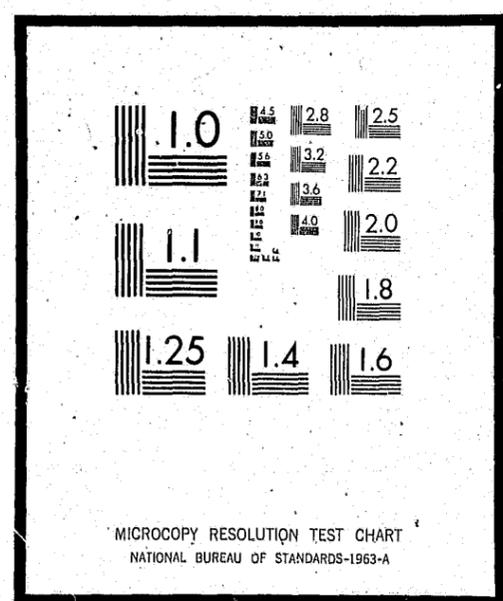


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San Jose (CA) Police Department -

FOUR DAY - FORTY HOUR WORK WEEK  
FOR NON-UNIFORM PERSONNEL

A FEASIBILITY STUDY

RESEARCH & DEVELOPMENT DIVISION

DECEMBER 1975

SAN JOSE POLICE DEPARTMENT

SAN JOSE, CALIFORNIA

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*On the thirty-second day of the thirteenth month of the eighth day of the week,*

*On the twenty-fifth hour and the sixty-first minute, we'll find all things that we seek.*

*The Eighth Day of the Week, Sam Foss (1858-1911)*

SECTION I - EXECUTIVE OVERVIEW

The employees' desire for better working conditions, coupled with local governments' need to receive maximum benefits for dollars expended, resulted in the agreement that a "feasibility study" would be conducted for non-uniform, sworn personnel of the San Jose Police Department. This agreement was between City negotiators and employee representatives. The employees' contract for the 1975-76 Fiscal Year contained the study requirement. The study is conducted "in house" by the Research & Development Division between September 1975 and January 1976.

Generally, a multiphased modification of the scientific method is used for the study. A review of literature and the interviewing of 18 of the Department's top managers identified issues and local data is collected to support or negotiate the issues. As a result of the review of the literature the 20 largest departments in California are surveyed to review their experience with a 4-day, 10-hour work program. As time is relatively short and resources limited, assumptions are developed to set a foundation, narrow the study scope, and define parameters. In an effort to collect current data, coupled with the fact that good empirical data is not readily available, a questionnaire is developed, tested and administered to 129 investigators within the Department. The results allowed for the identification of additional issues and provided data for analysis.

Following is a summary of the findings which resulted from the various phases.

From the review of literature and the survey of the 20 largest California cities, it has been concluded that success or failure of a 4-10 Plan is dependent on local conditions, that none of the cities surveyed have successfully implemented a 4-10 work week for non-uniform sworn personnel, and that, generally, a 4-10 work week is more apt to succeed if certain implementation requirements are adhered to.

By interviews of 18 top level and middle managers, a general impression of their beliefs and feelings toward a 4-10 work week are obtained. In addition

to identifying a number of issues, it is discovered that a majority of the respondents are negative, very negative or tended towards negative in regards to a 4-10 work plan.

As part of the questionnaire administered to 129 departmental investigators, 31 "job hindering" problems are identified by the 119 respondents. These problems are later analyzed to determine if a 4-10 work week would help or hinder conditions. While some conditions would be marginally improved, a majority of the problems would remain unaffected. The remainder of the questionnaire collected data was analyzed and used to judge issues.

In all, thirty issues are examined and analyzed using local data. These advantages or disadvantages are categorized according to whether they have operational, transitional, or personal impact. While personal issues appear to favor a 4-10 plan, operational issues point more towards the negative side.

Some conclusions become obvious as the report concludes. In addition to those listed above, these include that Department managers tend towards the negative in regards to 4-10 plan successfulness; non-uniform, sworn personnel are in favor of a 4-10 work week for both personal and operational reasons, and analysis does not support the belief that a 4-10 plan will result in an overall increase in operational efficiency.

## SECTION II - INTRODUCTION

Law enforcement managers frequently explore methods of providing more efficient and effective service within their community. With approximately 90% of their annual budget going towards personnel, the effective and efficient utilization of manpower becomes paramount. On the other hand, law enforcement personnel and their employee organizations search for better employee benefits and are exploring ways of providing more employee leisure time so that a "better" life style can be experienced. In an attempt to meet both of these objectives, more and more municipal law enforcement organizations have implemented or are experimenting with variable work hour assignments; the most popular of these has been the "Ten Plan."\*

The "Ten Plan" which evolved in industry where there was a need for machinery maintenance and a need to operate on an extended work day, is a reallocation of work hours so that employees work the required 40 hours in four days. The concept is based on the premise that by grouping work hours differently, yet maintaining the same number of work hours, there is an improvement in the performance of the agency.

In 1973, a survey conducted by the California Commission on Peace Officers Standards and Training discovered that some 71 law enforcement agencies within the state were experimenting with a "Ten Plan." A national survey between August and September 1973 conducted by the National Commission on Productivity and Work Quality found that 23% or 116 of the local governments responding were using or planning to use variations in work hours as an employee incentive.

In October, 1970, the San Jose Police Department implemented a 4-10 work week for sworn personnel on an experimental basis. For various reasons, this was later narrowed to include only uniform personnel and, finally, to uniform personnel working within the Bureau of Field Operations. During this time,

\* Known by many names - 4-40 Plan, 10-Plan, 4 Day-10 Hour Work Week, Ten Hour Work Day

and for a relatively short period, the 10-hour day, 4-day work week was tried in various departmental sub-units including the Community Relations Division, the Training and Personnel Division, School Crossing Guard Unit, and the Information Center within the Records and Information Division. These divisional sub-units subsequently abandoned or were administratively removed from the plan. The personnel working within the Bureau of Field Operations are currently the only employees authorized to work the Ten Plan.

As Police Department personnel are made up of both sworn and non-sworn personnel which are distributed across four Bureaus, the limitation of the plan to uniformed field personnel has resulted in some problems and charges of inequality in work assignments, restriction of movement and favoritism.

During employee contract negotiations for the 1975-76 Fiscal Year between the Peace Officers' Association and City Management, it was resolved that a 4-day, 10-hour work week feasibility study would be conducted with appropriate documentation to bring into focus the various issues so that further discussions between management and employee representations could continue. The resulting Memorandum of Understanding in Section XIII, page 30, specified that "The City agrees to study the feasibility of implementing a '4-10 Plan' for non-uniformed employees represented by the organization. The study is to be completed no later than January 1, 1976. A copy of the report shall be furnished to the appropriate representatives of the organization prior to arranging a meeting to discuss the possible adoption of such plan."

On September 11, 1975, the Research & Development Division, as part of the Bureau of Technical Services, was given the assignment of conducting this study. A memorandum from Assistant Chief Propst directed that "a feasibility study relative to the implementation of a 4-10 Plan for non-uniformed employees" be conducted.

In conducting such a "feasibility study" an attempt must be made to specifically define its intent. Through preliminary discussions with Department

management and employees, it appears that in this instance "feasibility" relates to two qualities: (1) transition - what implementation problems will be experienced from both a personal and an operational standpoint if such a work week program is started? These problems, which will be usually short-term, are most often easily solved and are unique to change but not necessarily unique to the 4-10 Plan, and (2) operation - what are the operational effects of such a work week, specifically, in terms of its effect on productivity, operating costs, and employee effectiveness.

#### OBJECTIVE

From this background, the study objective and purpose were defined, and, therefore, the object of this documentation: TO DETERMINE THE EFFECT OF CHANGING FROM A STANDARD FIVE-DAY - FORTY-HOUR WORK WEEK TO A FOUR-DAY - FORTY-HOUR WORK WEEK IN TERMS OF OPERATIONAL AND EMPLOYEE TRANSITIONAL PROBLEMS AND ITS OPERATIONAL EFFECTS ON THE ORGANIZATION IN TERMS OF PRODUCTIVITY, OPERATIONAL COSTS AND EMPLOYEE EFFECTIVENESS.

#### METHODOLOGY

A full, outside consultant conducted, independent feasibility study of a 10-Plan would involve a thorough analysis of each candidate task and function. Such a study would be conducted over a multi-month time frame and would involve tracking each individual's unique assignment to determine his or her work environment, interaction with others, cost of task accomplishment, and effectiveness under various work conditions. Only in this way and after detailed data analysis can a truly independent judgment be rendered. This approach is, obviously, time consuming and expensive in terms of money and personnel. As time was somewhat of the essence, money and personnel limited, another less expensive study approach was necessary. The following, a multi-phased approach which is a modification of the scientific method, was selected.

First, a review of available literature was conducted to determine what

others had experienced in using various work weeks. This research was not limited to law enforcement but involved all municipal and state governmental agencies. Through this research various reported benefits and disadvantages were discovered. These fell into the categories of personal benefits, personal disadvantages, operational benefits and operational disadvantages. Although there is some overlap between categories, they are, for the most part, independent. In conducting this research, an attempt was made to determine the success and failure rate of the agencies using a modified work week and whether any work week change was permanent or experimental.

The second phase involved interviewing 18 of the Department's top level and middle level managers in an attempt to determine: (1) the Manager's assessment of how the "Ten Plan" would affect operations under his supervision, (2) what specific benefits or disadvantages could be foreseen, and (3) what data sources were presently available to support or negate opinions? The identified benefits and/or disadvantages were then combined with the findings in the Phase One effort.

The third phase involved collecting additional Department information on benefits and disadvantages of a 10-hour day - 4-day work week and the information pertained to specific jobs.

The first three phases resulted in a fairly detailed list of advantages and disadvantages as they pertained to both national experience and as seen by management and concerned San Jose employees.

The fourth, final, and most difficult phase involved the collection of data pertinent to the San Jose operation in an effort to validate the benefits or disadvantages gathered in phases one through three. An attempt was made to use existing data sources, however, some data shortcomings became apparent. Most data was not in a form which could be applied directly to an advantage or disadvantage. In addition, data was often in raw form which required special manipulations or analysis to make it usable. Furthermore, while a large volume

of useful data exists about certain functions and organizational entities within the Police Department, some functions and areas do not routinely collect performance data.

