

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Office of Information Technology Trial 12-Hour Shift Rotation

FROM: Arvel D. Tharp, M.D.
D/Medical Services
1D4061 Headquarters

EXTENSION
[]

NO.
25 February 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED	FORWARDED
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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. D/OIT
2D00 Headquarters

No. 1 - for your info and comments before forwarding to D/Pers.

2.

3.

4. D/OMS
1D4061 Hqs

5.

6.

Please call Pat [] for handcarry.

7.

8.

9.

10.

11.

12.

13.

14.

15.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Office of Information Technology Trial 12 Hour Shift Rotation

**OIT/TRIS
LOGGED**

FROM: Arvel D. Tharp, M.D.
D/Medical Services
1D4061 Headquarters

EXTENSION

NO.

87-0509X

DATE

10 March 1987

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED
11 MAR 1987

FORWARDED

3/12

JR

1. Deputy Director for Administration
EYA
7D24 Headquarters

2. ADDA

✓

3. ODA

12 MAR 1987

WSP

↓

D/OIT

1 to 6: I don't view this as an IG matter at this stage, but if an IG team is inspecting in this area they should be asked by OIT to take a look at the issue.

The tone of the OHS memo is a bit sharp. Nevertheless, I think after 6 months of trial use of 12-hour shift rotation OIT should relook the issue. Some people like 12-hour shifts. Others do not! It is unlikely all will be satisfied.

25 February 1987

MEMORANDUM FOR: Director of Personnel

FROM: Arvel D. Tharp, M.D.
Director of Medical Services

SUBJECT: Office of Information Technology Trial
12-Hour Shift Rotation

REFERENCE: Memo frm D/OIT to D/Pers, dtd 12 Jun 86, Subj:
Conversion of Communications Operations Center
(COC) to 12-Hour Rotating Shift Schedule

1. In the Fall of 1986 the Office of Information Technology (OIT) began a trial 12-hour shift rotation in the Communications Operations Center with approval of the Director of Personnel (D/OP). D/OP asked D/OMS to monitor the trial period, which has been done. A voluntary survey of all personnel in the affected components was conducted (see attachment). The survey had an unusually high response rate and with clearly 50% of the respondents opposing the 12-hour shift despite heavy lobbying by the supervisors to have personnel endorse the 12-hour shift.

2. From a medical and managerial viewpoint the trial period rotation appeared poorly designed from the beginning but OIT insisted that a trial period should be tried because of their difficulty in assigning people to midnight shifts. I, therefore, did not endorse the trial but neither did I oppose it. The rotation was the worst possible choice for shift work because of constant disruption of family, social and personal routines. Some of the jobs clearly cannot be performed efficiently for a 12-hour period. A number of people sought me out during the trial period to express their dissatisfaction but refused to go on record fearing reprisal from their immediate supervisors. Several people obtained exemptions prescribed by their physicians and several more will obtain such exemptions if the 12-hour rotation becomes permanent.

3. Several employees believe the driving force behind the 12-hour shift was from individuals who commute long distances. From a managerial viewpoint certain inefficiencies were injected into the system by having full shift coverages during periods when the work volume is low but no increase in coverage when work volume is high.

4. ~~Since there does not appear to be any redeeming reason to continue the 12-hour shift rotation, and since the decision is basically managerial, I would urge you and/or the Inspector General to conduct an independent study of the proposal. My recommendation would be to disapprove the 12-hour shift rotation for all and accommodate those few who might choose a 12-hour rotation without imposing it on everyone.~~

STAT



Arvel D. Tharp, J.D.

Attachment

cc: DD/A ✓
D/OIT
D/IG

OP-11 (107)

OIT-10296-86

12 JUN 1986

MEMORANDUM FOR: Director of Personnel

VIA: Deputy Director for Administration
Director of Medical Services

FROM: Edward J. Maloney
Director of Information Technology

SUBJECT: Conversion of Communications Operations Center
(COC) to 12-Hour Rotating Shift Schedule

1. Action Requested: The purpose of this memorandum is to seek approval of the Director of Personnel for the adoption of a 12-hour rotating shift schedule for operations personnel working duty shifts in the Communications Operations Center (COC), 1B-43 Headquarters, as recommended in paragraph 3.

