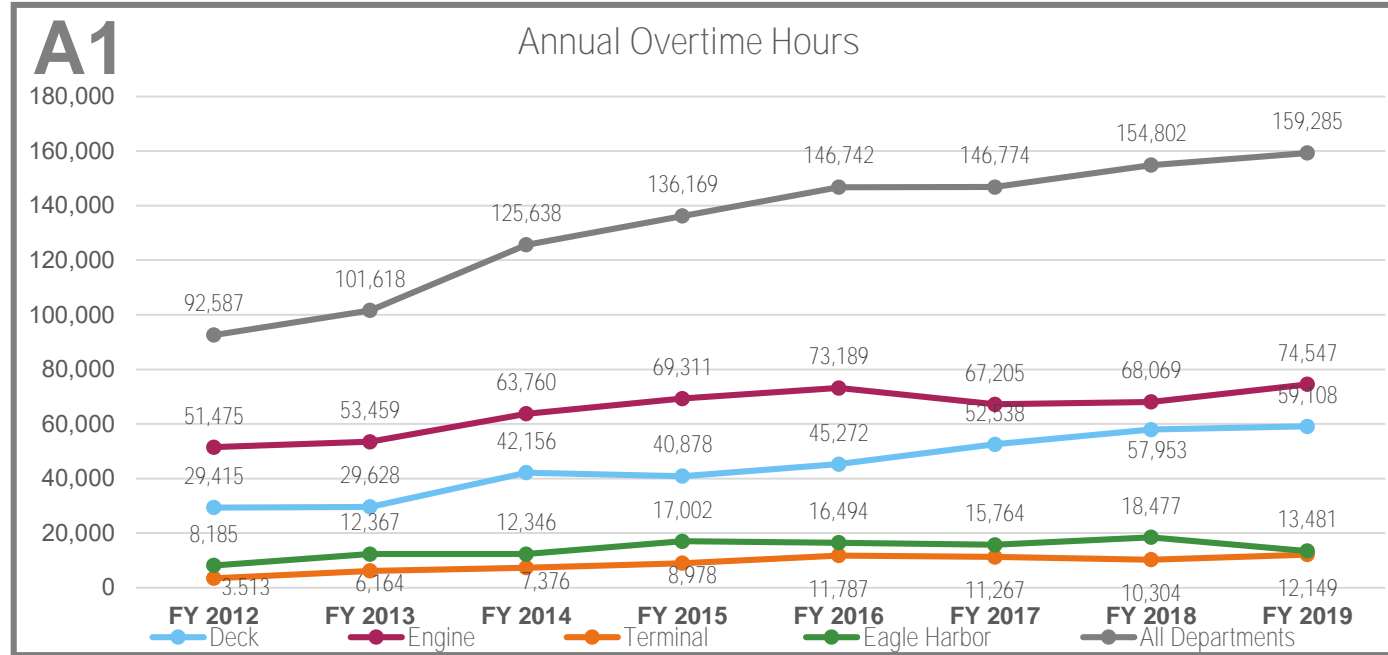
- A1.** The agency-wide level of overtime has steadily increased since FY 2012. This trend holds true for terminals positions.
- A2.** The highest levels of overtime are occurring in the summer season. This is true for most departments.
- A3.** Overtime does not seem to correlate strongly with service hours.

### DEPARTMENT TRENDS

- D1.** Terminal overtime more than tripled between FY 12 and FY 19.
- D2.** All of the positions within Terminals saw relatively similar growth rates with terminal supervisors seeing a more rapid increase between FY 17 and FY 19.
- D3.** Terminal overtime is higher in summer & fall.
- D4.** When comparing overtime to scheduled terminal labor hours, agents have the fewest scheduled hours but a disproportionate share of overtime hours.
- D5.** Replacement is the most common reason for overtime.
- D6.** Seattle and Edmonds are experiencing overtime at disproportionate rates when compared to scheduled labor hours

*ESHB Sec .221 (7) By January 1, 2020, the ferries division must submit a workforce plan for reducing overtime due to shortages of staff available to fill vacant crew positions. The plan must include numbers of crew positions being filled by staff working overtime, strategies for filling these positions with straight time employees, progress toward implementing those strategies, and a forecast for when overtime expenditures will return to historical averages.*

**PROVISO LANGUAGE**



# EAGLE HARBOR

## AGENCY-WIDE TRENDS

- A1.** The agency-wide level of overtime has steadily increased since FY 2012.
- A2.** The highest levels of overtime are occurring in the summer season. This trend holds true for Eagle Harbor.
- A3.** Overtime does not seem to correlate strongly with service hours.

## DEPARTMENTAL TRENDS

- D1.** Overtime at Eagle Harbor grew steadily through FY 18 but experienced a 27% reduction in FY 19.
- D2.** The highest level of overtime is occurring in the summer.
- D3.** In FY 18 and FY 19 the greatest number of overtime hours are occurring in the electric shop.
- D4.** About one third of the overtime hours over the last eight years has been due to travel.
- D5.** Vessel work incurs the greatest amount of overtime.
- D6.** Overtime for work at terminals decreased by 11% overall in FY 19 but not evenly across the terminal locations
- D7.** Eagle Harbor overtime due to vessel work was 48% higher in FY 18 than FY 19.

*ESHB Sec .221 (7) By January 1, 2020, the ferries division must submit a workforce plan for reducing overtime due to shortages of staff available to fill vacant crew positions. The plan must include numbers of crew positions being filled by staff working overtime, strategies for filling these positions with straight time employees, progress toward implementing those strategies, and a forecast for when overtime expenditures will return to historical averages.*

**PROVISO LANGUAGE**