A most obvious information void existed in the area of investigative activity. These shortcomings required the employment of other data collection techniques. Several options were considered in this regard, one of which was the implementation of an activity sheet. The necessity of collecting and analyzing large amounts of data over a significant period of time against study time and personnel constraints resulted in the abandonment of the activity sheet alternative. Instead, a survey questionnaire was developed and 129 copies was distributed to personnel within the Bureau of Investigation and Accident Investigation Unit. The resulting 92.2% return provided data which underwent statistical analysis to provide conclusions.

#### ASSUMPTIONS

In order to arrive at the best solution in terms of 4-10 Plan feasibility for non-uniform personnel, certain assumptions are necessary. This will allow those concerned to start with the same foundation or baseline. They are "givens" which set the scope and define study parameters. In certain incidences, these assumptions affect how the data is approached and is collected prior to analysis; therefore, they affect the outcome of the study. The altering of assumptions may affect recommendations, alternatives and findings.

- Management and the employee representatives are interested in only two alternatives - the four day/forty hour work week or the five day/forty hour "standard" week. They have, therefore, excluded such options as a flexible work plan, core time, scheduled floating day, variable days and work module concept even though in some areas a modified flexible work plan is in existence.
- Agencies outside the San Jose Police Department with which the employees must interact including other local criminal justice agencies and other

city departments, will not in the near future, be appreciably changing their work schedule or altering their work week.

- That this study has no bearing on the continuation or abandonment of the four-ten work week within the Bureau of Field Operations.
- That because the study was a result of negotiations with the Peace Officers' Association and City Management, and the feasibility of a 4-day, 10-hour a day work week for non-uniform personnel, it is limited to sworn members of the Department, specifically excluding the so called "civilian" class of employees who are members of another employee bargaining unit.
- That under a 10-hour day, sworn non-uniformed employees would work a total of 10 hours which would not include a lunch period. In reviewing, from a layman's standpoint, a 1968 Alameda County Superior Court case between the City of Oakland and the Oakland Police Officers' Association, it would appear that this assumption is in conflict with the judgments in this case (LEITZ VS. GAIN). However, in a more recent case (LOS ANGELES FIRE AND POLICE PROTECTIVE LEAGUE VS. CITY OF LOS ANGELES, 23 CA 3d 67, 99 CAL. REPTR. 908) rendered on January 21, 1972, it was held that employees of a Charter City, such as San Jose, "are entitled to such pay and only such pay provided in the charter and ordinances." The San Jose City Charter, to the best of our knowledge, is not specific on working hours. We are, therefore, making the above assumption which should, in itself, be resolved between employee representatives and management.
- That "if a 4-10 work plan was implemented, the majority of personnel working such a plan would have Saturday, Sunday, Monday, or Friday, Saturday, Sunday off."
- From an organizational standpoint, only those units which contain sworn, non-uniform personnel will be considered. Units where sworn personnel

have a primary responsibility for the supervision of non-sworn personnel will also be excluded (Records & Identification and Research and Development Division). In addition, as the larger organizational units tend to dominate policy, and that the final decision on implementation will be subject to the outcome of management-employee negotiations, the analysis on non-line, support organizations is excluded.

### SECTION III - RESEARCH OF LITERATURE

In an effort to identify the "State of the Affairs" in Ten Plan experiences and to identify various benefits and disadvantages of a forty hour - four day work week, a search and review of available literature was conducted. With the assistance of the City Technology Transfer Agent, who corresponded with various other transfer agents across the County, current documentation on experiences within various cities was obtained.

In addition to the material furnished by the City's Technology Transfer Agent and library information, two very significant reviews were discovered. The first was a report published in March, 1975, by the National Commission on Productivity and Work Quality entitled, "Productivity, Employee Incentives to Improve State and Local Government Productivity." In the document, variations in working hours were considered a positive motivating incentive with non-monetary rewards. The authors generally concluded that experience to date indicates that the decision to use such programs should be left to the individual departments because of unique local conditions. Of the 75 police departments (survey respondents) which were known to have tried the 4-40 Plan, small or medium-sized cities appeared to have been most successful. Large cities had less satisfactory experiences and many discontinued the plan for various reasons ranging from insufficient impact on crime (Washington, D.C.; Dallas, Texas) and difficulties in bookkeeping and supervision (San Francisco) to problems of excessive fatigue from working a 10-hour shift (Memphis, Tennessee).

It should be noted that of the 116 respondents, a multitude of city services from Administration to Parks & Recreation were using the 4-10 Plan. Some specific examples from the National Commission on Productivity and work quality are summarized below:

• In San Diego County, the Board of Supervisors allowed Department heads to modify work schedules "in any way they felt best, provided that no

additional manpower was required; workers participated voluntarily and employees put in 80 hours of work every two weeks. This program apparently was successful and remains in effect.

• Atlanta, Georgia, was the first large city to try a four day work week with rotating days off. The experiment lasted six months and was evaluated with the assistance of Georgia State University. Some difficulties were experienced with the resulting recommendation that each department be given the option of choosing its own work schedule, providing that: (1) they did not interfere with the five day functioning of City Hall, and (2) there was no increase in cost or decrease in production or service level. Three years later, of the four groups which had originally used the plan, only one continues to use the four day week.

• Minnetoska, Minnesota, in 1971 implemented a mandatory 4-40 plan with 88% of the employees on the program. After six months the program became voluntary when participation "dwindled." By 1973, the program was terminated except for one Department whose employee contract called for it.

This particular survey quotes San Bruno, California, & Huntington Beach, California, Police Departments as having successful 4-10-40 work weeks. On the other hand, Memphis Police Department and the District of Columbia were set forth as departments which had tried the system only to abandon it later citing more vehicle accidents, need for additional equipment, increased overtime as a result of off-duty court time, family problems, and the collapse of department communications. It should be noted that these last examples were not directly applicable to non-uniform applications presently under study as they were field orientated and for extended day operations.

The second publication which provided information was a survey conducted in 1973 by the California Commission on Police Officer Standards and Training entitled the "Ten Plan in California Law Enforcement Agencies." This document

indicates, intuitively, that few departments who have implemented the 4-10 Plan include investigative or support services in the plan.

As a result of this publication, a telephone survey was conducted on December 12, 1975. The 20 city police departments located in California who serve a population of 100,000 or more (excluding San Jose) were contacted. The purpose of the survey was to determine those departments in the group who had experience involving a 10-hour day, 4-day work week and the status of non-uniform personnel and support personnel on such a work schedule. Of the departments surveyed, 9 or 45% had tried the Ten Plan; 6 or 30% were still on the Plan. However, none included non-uniform, support or detective personnel. Two departments (Huntington Beach and Garden Grove) had tried detective and/or support personnel on the Plan, only to later reject the work schedules. Both these departments continue to include uniform personnel. Table 1, page 13 shows a summary of the results.

From the review of literature, the following general conclusions and/or comments were important.

- Success or failure of a 4-10 Plan is dependent on local conditions.
- The small and medium size departments appear to have had more 4-10 Plan success than large departments.
- The best 4-10 Plan application seems to be in extended day or around the clock circumstances and where there is a demand for overlapping personnel.
- Voluntary programs with employees choosing between several alternatives were the most successful programs.
- The 4-10 decision should be a permanent one; experimentation causes employee morale degradation which outweighs any morale benefits.
- Those programs which excluded supervisory personnel had a higher degree of success and minimal amount of communication problems.

Section VII examines the benefits and disadvantages which were discovered in the review of literature.

TABLE 1. TEN-PLAN TELEPHONE SURVEY  
CALIFORNIA CITIES OVER 100,000 POPULATION

December 1975

CITY	POPULATION	SWORN STRENGTH	EVER TRY 10-PLAN	YEAR BEGAN	CURRENTLY ON 10-PLAN	NON-UNIFORM OR SUPPORT SERVICES ON 10-PLAN	COMMENTS
Los Angeles	3,000,000	7,300	NO				Considered in 1975 - rejected after survey of other police departments
San Diego	770,000	1,059	YES	1972	NO		Tried for one year in one district - did not implement citywide - no uniform
San Francisco	740,000	1,937	YES	1969-70	NO		Tried in one district - stopped in 1972 - trial for Uniform only
Long Beach	375,000	690	YES	1972	YES	NO	
Oakland	350,000	700	NO				Considered in 1974
Sacramento	262,100	508	NO				Considered continuously-never implemented
Anaheim	191,800	285	NO				Considered - study was negative
Santa Ana	180,000	311	NO				Considered in 1972 - rejected
Fresno	176,800	313	NO				Briefly studied - rejected
Riverside	175,000	225	NO				Presently conducting a feasibility study
Huntington Beach	150,000	173	YES	1969	YES	NO - Tried	Tried all personnel in 1972 - now only 345 officers in patrol are on
Glendale	137,000	170	YES	1972	NO	NO	Support never tried on 10-Plan
Torrance	136,000	205	YES	1972	YES	NO	Currently Patrol, Traffic, Communications Detectives NO because on team approach
Garden Grove	125,000	120	YES	1971	YES	NO - Tried	Tried Detectives, discontinued because "Administration" didn't like
Fremont	125,000	117	NO				
Berkeley	120,000	187	NO				
Stockton	117,000	223	NO				However, Patrol works 7 on/2 off - 8 on/4 off
Pasadena	110,000	97	YES	1971	YES	NO	Traffic & Patrol/support on 0800-1700
San Fernando	106,000	200	YES	1971	YES	NO	Patrol & Traffic/non-uniform never considered
Sunnyvale	106,000	108	NO				Public Safety Department

TABLE 1. SUMMARY

On 20 top California cities surveyed (excluding San Jose) nine or 45% have tried the 4-10 work week and six or 30% are still on the 10-Plan. At the present time none of the agencies include non-uniform or sworn personnel. Two departments tried non-uniform personnel only to revert to a standard work week at a later date.

SECTION IV - MANAGEMENT EVALUATION OF "TEN PLAN"

Eighteen top level and middle level managers from the Police Department were interviewed between November 12 and November 21, 1975. Bureau of Field Operations management personnel were not included and, therefore, most every manager above the rank of Lieutenant outside the Bureau of Field Operations was interviewed. The purpose of the interviews was to determine the managers' assessment of how the Ten Plan would affect operations under their supervision, what specific benefits and disadvantages would be foreseen and what data was available to validate their feelings. Length of interviews ranged from 30 minutes to 90 minutes. With three or four individuals, appointments had to be rescheduled several times, due to demands of their workload. However, most interviews were held at the appointed time. All individuals exhibited a high degree of cooperation regarding participation in the study in which they each expressed considerable interest.