2. Background:

a. Severe staffing shortages within the COC (which operates around the clock, seven days a week) have forced us to consider changing the normal 8-hour shift rotation to a 12-hour rotation. Current statistics show approximately 50 vacancies among the shift-working positions. Although we are taking steps to resolve the vacancy problem, the lag between recruiting, training, and assignment to production prevents us from anticipating any substantial relief from the situation for several months. We have concluded that a three-section, 12-hour shift schedule is a partial solution to alleviating the present situation, as it allows optimum use of the available personnel and offers other advantages.

b. The proposed schedule calls for three teams to work 12-hour shifts, allowing for one team to be in an off-duty status for a minimum of 48 hours. The built-in overtime of four hours each pay period for each person is not unreasonable and, in fact, should permit us to reduce overtime requirements overall. Additionally, when the permanent mid-watch was first implemented several years ago, it

ADMINISTRATIVE INTERNAL USE ONLY

SUBJECT: Conversion of Communications Operations Center (COC) to 12-Hour Rotating Shift Schedule

was not a difficult task to find volunteers to staff that shift; however, we are now forced to direct people to work the midnight shift, a measure we prefer to avoid.

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c. The new 12-hour schedule would affect approximately [redacted] positions in the Message and Data Communications Activity (MDCA) and the U.S. Network Activity (USNA) within the General Operations Group (GOG) of OIT. It does provide for those employees who are unable to work such a 12-hour rotating shift; they are identified as "special category employees." Included in this category are persons having documented serious medical problems, single parents unable to obtain adequate child care, part-time students, annuitants, and contractors. There are advantages to having people in this category as we look to them to help provide operational continuity between shifts through the knowledge gained from working with more than one watch team.

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d. We believe our proposed schedule is one that will satisfy production and employee development requirements, without sacrificing humanitarian considerations. Twelve-hour work schedules are not unique and enjoy popularity where they are in use (the Data Base Control Center (DATEX), [redacted] NPIC, [redacted] and several overseas OC facilities).

e. The schedule would be implemented on a trial basis for approximately 120 days, beginning shortly after approval. Prior to the end of that period we would assess the results and determine whether to seek ratification for continuing the schedule.

3. Recommendation: In view of the foregoing, it is recommended approval be granted for a 120-day trial period for a 12-hour rotating schedule.

STAT

[Redacted signature box]

Edward J. Maloney

8 July 1986

MEMORANDUM FOR: Director of Personnel

FROM: Arvel D. Tharp, M.D.
Director of Medical Services

SUBJECT: Conversion of Communications Operations
Center (COC) to 12-Hour Rotating Shift
Schedule

1. The subject proposal has been reviewed in the Office of Medical Services (OMS) at some length. The reasons stated in the memo for making the change do not seem to be supported by the proposal, however, that is an administrative determination and OMS interest is that the impact on the health of the COC personnel be justified for good and sufficient reasons. Therefore, I neither endorse the proposal nor recommend disapproval.

2. A quotation in the Winter 1986 Medical Newsletter (which is a good review of the subject) states "shift work and overtime.....place unusual strain on human physiology and can result in decreased productivity and health."

3. The proposed schedule does appear to stay within certain guidelines namely no more than four on-days in a row and a minimum of two off-days between blocks of on-days. The schedule does provide further for those who are unable to work 12-hour shifts by identifying "special category employees." There is some concern that it is the intention of OIT to apply this exemption only to the trial period.

4. We are very concerned regarding the work/rest cycle in the kinds of jobs and tasks involved in COC especially intense CRT viewing or equipment monitoring. The variety and ability to take breaks are essential in minimizing fatigue and errors and physical symptoms that may otherwise occur in tasks performed over extended periods of time. Managers and employees should adhere to the proviso to take breaks even to the point of directing breaks for reticent workers.