RESULTS

Generally, taken as a group, the managers tended to hold an overall negative attitude towards the "Ten Plan." Specifically, 67% of the respondents either "tended towards negative" or were "negative" or were "very negative."<sup>1</sup> Eleven percent or two people were positive and 22% or four people were undecided. This assessment of attitude towards the Ten Plan is based on an overall review by the analyst of all comments made by the interviewee. For example, if 33% of an individual's comments were positive and 66% were negative, his attitude was classified as "negative." (See #8 in tabulation).

It is important to note that nearly 100% of the interviewees had both positive and negative comments regarding the Ten Plan. Another highly important

<sup>1</sup>Throughout the report, percentages are used, however, their value is somewhat limited due to the low number of participants in the survey (18 persons). Later in the report both frequencies and percentages are presented.

factor to keep in mind is that approximately 60% of the interviewees qualified their positive or negative assessments by saying that they couldn't really be sure of the workability of the plan until it was tested in San Jose. Respondents expressed an awareness of difficulties involved in having such a trial, i.e., it may be difficult to stop once started. In some cases, the interviewer had the impression that the manager had not had an opportunity to fully consider potential negative effects of the Ten Plan on his responsibilities within the Department. Respondents seemed to think more in terms of the obvious attractive elements of the Ten Plan to them, personally, and to individuals under their supervision. Managers who did seem to have invested some time in thinking about potential negative effects for them as supervisors and how the plan might make their job more difficult tended to contribute more negative comments. Based on this finding, it can be hypothesized that should all management in the Department be caused to see potential negative effects for them personally as managers, their evaluation would be skewed even farther towards an overall negative assessment.

A detailed tabulation of data results is presented in Table 2, page 17 & 18. In listing specific advantages and disadvantages mentioned, no great emphasis was put on consolidation and summarization of data. Instead, responses are presented in a form close to the actual wording used by interviewees. The reader may choose to consolidate these individual responses in various types of clusters depending on different perspectives sought. Slight nuances among responses are shown by presenting this data separately and avoiding consolidation of responses. Under "specific advantages" and "specific disadvantages" most interviewees offered more than one response, therefore, there are more responses than respondents.

TABLE 2. TABULATION OF MANAGEMENT INTERVIEWS

	FREQ	%		FREQ	%
1. <u>Affect on Service:</u> N = 18			4. <u>Specific Advantages (Continued)</u>		
Greatly improve	1	6	Reduce T.O.	2	3
Improve	1	6	Better evening coverage	3	4
Unchanged	4	22	Less opportunity to lose sick time	3	4
Degrade	8	44	Better communications w/public	4	6
Greatly Degrade	1	6	Increase work output and effectiveness due to ability to interview more persons (access)	3	4
Can't Say	3	17	Draws good men from BFO easier (4-day week)	8	11
2. <u>Advantages of 4-10:</u> N = 18			Morale increase	10	14
Many advantages mentioned	1	6	More flexibility to schedule special jobs (5 days to work with better)	2	3
Some advantages	9	50	More arrests (police working after 5:00 pm when offenders easier to locate at home, etc.)	0	0
Few advantages	8	44	"Quiet Time" for planning, report writing, etc.	4	6
No advantages mentioned	0	0	Lose less "coffee break" time	4	6
No change	0	0	Better follow through on old cases	1	1
3. <u>Disadvantages of 4-10:</u> N = 18			5. <u>Specific Disadvantages:</u> N = 54		
Many disadvantages	4	22	Can't function without daylight	1	2
Some disadvantages	6	33	Lose case continuity	4	7
Few disadvantages	7	39	Magnify existing problems	1	2
No disadvantages mentioned	1	6	Poor communication (crime information exchange) among personnel (not available)	2	4
No change	0	0	Insufficient manpower due to 20% reduction in days worked	9	17
4. <u>Specific Advantages:</u> N = 71			Lose touch with job, lose interest in job	4	7
More office space	3	4	Personnel not here when needed (i.e., on day off)	3	6
Better vehicle usage	7	10			
Less overtime (reduces overtime)	8	11	(CONTINUED)		
Better access to victims, witnesses, suspects, (interview), only know where they live, not work	7	10			
Better for subpoena and warrant service	2	3			

TABLE 2. TABULATION OF MANAGEMENT INTERVIEWS

(CONTINUED)

	FREQ	%		FREQ	%
5. <u>Specific Disadvantages:</u> (Cont'd)			7. <u>Overtime Impact:</u> N = 18		
Less flexibility with 4 days than 5 days for scheduling special work	0	0	Less overtime	12	67
Fatigue - day too long	4	7	No change	4	22
Court time scheduling problems	7	13	More overtime	2	11
More overtime	6	11	"Call Back" a problem (worse on 10-Plan)	0	0
D.A. meetings - a scheduling problem	2	4	8. <u>Attitude Toward Ten Plan:</u> N = 18		
Poor communication with other City departments	1	2	Very positive	0	0
Supervision gaps	4	7	Positive	2	11
Scheduling problems	5	9	Tend toward positive	0	0
None	1	2	Neutral, Positive & Negative, Undecided	4	22
6. <u>Data Sources:</u> N = 17			Tend toward negative	5	28
No data	2	12	Negative	6	33
"Pinkies"	1	6	Very negative	1	6
Dailies	3	18			
Special studies needed	2	12			
Assignment sheets	1	6			
Time sheets	5	29			
Call-back approvals	1	6			
Vehicle studies	0	0			
Phone messages	1	6			
Court logs	1	6			

SECTION V - EMPLOYEE SURVEY

In an attempt to measure the transitional and operational effects of a 4-10 Plan, a questionnaire was developed and distributed to 129 investigative personnel. Appendix A shows the questionnaire used. The last page of the survey, questions F, G, and H was intended to identify departmental problems and to have individual employees show what effect, in their estimation, a "change in the work week" might have on these problems. Although individuals' names were not coded, individual units and details within units were recorded. This allowed for assessment on a unit by unit basis.

The questions are reproduced here for the reader's convenience.

Question F. WHAT ARE THE FIVE MAJOR OPERATIONAL PROBLEMS/CONFLICTS WHICH AFFECT YOU AND YOUR ABILITY TO DO YOUR JOB? (IN DESCENDING ORDER OF IMPORTANCE).

Question G. GIVEN THE POSSIBILITY OF ADJUSTING YOUR WORK HOURS OR CHANGING YOUR WORK WEEK, DO YOU FEEL THAT ANY OF THE ABOVE PROBLEMS OR CONFLICTS MENTIONED IN THE PREVIOUS SECTION WOULD BE ALLEVIATED? IF SO, HOW?

Question H. GIVEN THE POSSIBILITY OF ADJUSTING YOUR WORK HOURS OR CHANGING YOUR WORK WEEK, DO YOU FEEL THAT ANY OF THE ABOVE PROBLEMS OR CONFLICTS MENTIONED IN THE PREVIOUS SECTION WOULD BECOME MORE ACUTE? IF SO, HOW?

IT SHOULD BE NOTED THAT THE QUESTIONNAIRE INSTRUCTION INCLUDED THE SPECIFIC PURPOSE OF THE QUESTIONNAIRE AND THE FACT THAT FAILURE TO COMPLETE THE SURVEY WOULD JEOPARDIZE CHANCES OF IMPLEMENTING A 4-10 PLAN.

One hundred and twenty-nine questionnaires were distributed to investigators from the Bureau of Investigation and Accident Investigations. One hundred and nineteen or 92.2% were returned completed; of these, a total of 402 individual problems were identified in response to Question F. Of the 119 respondents, 109 or 91.6% identified some problems; however, not all identified five problems. The responses were grouped according to 31 categories.

Results, Problem Identification - Question H

The most frequently identified problems by the respondents, regardless of ranking, i.e., in those problems identified, respondents mentioned these as one of the five:

Unavailability of unmarked vehicles	63 times or 15.7%
Too many cases assigned and not enough time in a day	62 times or 15.4%
Inadequate facilities or space	39 times or 9.7%
Unavailability of Witnesses, suspects and victims	34 times or 8.5%
Interagency coordination including the unavailability of the District Attorney	29 times or 7.2%
Responsiveness of departmental support services including an investigator's ability to retrieve records and information	25 times or 6.2%
	-----
	252 times 52.7%

Generally, it is of importance that 6 categories of the total 31 represented 62.7% of all responses. Also mentioned, and important from a departmental standpoint, and of significance in studying the feasibility of the 4-10 Plan was lack of equipment other than vehicles, 16 times or 4.0%; Department's present overtime policy, 11 times or 2.7%; the willingness of other Department members to give of their time to help, 11 times or 2.7%; Department Communications, 9 times or 2.2% and clerical support, 8 times or 2.0%.

Unavailability of Unmarked Vehicles

The responding members of the newly formed Burglary Prevention Unit felt that the lack of vehicles was the Department's worst problem, being mentioned first eight out of nine times. The Juvenile Division also felt this was a major problem mentioning it as the number one problem more frequently than any other. Vehicles were also mentioned on more occasions by the General Crimes

Unit, however, they thought working conditions and space were worse. Seventy-five percent of the investigators felt that a 4-10 Plan would lessen the vehicle problem.

#### Caseload

Of the 62 times "caseload" was mentioned as a problem, it was the number one problem 25 times or 40% of the time. The Fraud and Narcotics Units felt the number of assigned cases was the worst problem in their units and Burglary investigators felt caseload was tied with the problems of witness, suspect and victim availability as the worst unit problem. It is the feeling that the 4-10 Plan will not affect this caseload problem. On a 4-10 Plan each investigator would be assigned more investigations per working day but would have more time each day to conduct these investigations. While the caseload "pressure" per day worked would not be alleviated under a 4-10 Plan, a significant number of investigators suggested that the problem would be more bearable and less acute as a result of the additional day's rest they would receive.

#### Facilities and Space

The General Crimes Unit of the Bureau of Investigation felt that their physical working conditions, overcrowding, noise, and lack of a private area to concentrate were overwhelming problems. Of their 24 facility responses (54% of the 39 times facilities were mentioned), it was mentioned as the worst problem 5 times, next to worst 4 times, and the third worst problem 9 times. Burglary Prevention and the Auto Theft Unit also mentioned facilities a significant number of times. The 4-10 Plan would not provide more space but would reduce the number of investigators who would be on duty at any specific time. Even though the problem is large the alleviation in noise would have some impact on the overall problem.

#### Unavailability of Witnesses, Suspects and Victims

The Burglary investigators felt this was their worst problem, being mentioned as many times as caseload as a problem. The Fraud Unit also considered this as a major problem listing it more frequently than any other problem (the vehicle and caseload problems were listed as the first problem more frequently). Overall, of the 34 times availability was mentioned as one of the problems, 15 times it was mentioned as the worst problem. Most investigators believed that a 4-10 work schedule would help witness, suspect, and victim availability. This improvement is dependent on several factors including, but not limited to, the particular character of the individual involved. While officer (Bureau of Field Operations) witness availability may be slightly degraded for contacting officers on the day shift, evidence appears to support the conclusion that contacting officers on other shifts would become less difficult and, in some cases, would improve under a 4-10 Plan.

The availability of individuals working a commercial establishment open on a normal daytime schedule and to be contacted at work would not change. Daytime working victims availability would be improved under the 4-10 Plan because of the extra investigator hour before and after the normal business day. Improvement in this area is yet unclear and positives and negatives exist depending on what unit an investigator is assigned.

#### Interagency Coordination Including D.A. Unavailability

This problem was listed 29 times by the 109 respondents. Specifically, respondents listed the court system; the need to set up court cases a number of times because of postponements; response time of DMV, CII, and other external agencies; the policy of not allowing the removal of prisoners from the County Jail for interrogation; time lost waiting to testify in court; short trial notice by District Attorney, and delays in getting criminalistic analysis for complaint filing. These problems may be compounded by a 4-10 Plan. For example, the available time per investigator to the D.A.'s Office, Superior Court, Municipal Court and Juvenile Court would be reduced significantly

under a 10-Plan. Investigator availability for the D.A.'s Office who generally have a work schedule of 0800 to 1700 hours is reduced by 20% for most investigators under the 4-10 Plan (reduced from 40 hours to 32 hours per week). The court system generally has a demand from 9:00 a.m. to Noon and 1:00 p.m. to 4:00 p.m. or six hours a day, 30 hours per week; this narrows to 24 hours a week under the 4-10 Plan, a 20% reduction. The General Crimes, Fraud, Burglary and Auto Theft Units considered this problem very significant.

#### Responsiveness of Department Support Services

The Department's Records system, some records being located at the Sheriff's Office, report processing time, difficulty in getting information out of Records, not having certain types of service such as a Field Interview System or Property System, receiving current information, improper routing of reports, and personnel changes in Records, were mentioned as specific responses in this general category. This category was mentioned 25 times as a problem; if one combines this category with problems of quality and accuracy of the field reports (mentioned 11 times), paper work (mentioned 12 times), and lack of adequate clerical support (mentioned 8 times), a new category called Reporting Procedures emerges; this new category would have been identified some 56 times, moving from sixth as the most frequently mentioned problem to third position. A 4-10 Plan will affect the reporting system by making it more difficult to personally clarify a report by contacting the officer. The problem of clerical support and Records responsiveness will also become more acute. Experience by others who have tried the 4-10 Plan show that increases in productivity result for those on the plan. This increases the need for good support and increases the workload of clerical and Records functions.

In regards to Questions G and H, whether a work week change would help or worsen the Department's problems, generally, respondents felt things would improve under such a plan. Seventy-two of 93 or 77.4% voted in favor of

improvement under the plan while 22.6% felt that their particular problems would not be helped. On the other hand, 10.5% of those surveyed felt that a 4-10 Plan would worsen some of their problems.

## SECTION VI - PHASE IV-QUESTIONNAIRE

As explained earlier, a questionnaire\* was developed in an attempt to measure the projected transitional and operational effects of a 4-10 Plan. With that underlying purpose, the questionnaire gathered relevant data on existing conditions in four areas foreseen as having impact on adoption of the 4-10 Plan. The following summarizes the topics or areas and the specific data collected and analyzed under each topic.

### Availability of personnel

- Number of personnel assigned by hour and by day to show current availability of personnel

### Activity breakdowns

- Distribution of activity per week
- Types of contacts and time required

### Work distribution

- Distribution of work per day to show peaks and backlogs
- Active days or hours for specific types of contacts to show current peak times

### Selected ratings

- Ratings on 4-10 Plan for job and for self to measure degree of perceived desirability
- Ratings on morale within unit and entire Bureau to measure current feelings and correlate with feelings on 4-10 Plan.
- Frequency of certain types of activity to reflect advantages and disadvantages of the 4-10 Plan and provide a standard scale of measurement.

Prior to administering the questionnaire to investigators, questions were given to four ex-investigators for the purpose of discovering the completion time and general and specific comments and/or impression the ex-investigators had regarding the survey. The questionnaire was then modified to reflect comments and suggestions.

\*SEE APPENDIX A FOR ACTUAL QUESTIONNAIRE

### Validation

Three methods were used to validate the survey results. First, the answers given by the pre-distribution ex-investigators were used for comparison purposes. While specific statistical examinations were not administered, the general impression is that most of those who completed the questionnaire were sincere. Secondly, a number of the questions within the questionnaire were used as a cross check against other questions within the survey. Thirdly, for some of the answers within the survey, outside independent information was available. In general, it can be stated that the results obtained were valid with the following clarification. The introductory instructions and comments for the survey stated both the purpose and the importance of the questionnaire. The fact that the answers given would affect the results had to bias some individuals. While this bias was apparent in some instances, it is our belief that it did not occur frequently enough to influence the overall results.

### Returns

The fact that 92.2% of the surveys were completed and returned in itself has significance to the study outcome. This return rate is very high for a survey type questionnaire, particularly one which takes 35 to 105 minutes to complete. It is our feeling that this signifies the degree of interest and concern that each investigator places in this 4-10 issue. The only unit which did not show a high degree of interest was the Juvenile Division who returned 12 of the possible 26 questionnaires for 46% return.

After completion, the results were codified according to the unit within the Detective Bureau and AIB, all individuals' names being removed. No attempt was made to summarize information to judge individual performances. An edit was performed on the codified survey for conflicts and "exception" answers. The survey results were then keypunched so that the answers could be summarized by utilization of the County's computers. Following are some of the results

of these summaries according to the four major areas of analysis.

### Availability of Personnel

As personnel availability is an issue wherever the 4-10 Plan has been tried, an attempt was made to capture the availability of personnel by hour and by day under the existing work schedule. This data can be used to predict the effects of a personnel redistribution over a 4-day work week and the possible effect on certain personnel issues.

In Appendix B the current personnel configuration within the Bureau of Investigation and the Accident Investigation Unit is represented by hour of day and day of week. For the Bureau of Investigation, excluding those units which require flexible hours (BPU, Fence, Metal and Pawn shops), the investigators' heaviest day is Tuesday, with Wednesday, Thursday and Friday containing about the same amount of personnel per investigative half hour. During the day the hours between 0900 and 1500 contain the peak investigator manhours per investigative half hour. This suggests that some of the problems identified within the Department could be alleviated by a more appropriate investigator personnel distribution. While distribution of investigators proportionately over a longer work day may be operationally helpful, this distribution does not necessarily equate to a 10-hour day, 4 day work week. A flexible eight hour work day distributed over a 0600 to 1900 work day could provide some of the operational benefits allegedly provided by a 4-10 Plan without the "third day" problems.

### Activity Breakdown

This breakdown consists of two summations. First, each investigator was asked to distribute a work week over ten pre-described activities ranging from investigative time to time lost and non-case related activities. Information was then summarized by unit and detail within the investigative section. The summation by investigation unit is depicted in Table 3. Detailed

TABLE 3. ESTIMATED INVESTIGATIVE ACTIVITY BREAKDOWN  
PERCENTAGE OF TIME ACCORDING TO  
PRE-ESTABLISHED CATEGORIES

CATEGORY	AIB	Auto Theft	BPU	Burg. Teams	Fraud	General Crimes	Juv.	Narco	B of I		All Investigators	
									%	Hours*	%	Hours*
Investigation	43.0%	52.1%	53.2%	47.2%	34.5%	32.8%	57.9%	34.5%	44.5	934.5	44.4	932.4
District Attorney	14.5%	7.4%	4.4%	5.5%	14.3%	7.9%	5.2%	8.2%	7.3	153.3	7.9	165.9
Court	6.3%	7.9%	5.2%	6.2%	8.2%	7.6%	5.4%	10.4%	7.2	151.2	7.1	149.1
Case Review	6.7%	3.6%	4.5%	14.3%	7.0%	3.9%	4.9%	7.6%	6.2	130.2	6.2	130.2
Informational Retrieval	8.9%	5.7%	6.2%	7.9%	7.4%	6.1%	4.5%	13.2%	7.0	147.0	7.2	151.2
Report Writing	14.0%	13.4%	15.4%	9.5%	15.0%	19.3%	13.2%	15.3%	14.8	310.8	14.8	310.8
Administrative Tasks	1.0%	2.3%	4.2%	2.0%	1.2%	7.9%	1.5%	5.7%	3.9	81.9	3.6	75.6
Necessary But Non-Case Related	1.3%	1.8%	1.1%	1.7%	2.2%	7.0%	2.7%	1.9%	3.1	65.1	3.0	63.0
Training Time	1.5%	2.2%	0.9%	.8%	2.0%	4.1%	1.2%	0.3%	1.8	37.8	1.8	37.8
Other Time Loss	2.8%	3.6%	4.9%	4.9%	8.2%	3.4%	3.5%	2.9%	4.2	88.2	4.0	84.0
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	2100	100.0%	2100
Number of Investigators	10	10	11	12	11	24	26	16	110		120	

\*During this study, it was determined that an average man year within the Bureau of Investigation including overtime for 1975 was 2100 hours.

information is not included because of the space that would be needed, however, some specific detail may be referred to during the discussions on specific issues in Section VII. Generally, the findings in this first summation is that as a result of other demands, only about 44% of an investigator's time is actually involved in conducting investigations with the remaining 56% distributed over various non-investigative activities. A 4-10 Plan would possibly have the effect of eliminating some of this non-investigative time and possibly increasing investigative time by about 3.7%.