5. If the proposal is approved OMS would be happy to provide a written survey and assist OIT in tabulating data either before or during the trial period. Also, if the proposal is approved we would encourage COC to create four teams instead of the current three to provide greater flexibility in accommodating employees and reduce overtime needs.

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Arvel D. Tharp, M.D.

SUBJECT: Conversion of Communications Operations Center (COC) to 12-Hour Rotating Shift Schedule

CONCUR:

See attached memorandum dated 8 July 1986

Director of Medical Services

Date

STAT

[Redacted Signature]

7/9/86

Deputy Director for Administration
Let take OMS up on para 5 of OMS memo.

Date

* APPROVED:

STAT

[Redacted Signature]

7/25/86

Director of Personnel

Date

* Subject to review of OMS evaluation prior to extension beyond 120-day trial.

OIT COMMUNICATIONS OPERATIONS CENTER

12-HOUR SHIFT EMPLOYEE SURVEY

OCTOBER 1986

To discern the employees' satisfaction with the trial 12-hour shift rota, OIT/COC managers surveyed the shift workers in September and October 1986. OMS received, processed, and analyzed the questionnaires, and herein reports the results.

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[] of the reportedly [] distributed questionnaires were returned, a return rate of about 75%. This is very high among Agency voluntary surveys. The comments volunteered by respondents are repeated verbatim with identifying data removed in a separate report, which is currently being completed.

Overall, most people see the 12-hour rota as neutral in its effect on performance, attendance, errors, and morale compared to the prior 8-hour rota. However, if the neutral responses (i.e., those that report no difference between rotas) are eliminated, the extreme responses note a greater frequency of illness, more tardiness, a worse mood, and having more often to fill in during a shift for absent workers since changing to the 12-hour format. Interestingly, although the extreme respondents note that they had to fill in for absent coworkers more, they had to work fewer double shifts or overtime, and they themselves had been absent less often. (Perhaps those who caused the staffing shortages were not available to return questionnaires. Alternatively, this may reflect a simple fact of life on 12s: one may have to fill in more during a longer shift, perhaps because people take longer or more frequent breaks.)

Regardless of how people felt about the effects of the 12-hour rota, there was overwhelming agreement that the trial had lasted long enough and people felt a final commitment to a rota was appropriate. The vote was evenly split on the 12- vs. 8-hour structure. However, this split vote compared only two formats, the old 8-hour rota and the current trial of 12s. Other options were not listed and may warrant a specific vote by the shift workers.

The questionnaire and results follow. Each item shows percent of respondents answering each option; the total may not equal 100% due to rounding. An overall average score on the item is given in the right margin. The average score is on a scale of

... the three response options, with the larger values indicating more positive attitudes about the trial 12s. For statistics fans, the "n" denotes number of employees responding to the item, the "Mn." indicates the mean or average score, and the "SD" indicates the standard deviation or the range by which the scores of the middle two-thirds (68%) of the respondents varied from the mean. For example, in item #1, a mean score of 2 and SD of .47 means that 68% of the respondents answered between 1.53 and 2.47 (or $2 \pm .47$). The mean score is a handy and concise way to summarize overall sentiment on any single item.

SURVEY RESPONSES

				<u>n</u>	<u>Mn</u>	<u>SD</u>
STAT	1.	I have been	less punctual	12%	<input type="text"/>	2.0
		as punctual	78%			
		more punctual	10%			
		arriving at work on the 12-hour schedule as on the 8-hour schedule.				
STAT	2.	I have missed	fewer days	23%	<input type="text"/>	2.1
		same number of days	64%			
		more days	13%			
		of work on the 12-hour schedule as on the 8-hour schedule.				
STAT	3.	I have made	fewer errors	21%	<input type="text"/>	2.0
		as many errors	60%			
		more errors	19%			
		in my job on the 12-hour schedule as on the 8-hour schedule.				

4. My overall productivity (the amount of work I get done during any one period of time) has

\bar{X} M_n SD

STAT	increased	28%	<input type="checkbox"/>	2.07	.71
	stayed the same	50%			
	decreased	22%			

during the 12-hour schedule compared to the 8-hour schedule.