The second breakdown is again a summary by investigative detail which gives the amount of time in minutes required for investigator contacts and the percentage of a 40-hour week these contacts encompass. Time is summarized for personal and telephone contacts. Table 4 divides the time into fixed time and flexible times. Fixed time is that time the investigator is involved with agencies or persons who have standard working hours and can be contacted only during these hours. Flexible time is that time that the individuals can be contacted at the discretion of the investigator. Generally, flexible contact time is almost twice that of fixed time contacts. One would expect, however, that the approximately 600 minutes involved in making fixed time investigator contacts would become more difficult under a 4-10 Plan.

#### Work Distribution

Again, two summations are presented. The first shows the distribution of case workload per day giving peak periods and backlogs. The second distributes contacts over hours of the day and days of the week.

For the distribution of work per day which also shows backlog, the following was discovered.

AIB Unit - Approximately 107 cases are assigned per week, 97 of these are new, ten are carry overs from previous days. Monday is the day when most new cases are assigned, Tuesdays the next and Thursdays the third most

TABLE 4. TIME REQUIRED FOR INVESTIGATIVE CONTACTS BY UNIT

- Minutes Per Individual Per Week  
- (Percentage of 40 Hour Week)

	Fixed Time			Flexible Time		
	Pers.	Phone	Total	Pers.	Phone	Total
General	548 (22.8%)	312 (13.0%)	860 (35.8%)	745 (31.0%)	211 (8.8%)	956 (39.8%)
Fraud	618 (25.8%)	157 (6.5%)	775 (32.3%)	844 (35.2%)	462 (19.2%)	1306 (54.4%)
Burglary	426 (17.8%)	192 (8.0%)	618 (25.8%)	843 (35.1%)	414 (17.2%)	1257 (53.4%)
BPU	371 (15.4%)	64 (2.7%)	435 (18.1%)	1441 (60.0%)	39 (1.6%)	1480 (61.7%)
Narco	443 (18.4%)	183 (7.6%)	626 (26.1%)	726 (30.2%)	168 (7.0%)	894 (37.2%)
Auto Theft	430 (17.9%)	109 (4.5%)	539 (22.4%)	454 (18.9%)	232 (9.7%)	686 (28.6%)
Juvenile	346 (14.4%)	116 (4.8%)	462 (19.2%)	1010 (42.1%)	271 (11.3%)	1281 (53.4%)
B OF I AVERAGE	450 (18.8%)	175 (7.3%)	625 (26.0%)	869 (36.2%)	251 (10.4%)	1120 (46.7%)
AIB	501 (20.9%)	71 (3.0%)	572 (23.8%)	938 (39.1%)	405 (16.9%)	1343 (56.0%)

Fixed = D.A., Court, Probation and Parole, Other Criminal Justice Agencies.

Flexible = Witness/Victims (Non-Police), Suspects, Officers, Other.

frequent case assignment days. This would lead one to think that a 10-Plan where the third day would be Monday would complicate the work situation in this unit.

Auto Theft - The personnel working the Auto Theft Unit, PROCAT and General Auto Theft appear to receive some 93 assignments per week, 78 of this being new cases, 15 backlogged. The backlog tends to occur on Fridays with Mondays the day most new cases are assigned, and Tuesdays the second most frequent. Wednesday appears to be the lightest day as far as new cases are concerned.

Burglary Teams - Burglary investigators are assigned some 330 cases to investigate per working week; 62.7% of these become backlogged cases with the workload being distributed equally across a seven day week. Wednesday, Friday, and Thursday are the lighter backlog days with 10.6%, 11.6% and 12.1% of the backlog respectively being assigned on these days. Tuesdays appear to be the most average day and Mondays the worst day for new assignments. Case assignment problem would appear to become more acute under a 4-10 work week, however, might be less of a problem than in other investigative units.

Fraud - The Fraud Unit, with the exception of the Court Liaison Detail, is assigned some 46 new cases a week for investigation. Ten of these become backlogged with 80% of these cases being handled on Mondays. Overall, Tuesdays and Wednesdays are its busiest days.

General Crimes - The General Crimes Detail, excluding homicide and personnel working the Robbery Prevention Grant are assigned approximately 83 cases per week, with some 17 additional cases becoming backlogged. Monday is the worst day of the week with 35.2% of the backlogs occurring. In addition, Mondays are the heaviest day of the week as far as new assignments are concerned.

Juvenile - The survey indicated that 92.6% of all assigned Juvenile cases

get investigated on the day assigned. The majority of the 7.4% (2%) of the backlogged cases fall on Friday. In addition, Mondays appear to be the busiest day of the week in terms of new case assignments.

Narcotics - A majority of the personnel who are assigned narcotics work self-initiate activity. This calls for variable work hours and works best with flexible days off. The one person who reported handling assigned cases receives a majority of his cases on Mondays and Fridays; 40.5% of these are assigned on Mondays and 27% assigned on Fridays.

The second category under the Work Distribution Section analyzed the busiest days of the week on the most active hours. These were analyzed both from the standpoint of the Bureau of Investigation as a whole and the individual units. To conserve space, only the Bureau of Investigation as a whole and AIB as a whole will be discussed. Overall, the investigators who work out of the Bureau of Investigation presently tend to make their in-person contacts approximately at 10:00 a.m. (22.6% of the time) in the morning most probably on Mondays (29.5% of the time) or a Tuesday (16.6% of the time) and tend to make a large percentage of their phone calls around 0900 hours (25% of the time) on Mondays (26.9% of the time). In addition, Tuesdays and Wednesdays appear to be the most likely day that they will go to court and on Mondays and Tuesdays they go to the D.A.'s Office more often than the other three days of the week combined.

AIB personnel make 30% of their in-person contacts around 1000 hours on Monday (25% of the time) or Thursdays (20% of the time). Additionally, a large part of the phone contacts occur around 0800 (35%) on Fridays (25%) or Mondays (20%). The AIB personnel who go to court, except for Court Liaison who goes to court every day that court is in session, tends to go on Tuesdays and Thursdays and tend to go to the D.A.'s Office more often on Mondays.

### Selected Ratings

In addition to the above summations which will be related more specifically to a 4-10 Plan later in this report, several selected ratings were summarized from the questionnaire.

First, the 4-10 Plan was rated for job and self to measure the degree of perceived desirability. Clearly, both the members of the Bureau of Investigation and the Accident investigators believe that a 10-hour day, 4-day work week would enhance their ability of doing their job. On a scale of 1 to 10 (one being the lowest, ten the best, and 5 average) members of the Bureau of Investigation rated the 4-10 Plan as 7.6 in job enhancement and AIB, 9.1. In both incidences, 10 was the most frequently given grade. Only the Homicide Detail, the Technical Detail and the Narcotics Undercover Team rated the Ten-Four Plan as below average and not an operational advantage. From a personal standpoint, both the Bureau of Investigation and AIB rated the 4-10 Plan very high; Bureau of Investigation on an average graded it 8.8 on a scale of 10, and AIB graded it as 10 on a scale of 10. No group considered it below average in personal desirability.

### SECTION VII - CONCLUSIONS/RECOMMENDATIONS

This section is composed of several parts. The first part identifies specific 4-10 Plan benefits and/or disadvantages which were collected by the techniques identified in Sections III, IV, V and VI. These benefits and disadvantages are given in the form of statements and are discussed in light of the collected data in an attempt to clarify them and relate them to the San Jose situation. The findings are then summarized in Table 3. The second part is some suggested alternatives and guidelines that should be implemented if a 4-10 Plan were attempted within San Jose.

#### Discussion of Benefits and/or Disadvantages

- *END OF SHIFT OVERTIME WOULD DECREASE* - Most departments who have used a 4-10 Plan have experienced a decrease in the amount of overtime logged when one shifts to a ten-hour day. Although specific figures for San Jose were not available, this advantage would most likely occur in San Jose. In response to the statement, "I work overtime at the end of my shift," Bureau of Investigation investigators answered very frequently 9.3% of the time, and frequently, 44% of the time. A.I.B. personnel answered that they work end of shift overtime only occasionally (50%). Under the 10-Plan, as one less day a week is worked, there is a 20% less chance of overtime occurring at the end of the shift. As an individual is working two additional hours per work day, the need to work at the end of the shift should diminish, both in terms of investigative need and because of one's effectiveness after 10 hours. Any decrease in the end of shift overtime would be a benefit in terms of budget impact, however, it might have an adverse effect on crime clearance. There is a possibility also that callback overtime of investigators returning on days-off to complete investigations would offset this decrease and possibly could surpass the savings.

The results are that this is a probable benefit even though the extent of impact is unknown.

*CALLBACK OVERTIME FOR COURT WOULD INCREASE* - This disadvantage was identified as part of the 18 top management interviews conducted and during the review of the literature. The Bureau of Field Operations who is currently on the 4-10 Plan experiences a 25.5% overtime rate for court. The Bureau of Investigation averages 225 hours per investigator each year in overtime, a very small amount presently of which is court callback time. The survey discussed in the previous sections indicated that an average of 7.1% of an investigator's time is spent in court. This amounts to, assuming a 2,100 hour manyear, 151.2 hours per year. With Tuesday and Wednesday being the most frequent days for an investigator to go to court, and assuming most investigators under a 4-10 Plan would have Monday or Friday as their "third day", the Department could expect the addition of approximately 30 hours per year per investigator as a result of court callback on the Ten Plan. With 99 investigators, this amounts to 2,994 hours a year or a 12% increase over 1975 overtime figures to date. This 12% increase, while not extraordinary, would amount to a cost of approximately \$38,605 per year in increased overtime costs.

*PERSONNEL WORKING THE 4-10 PLAN WOULD EXPERIENCE AN INCREASE IN MORALE* - This benefit was identified from the review of literature and during the management survey and was briefly discussed in Section VI. It is considered a transitional benefit because of its temporary nature. Morale increases as a result of changes in the working conditions and overtime tends to become a right rather than a privilege. The result is that morale is increased only to the extent it remains a privilege. The questionnaire completed by the investigators indicated that Bureau and Unit morale was not a significant problem with the exception of the Burglary Unit who's personnel placed morale as just below average.

*PERSONNEL WOULD ACTUALLY SPEND APPROXIMATELY TWO ADDITIONAL HOURS DOING PRODUCTIVE TASKS* - This benefit, which was identified in the review of literature, has not been validated using San Jose data. The benefit, if any, is operational and comes about from the fact that one lunch period and two breaks are eliminated. Although this seems logical and applicable to San Jose, most investigators indicate that they do not take regular coffee breaks and a majority state that if they eat lunch at all, it is at their desk or "on the run." This benefit is probably correct for non-investigative sworn personnel.

*CRIME CLEARANCES WOULD REMAIN UNCHANGED* - This operational impact was discovered in the survey and literature review. The only way of validating this in San Jose would be to try the 4-10 Plan for a long enough period of time that impact on crime could be measured. Departments which have used the 4-10 work week have not experienced an increased crime clearance rate and several cities have abandoned the plan for this reason. From a sound management standpoint any change in working conditions should result in an improvement in productivity or the change should not take place. Any change which is employee oriented and carries a employee benefit, certainly, should not be implemented if organizational output is going to deteriorate.

*DECREASE IN SICK LEAVE WOULD RESULT* - Logically, sick leave taken should decrease by about 20% as the number of days available for sickness decreased. In addition, the chance for sickness occurring on the day before or the day after the three days off increases also. This latter is sometimes used as an attempt to measure sick leave abuses and would be even more inappropriate under 4-10 Plan conditions. Sick leave for sworn, non-uniform personnel within the City of San Jose does not appear to be abnormally high. This is primarily due to the fact that abuse is kept to a minimum by the fact that at retirement, sworn personnel are paid for untaken

sick leave at a rate of 75% for the first 1,800 hours.

*TARDINESS DECREASES* - This operational benefit, again identified during the literature review, probably is not a significant benefit in San Jose. Although no exact figures are available for San Jose, supervisors and employees interviewed felt that work starting time was not abused. It would appear that a 4-10 Plan would decrease tardiness abuse by eliminating the opportunity for abuse one day a week. Yearly, San Jose investigative employees work an average of 232 days where they are required to report to a specific job site. Given that tardiness is a problem one day a week and that an employee is late about fifteen minutes per day, tardiness occurring on a random basis; under a 5-day week, a person would be late 46 times a year for a loss of a total of 11.5 hours. Under a 4-day work week, a loss of 9.25 hours would be experienced; this is a gain of 2.25 hours. This gain amounts to .1% of an investigator's work year using the 1975 investigative manyear.

*INCREASED FATIGUE AS A RESULT OF THE LONGER WORK HOURS* - This disadvantage was identified during the survey and the review of literature. In most places where fatigue was considered a problem, empirical data could not be collected to verify a conclusion. Cities which have attempted the 4-10 Plan and failed or abandoned it, have noticed that failure increased as personnel get older with the breaking even point coming at the age of 35. Departmental personnel records indicated that the average age of sworn personnel outside the Bureau of Field Operations is 38 years. Only the PROCATE Detail and the Narcotics Unit are below the age of 35; PROCAT's average age being 34 and Narcotics' 32. This would indicate that the 4-10 Plan would be more apt to fail in all investigative units except PROCAT and Narcotics.

*INCREASED UTILIZATION OF DEPARTMENTAL VEHICLES* - This benefit, identified during the survey and as a result of the review of literature, would be significant if an improvement in utilization was forthcoming. The unavailability of unmarked vehicles was foreseen by investigators as their most outstanding problem. Using the questionnaire and considering the assumptions listed at the beginning of this report, any problem would still exist on Tuesdays, Wednesdays and Thursdays. On Saturdays and Sundays, vehicle availability does not presently appear to be a problem. On Mondays and Fridays, one additional vehicle would be available for Traffic Investigation, General Crimes, Auto Theft, and Fraud. Two additional vehicles would be available for Narcotics, and three additional vehicles available for Burglary and Juvenile. These increases in availability would probably eliminate the vehicle problem for Monday and Friday. In addition, the planned relocation of the District Attorney's Office will somewhat alleviate the problem on Tuesday, Wednesday and Thursday, however, possibly not to a significant degree.

*INCREASED AVAILABILITY OF OTHER DEPARTMENTAL EQUIPMENT* - This operational benefit was identified during the Management Survey and the review of literature. Unavailability of equipment was mentioned 18 times of the 402 problems identified in the investigator questionnaire; this was a total of 4.5%. Again, an improvement in equipment availability would be significant on Monday and Friday but would not improve on Tuesdays, Wednesdays or Thursdays. Specific types of equipment, with the exception of departmental vehicles, were not identified in the questionnaire, therefore, detailed issues in terms of potential benefits cannot be addressed.

*PERSONAL SAVINGS IN COMMUTE COSTS AND WORK EXPENSES WOULD BE REALIZED* - In the 1972 pool car survey, it was identified that each City employee commutes 13 miles a day to work or 26 miles a day round trip. Considering

under an 8-hour, 5-day week an employee makes 262 trips per year which amounts to 6,812 miles per year per employee, the Ten Plan would amount to a savings of 1,362 miles. At 15 miles to a gallon at 60¢ per gallon, an employee would save \$54.50 per year. Spread over a large amount of individuals this would also have a positive impact on the fuel shortage problem. In addition, each employee would save approximately \$2.50 per day in lunch and coffee expenses. This amounts to another potential employee benefit of \$116.25 per year.

*PARKING PROBLEMS AROUND POLICE ADMINISTRATION BUILDING* - This transitional benefit was identified by the employee questionnaire. Any benefit is considered transitional because as additional employees are hired by the City, any alleviation of the problem would be soon overcome and another solution will have to be uncovered or new parking facilities constructed. The 4-10 Plan will help this problem somewhat, primarily on Mondays and Fridays. The problem apparently is not acute on Saturdays or Sundays. Therefore, Tuesdays, Wednesdays, and Thursdays would not be improved. However, it appears the City of San Jose employees do not have an acute parking problem compared to other employees of comparable size cities or as compared even to County personnel; costs of employee parking are negligible and the distance an employee has to park remote to where he or she works, while sometime inconvenient, is not unreasonable.

*AN INCREASE IN OFF-DUTY LEISURE TIME* - Each employee who works the 4-10 Plan potentially would receive 49 additional days off per working year. This is considered a significant personal benefit and, except for certain occasions when an employee might be required to work on his day off, few people would argue with the conclusiveness of the logic. This benefit is not without some sacrifice. The literature reviewed identified the possibility of additional off-duty problems involving departmental action

which could result. However, those industries who have used the 4-10 Plan were unable to verify that there was an increase in off-duty personal problems. Secondly, as most employees are involved in recreational activities while off-duty, the activities tend to increase with the additional day off; this, in turn, increases personal expenses. Thirdly, however, some employees may utilize the extra time off in part-time jobs, thus increasing personal income.

*LONGER SERVICE HOURS* - Several cities contacted during the initial survey comment that the extended service hours influenced them in their decision to go to a 4-10 work week. They also concluded that where it was up to the "client" to use the extended service hours, they had not been successful in increasing use even though advertisement had taken place. Investigative personnel identified the unavailability of witnesses, suspects and victims as being the fourth most important job hindering problem. Six percent of the Department's top management felt that the 4-10 Plan would improve public communications and 10% felt the witness, victim, etc., availability would improve. However, this extension of service hours is not unique to the 4-10 Plan as other alternatives, such as flexible work days, would accomplish the same objective. As flexible time, telephone and in-person contacts accounts for 47.9% of a normal 40-hour work week, an alternative which would make better use of this time becomes important.

In addition, as long as the assumption exists that non-sworn personnel are exempt from participation in a 4-10 plan, clerical support would be unavailable certain times of the day. This would tend to complicate what was identified by investigators as the Department's sixth most important problem and increase by an unknown percentage the report writing that investigators spend about 13% of their time doing during the standard work week.

*INCREASED INDIVIDUAL PRODUCTIVITY* - Those municipalities who have tried the 4-10 Plan state conclusively that productivity has increased. One

municipality concluded that while production increased when the plan was initiated, it again moved upward when the employees were removed. This indicates that the productivity could be a result of the "Hawthorne" effect of change. In addition, while those on the 4-10 Plan tend to become more productive, those who remain on the conventional schedule tend to stay at the same level. In some municipalities this has caused an overburdening of support services. If this were the case in San Jose, most likely clerical support not on the plan, both within the unit and in support of the unit, would have to be increased accordingly. As the lack of support services was mentioned as a departmental problem, a 4-10 Plan would aggravate this even further.

• *THE 4-10 PLAN DECREASES SPECIALIZATION* - Some organizations using the 4-10 Plan have noticed an increase in the need for cross-training with the subsequent decrease in the amount of specialization. This has been experienced primarily by small cities with few employees. A need for cross-training would appear to have benefit in a large organization where specialization is apt to restrict movement. Training release time under a 4-day week then becomes a problem.

• *TRAINING RELEASE TIME WOULD BECOME MORE DIFFICULT* - Questionnaire data reflected that investigative personnel devote about 1.8% of their time to training. Scheduling these 38 or so hours yearly would become more difficult under a 4-10 Plan. As this is a low percentage of training time, it is difficult to justify spending this time training an individual on skills he or she is seldom going to use when time would be better spent on training for primary skills or current needs.

• *Day-to-Day Supervision Becomes More Difficult* - According to responding investigators formal supervisory contact for investigative or administrative reasons occurs infrequently. According to the questionnaire results these types of contacts occur occasionally to seldom. This indicates that investigator supervision tends to be informal which will not change under a 4-10 Plan. The supervisor's job under a 4-10 Plan would become more difficult, in that, some investigators would be available at work only three days a week and some could be available only one day a week. As previously assigned "priority" demands come into the unit, the supervisor must find another investigator to handle the demand or do it himself. This tends to remove either the supervisor or the unit's resources and affects the individual investigator's caseload demands. This disadvantage is somewhat negated in that some 30.9% of the investigators work with a "partner" very frequently. In talking to several investigative supervisors, they believe that the supervisory coordination problems are not sufficient to be a deterrent to a 4-10 Plan. The fact that supervisors are usually off two days a week for a seven-day a week operation under a standard work week and supervisors rotate to nights every eight to ten months without apparent continuity losses.

• *Communications Internal to the Department Becomes More Difficult* - A number of the "statement" questions asked investigative personnel, i.e., those questions in Section D, questions 1 through 17, in which the respondent was asked to grade the statement as occurring very frequently, frequently, occasionally, seldom or never, some of these questions designed to measure the impact of the 4-10 Plan on internal communications. Investigative personnel indicated that internal cooperation and communications were a problem (mentioned 9 times in the 402 problems). As an organization grows in size and jobs become more diversified, clear, concise internal communications

become more difficult. Intuitively, this has been recognized by the 119 investigative respondents. Communications was recognized as the biggest 4-10 obstacle in a number of articles identified during Phase I of this study. Under the 8-hour work day, investigators, on the whole, never attend staff meetings (49% never, 28% seldom); attend meetings to coordinate investigations internal to San Jose never, seldom or occasionally 73% of the time; attend non-investigative meetings seldom (59.8%). Most informational exchanges appear to take place during informal exchange sessions where investigative information takes place on a 1-to-1 to 2-to-1 basis. This occurs frequently or very frequently 72.2% of the time. These statistics, coupled with the conclusion set forth in the literature that communications under a 4-10 Plan does not improve and, in some cases, becomes more difficult, indicate that informal informational exchanges would frustrate informal informational flow. As formal exchanges of information, in the form of staff meetings and formal investigator meetings, do not readily occur under the current work day, little degradation in this regard would result.

*Employee Educational Opportunities Increase* - Some cities feel that the additional off-duty time affords employees an additional opportunity for receiving added education. This opportunity is probably a truism whether San Jose or any other municipality is considered. The extra day off would afford the employee the opportunity to participate in almost any off-duty endeavors and the benefits to the Department which would be afforded in terms of additional capabilities if the time was used for educational purposes cannot be denied. In terms of operational benefits for San Jose, the question then becomes whether or not non-uniform, sworn personnel would take advantages of this opportunity for departmental benefit. As the average investigator is at the age that normal educational expectations have either been reached or they have been set aside or abandoned, the

logical conclusion is that those who remain motivated to continue school will probably do so regardless of the work week.

- The Extended Day Would Cause a Conflict with Early Evening Family or Social Activities* - Some companies and municipalities have concluded that one cause of failures of the 4-10 work week has been the early evening social and family conflicts resulting from the extended day. Judging from responses from investigative personnel few, if any, foresee this as a problem in San Jose. This conflict would certainly be a personal disadvantage which could have some adverse operational effects. In addition, most families of law enforcement personnel who have been employed for any length of time have either adjusted to these "job" conflicts or have resolved themselves to the fact that nothing can be done about it.
- Non-Productive Time Would Decrease* - Overall, personnel who were surveyed stated that non-productive time amounted to 4.0% of their time or 84.0 hours per year considering that this time is distributed equally over the present five days work week. At a minimum, a 4-10 plan would decrease this time loss by 17 hours per year per investigator. Considering a work force of 100 top step investigators this amounts to a soft dollar savings of \$21,898 per year.
- Records System's Problems Would Increase* - Based on conclusions reached during the review of literature, and based on the fact that the records and report writing system is considered a significant departmental problem by the investigator, it can conclusively be stated that the 4-10 Plan would not benefit the Records system responsiveness or the satisfaction of personnel who must receive this service in a timely fashion.
- Court Scheduling Would Become More Difficult* - During management interviews it was suggested that court scheduling within the Department would become more difficult from both an operational and a personal standpoint. From an operational standpoint, effective January 1, 1976, a new law takes effect

in California which will eliminate the refiling of felony cases unless new evidence is presented in support of the refiling. This law, covered in Penal Code Section 1387, will probably require the District Attorney's Office to subpoena officers to insure appearance so that dismissal can be avoided. As subpoenas served on supervisory personnel within the Department have the same effect as personal services, and considering that it will be to the advantage of defense attorneys to delay cases, the Department can expect that appearances for court will increase while the actual number of testimonies will not. Operationally, the Department can expect more subpoenas, more scheduling problems and more court demands for investigators with an increase in callback overtime for those on the 4-10 Plan. From a personal standpoint, personnel with weekdays off can expect more interruption of off-time and less personal discretion on court appearances.

*Individual Caseload Per Week Would Increase* - Some opponents to the 4-10 Plan feel that individual caseload would increase. The evidence appears to conclude that while investigators assigned a 4-10 work week would receive more cases on a day-to-day basis, over a 40-hour period the caseload per hour worked would not change unless reported cases increased.

*Vacation Scheduling Problems Would Increase* - This operational disadvantage was identified from the literature which indicated that some organizations have had difficulty in vacation scheduling. This disadvantage seems to be valid for small units where the limited personnel would tend to create scheduling conflicts and coverage voids. Larger organizations would not have the same degree of difficulty that is experienced by small units, however, some difficulty would occur. Interviewed investigative supervisors felt that this, in itself, would not work to the detriment of the organization.

*Interagency Coordination Would Be More Difficult* - This statement is based on the fact that most outside agencies with which the Department's investigators coordinate activities are on a standard work week. As this coordination

problem was identified as one of the Department's worst "work hendering" aspects, it appears that a 4-10 Plan would not alleviate the conflict. This conclusion is tempored by the fact that only 14.3% of the investigators frequently "discuss cases and trade information with other investigators outside the department", however, an additional 34.7% engage in this communication on a frequent basis. This coordination problem would be most severe for those organizational units whose primary duties are outside agency coordination; the Intelligence Unit would appear to fall in this category.

*Intra/Agency Transfers Would Be Less Difficult* - Management and investigative personnel both believe that movement between organizational units would be enhanced if all were on the same work schedule. Under the present work system, one major line unit working the 4-10 Plan and the other working a standard work week, career development is stifled. This can be readily seen by the transition of status and work desirability which has occurred between the two bureaus in the last several years. This transition has, however, both advantages and disadvantages. From a personal standpoint, disadvantages appear to outweigh advantages.

*Overall Operational Costs Would Increase* - Some individuals claim that operational costs would increase under a 4-10 Plan. It is claimed that 20% more of everything would be required. San Jose evidence does not conclusively support this hypothesis. Our experience within the Bureau of Field Operations is that there is apparently a statistical increase in the personnel needed to man a beat 24 hours a day, 7 days a week. Incorporating training, sick leave, disability, days off, vacation and military leave, statistically it requires 5.2 employees to fill an individual "duty station" seven days a week, 24 hours per day under a 4-10 Plan. Under a conventional 8-hour day the same "duty station" requires 4.6 employees. However, in a real life situation the statistical manpower

requirement apparently is outweighed by the flexibility provided during peak periods coverage.

It can be concluded that savings would be outweighed by the needed increase in support personnel.

For major units containing non-uniform, sworn personnel, the following sample of cost savings per year would result: productivity increases (soft dollar) \$21,898 per year; tardiness decreases (soft dollar) \$2,872; sick leave decrease (soft dollar) \$6,127; and vehicle fuel savings unknown; for a total of \$30,897.

The following sample of increased operational costs would possible result: increase in overtime costs \$38,605; and increase in support personnel unknown; for a total of \$38,605.

Although this is a sample of some of the cost savings and increases, it appears that, at best, cost is a trade-off. Probably, because support personnel might have to be added under a 4-10 Plan, savings would be outweighed by these personnel costs.

Above are the benefits and/or disadvantages which were identified during Phase I, II and III of this study. Certainly, the list is not exhaustive, but represents the most important issues for San Jose. Table 5 represents a recap of this section. Each benefit/disadvantage is graded as to its importance for San Jose, in what form the impact would affect the organization, what data was used for drawing the conclusion, and finally the findings.

#### CONCLUSIONS

While the operational benefits of a 4-day week, 10-hour work week for non-uniform sworn personnel are not conclusive, the disadvantages of such a plan are not that apparent either. Those issues identified and analyzed during this study point more towards failure of such a plan than towards success and more disadvantages than advantages were discovered. The final decision must occur

between management and employee representatives. Compromises will occur while discussing the validity of the conclusions discussed herein. They should take the time to place the benefits and disadvantages in perspective for San Jose. While the conclusion is not a definite yes nor a definite no, several 4-10 conclusions are obvious.

- A 4-10 plan for non-uniform, sworn personnel is yet to be successful in a department the size of San Jose.
- In regions where the 4-10 plan has been attempted, voluntary programs have been more successful than mandatory approaches.
- Top Department managers and middle managers tend toward the "negative" in regards to the success of such a program.
- Generally, the most severe problems of the Department as identified by investigative personnel, will not be appreciably effected by a change in the work week.
- Non-uniform, sworn personnel are overwhelmingly in favor of a 4-10 work week citing both personal and operational justifications.
- While costs may increase under a 4-10 plan, the increase does not appear overwhelming.
- While there would be a slight but significant increase in day-to-day production, evidence does not point to an overall increase in operational efficiency.

An unverified, unsupported but intuitive conclusion is that investigative personnel consider the "job hindering" conditions within the Department so overwhelming that the 4-10 Plan would make their work more acceptable and bearable. The one extra day off would provide enough rest that the work experiences for the week would be more pleasant. The middle managers in charge of these personnel appear to support this position.

In light of the fact that the evidence is not conclusive, a need still exists to make some recommendations that would give a 4-10 plan a chance for success if such a plan were implemented in San Jose. These recommendations follow.

- Any decision to implement a 4-10 work week should not be made unless the decision is intended to be permanent.
- Under a 4-day week, personnel should be distributed equally over the 7 days with staggered days off.
- The program should be voluntary, especially for individuals over 35 years of age.
- Personnel who have the primary responsibility of supervising 5 or more individuals should be excluded from the plan. The exception to this would be where employees are organized into a team or where all members have the same days off.

TABLE 5. SUMMARY OF BENEFITS AND/OR DISADVANTAGES

BENEFIT/DISADVANTAGE	SAN JOSE IMPACT	TYPE	DATA SOURCE	RESULT
Decrease in end of shift overtime	Significant	Operational	Department Records	Probable
Increased overtime as a result of court callback	Significant	Operational	"	Probable
Increase in morale for personnel on 4-10 Plan	Small	Transitional	Questionnaire	Validated
Increase in hours of productivity	Small	Operational	---	Inconclusive
Crime clearance would remain unchanged	Great	Operational	---	Inconclusive
Decreased sick leave	Small	Operational	City Records	Probable
Decreased tardiness	Small	Operational	---	Probable
Increased fatigue	Significant	Personal/ Operational	Department Records	Probable
Increased availability of departmental vehicles	Great	Operational	"	Validated
Increased availability of departmental equipment	Significant	Operational	Department Survey	Probable
Employee commute and job monetary savings	Significant	Personal	City Survey	Conclusive
Decreased parking and problems	Small	Transitional	City Data	Inconclusive
Increased off-duty leisure time	Significant	Personal	---	Conclusive
Increased service hours	Great	Operational	Department Data	Probable
Increased productivity	Great	Operational	Survey	Very Probable
Decreased specialization	Small	Operational	Survey	Inconclusive
Training release time is more difficult	Significant	Operational	Questionnaire Data	Probable
Internal department communication decrease	Small	Operational	Literature, Questionnaire	Probable
Increased supervision problems	Significant	Operational	Questionnaire	Inconclusive
Increase employee educational opportunities	Small	Personal	---	Probable
Increase in family social conflicts because of extended day	Small	Personal	Survey	Inconclusive
Non-productive time would decrease	Significant	Operational	Survey	Conclusive
Records system problems would increase	Significant	Operational	Survey	Probable

(CONTINUED)

TABLE 5. SUMMARY OF BENEFITS AND/OR DISADVANTAGES

(CONTINUED)

BENEFIT/DISADVANTAGE	SAN JOSE IMPACT	TYPE	DATA SOURCE	RESULT
Court scheduling would become more difficult	Significant	Operational & Personal	Outside Infor. Questionnaire	Probable
Individual investigative caseloads would increase	Significant	Operational	Questionnaire	Invalid
Vacation scheduling problems would increase	Insignificant	Operational	Survey	Probable
Inter-agency coordination would be more difficult	Significant	Operational	Questionnaire	Possible
Intra-agency transfers would be less difficult	Great	Personal/ Operational	Questionnaire	Conclusive
Overall operating costs would increase	Great	Operational	---	Inconclusive but possible



II. PERSONAL & TELEPHONE CONTACTS

Indicate next to each category the average number of personal and telephone contacts made and the total number of minutes required in an average week.

	PERSONAL CONTACTS		TELEPHONE CONTACTS	
	NUMBER	MINUTES	NUMBER	MINUTES
1. District Attorney	---	---	---	---
2. Court	---	---	---	---
3. Probation & Parole	---	---	---	---
4. Witness/Victims (Non-Police)	---	---	---	---
5. Other Criminal Justice Agencies	---	---	---	---
6. Suspects	---	---	---	---
7. Officers	---	---	---	---
8. Other	---	---	---	---

CARD 5  
(12-13)

(14-15)

(16-17)

(18-19)

(20-21)

(22-23)

(24-25)

(26-27)

(28-29)

(30-31)

(32-33)

(34-35)

(36-37)

(38-39)

III. WEEKLY TIME DISTRIBUTION

Estimate your average work week by percentages for the categories listed. Use whole numbers; results should total 100%.

\_\_\_\_\_ % Case review (reviewing cases which will never be assigned to or investigated by you)

\_\_\_\_\_ % Investigations/Arrests

\_\_\_\_\_ % D.A. (complaints, search warrants)

\_\_\_\_\_ % Court

\_\_\_\_\_ % Information retrieval (Records, PIH, CLETS, CJIC - include time lost awaiting informational retrieval)

\_\_\_\_\_ % Report writing

\_\_\_\_\_ % Administrative tasks (staff meetings, tasks required by the administration but not specifically case related)

\_\_\_\_\_ % Non-case related business and other activities (specify)

\_\_\_\_\_ % Training

\_\_\_\_\_ % Time lost other than above (waiting for a citizen-appointment, phone, desk space, vehicle, shotgun, etc.)

IV. GENERAL CONCEPT QUESTIONS AND OPINIONS

A. On a scale of 1 to 10, 1 being the least desirable and 10 being the most desirable, grade the following statements by circling the appropriate number.

(1) On my present assignment, considering the existing workload, I think a 4-day, 40-hour week would enhance one's ability to perform the job.

1 2 3 4 5 6 7 8 9 10

(2) For personal reasons, I believe the 10-hour day, 4-day week is desirable.

1 2 3 4 5 6 7 8 9 10

B. (1) I consider the morale within my investigative unit as:

1 2 3 4 5 6 7 8 9 10  
Low Avg High

(2) I consider the morale within the Investigative Bureau as:

1 2 3 4 5 6 7 8 9 10  
Low Avg High

CARD 3  
(49-62)

(63-76)

(77-79)  
CARD 4 (5-15)

(16-29)

(30-43)

(44-57)

(58-71)

(72-78)  
CARD 5 (5-11)



- F. What are the five major operational problems/conflicts which affect you and your ability to do your job? (In descending order of importance, most important listed first).
- 1.
  - 2.
  - 3.
  - 4.
  - 5.
- G. Given the possibility of adjusting your work hours or changing your work week, do you feel that any of the above problems or conflicts mentioned in the previous section would be alleviated? If so, how?
- II. Given the possibility of adjusting your work hours or changing your work week, do you feel that any of the above problems or conflicts mentioned in the previous section would become more acute? If so, how?
- I. Use this space for any comments, clarifications, etc. If you wish to clarify a specific answer, please preface your comments with the section number and the question number. You may continue on the back of the page if you wish.



APPENDIX B  
(CONTINUED)

SUMMARY OF INVESTIGATIVE PERSONNEL AVAILABILITY  
BREAKDOWN BY DAY OF WEEK BY HALF HOUR INCREMENTS

HOURS	N = 11 FRAUD							N = 23 GENERAL AND NIGHT GENERAL							N = 26 JUVENILE DIVISION						
	SUN	MON	TUES	WED	THUR	FRI	SAT	SUN	MON	TUES	WED	THUR	FRI	SAT	SUN	MON	TUES	WED	THUR	FRI	SAT
0001 - 0030								2	2	2	2	2	3	2	1	2	3	3	3	2	1
0031 - 0100								2	2	2	2	2	3	2	1	2	3	3	3	2	1
0101 - 0130								2	2	2	2	2	3	2	1	2	3	3	3	2	1
0131 - 0200								1	1	1	2	2	2	1							
0201 - 0230								1	1	1	2	2	2	1							
0231 - 0300								1	1	1	2	2	2	1							
0631 - 0700		2	2	2	2	2															
0701 - 0730		3	3	3	3	3									2	3	3	3	3	1	
0731 - 0800		8	8	8	8	8		1	9	9	8	8	9	1	3	7	9	9	9	6	2
0801 - 0830		9	9	9	9	9		4	18	18	16	14	16	4	5	13	18	18	18	13	5
0831 - 0900		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
0901 - 0930		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
0931 - 1000		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1001 - 1030		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1031 - 1100		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1101 - 1130		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1131 - 1200		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1201 - 1230		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1231 - 1300		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1301 - 1330		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1331 - 1400		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1401 - 1430		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1431 - 1500		11	11	11	11	11		4	18	18	16	14	16	4	6	16	23	23	23	17	7
1501 - 1530		9	9	9	9	9		4	18	18	16	14	16	4	6	16	22	22	22	17	7
1531 - 1600		8	8	8	8	8		6	20	20	16	14	18	6	6	16	22	22	22	17	7
1601 - 1630		4	4	4	4	4		6	12	12	8	6	10	6	3	10	17	17	17	14	7
1631 - 1700		2	2	2	2	2		2	7	7	5	5	7	2	1	3	5	5	5	4	2
1701 - 1730								3	3	3			3	3	1	2	3	3	3	2	1
1731 - 1800								3	3	3			3	3	1	2	3	3	3	2	1
1801 - 1830								3	4	4	1	1	4	3	1	2	3	3	3	2	1
1831 - 1900								4	4	4	2	2	5	4	1	2	3	3	3	2	1
1901 - 1930								4	4	4	2	2	5	4	1	2	3	3	3	2	1
1931 - 2000								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2001 - 2030								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2031 - 2100								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2101 - 2130								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2131 - 2200								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2201 - 2230								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2231 - 2300								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2301 - 2330								4	4	4	2	2	5	4	1	2	3	3	3	2	1
2331 - 2400								4	4	4	2	2	5	4	1	2	3	3	3	2	1

APPENDIX B  
(CONTINUED)

SUMMARY OF INVESTIGATIVE PERSONNEL AVAILABILITY  
BREAKDOWN BY DAY OF WEEK BY HALF HOUR INCREMENTS

N = 20  
NARCOTICS

HOURS	SUN	MON	TUES	WED	THUR	FRI	SAT	SUN	MON	TUES	WED	THUR	FRI	SAT	SUN	MON	TUES	WED	THUR	FRI	SAT	
0001 - 0030																						
0031 - 0100																						
0101 - 0130																						
0131 - 0200																						
0201 - 0230																						
0231 - 0300																						
0631 - 0700																						
0701 - 0730																						
0731 - 0800																						
0801 - 0830		14	14	14	14	14																
0831 - 0900		14	14	14	14	14																
0901 - 0930		14	14	14	14	14	6															
0931 - 1000		14	14	14	14	14	6															
1001 - 1030		14	14	14	14	14	6															
1031 - 1100		14	20	20	20	20	6															
1101 - 1130		14	20	20	20	20	6															
1131 - 1200		14	20	20	20	20	6															
1201 - 1230		14	20	20	20	20	6															
1231 - 1300		14	20	20	20	20	6															
1301 - 1330		14	20	20	20	20	6															
1331 - 1400		14	20	20	20	20	6															
1401 - 1430		14	20	20	20	20	6															
1431 - 1500		14	20	20	20	20	6															
1501 - 1530		14	20	20	20	20	6															
1531 - 1600		14	20	20	20	20	6															
1601 - 1630		14	20	20	20	20	6															
1631 - 1700		14	20	20	20	20	6															
1701 - 1730			20	20	20	20	6															
1731 - 1800			20	20	20	20																
1801 - 1830			20	20	20	20																
1831 - 1900			20	20	20	20																
1901 - 1930																						
1931 - 2000																						
2001 - 2030																						
2031 - 2100																						
2101 - 2130																						
2131 - 2200																						
2201 - 2230																						
2231 - 2300																						
2301 - 2330																						
2331 - 2400																						

**END**