5. I have noticed that I have been ill

STAT	less often	21%	<input type="checkbox"/>	1.9	.71
	as often	50%			
	more often	29%			

during the 12-hour schedule compared to the 8-hour schedule.

6. In general, I think my mood at work has been

STAT	better	16%	<input type="checkbox"/>	1.7	.73
	the same	40%			
	worse	44%			

since changing to the 12-hour schedule.

7. I have had to fill in during my shift for other people who weren't here or had to take breaks

STAT	less often	11%	<input type="checkbox"/>	1.67	.66
	as often	46%			
	more often	44%			

since we changed to the 12-hour schedule.

8. I have had to work overtime or double shifts

STAT	less often	32%	<input type="checkbox"/>	2.09	.75
	as often	44%			
	more often	24%			

since we changed to the 12-hour schedule.

9. My coworkers seem to be doing

STAT	more work	18%	<input type="checkbox"/>	2.0	.61
	as much work	63%			
	less work	18%			

in a given period of time on the 12-hour schedule compared to the 8-hour schedule.

10. My coworkers seem to be

STAT	more accurate	00%	<input type="checkbox"/>	1.7	.46
	as accurate	70%			
	less accurate	30%			

in their work on the 12-hour compared to the 8-hour schedule.

11. I feel we've given the 12-hour shift a sufficient trial and should make a permanent decision at this time (one way or the other).

	<u> </u>	<u> </u>	<u> </u>
STAT	68%	32%	<input type="checkbox"/>

12. If we were to make a permanent decision at this time, we should choose the following rota:

	<u> </u>	<u> </u>	<u> </u>
STAT	50%	50%	<input type="checkbox"/>

My reasons for this choice are ranked as follows
 (Please rank order ALL the following choices, from
 1 - MOST IMPORTANT to - LEAST IMPORTANT.)

	<u>Rank</u>	<u>n=</u> 39
13. More time with my family/friends.	1	
14. Better time of day to commute.	9	
15. More time off in solid chunks.	5	
16. More time off over a two-month's period.	10	
17. Better able to do my job during the shift.	2	
18. Better coverage on the unit.	3	
19. Feel better physically.	4	
20. Family member is more agreeable, or fits better with family member's commitments.	6	
21. Allows time for another commitment of mine.	8	
22. I work <u>less</u> overtime this way.	12	
23. I work <u>more</u> overtime this way (which I like.)	11	
24. I feel better emotionally.	7	
25. If the 12-hour schedule becomes permanent...		
I will stay in my current assignment with pleasure.	<u>Rank</u> 5	<u>%</u> 44%
I don't care; the schedule doesn't make any significant difference in my life or work.	4	7%
I will stay in my current assignment but won't like it.	3	26%
I will seek reassignment within OIT.	2	19%
It won't matter to me. I was planning to leave in any case <u>within the next year</u> regardless of the schedule.	1	4%

Mean score = 3.7 SD = 1.3 n =

STAT

29 December 1986

MEMORANDUM FOR: C/COC/OIT

STAT FROM:

[Redacted]

Ph.D.

C/ESI/CAD/OMS

SUBJECT:

Narrative Comments on the 12-hour Shift
Questionnaire

Attached are all of the comments written on the 12-hour Shift Questionnaire, except for self-identifying passages that have been deleted. No attempt has been made to analyze or summarize these remarks. They are relayed for your review, as promised, and dissemination to shift workers, if desired.

[Redacted]

15 December 1966

SUBJECT: 12-Hour Shift Comments

1. Basically, the only thing I really dislike about the 12 hour rota, is having to work all night. I sometimes experience problems sleeping during the day. And the most important is my family really does not like me working during the night.
2. Questionnaire appears to be too general and not particularly related to this facility. The one plus in this whole schedule is that all personnel share equally in the positive and negative aspects of the schedule. Prior schedule controlled management to direct personnel to work nightshift to round out rosters. Ever though they were unwilling to work that particular shift.
3. I truly enjoy working 12 hour shift, you get more time off. In the past I was working twelve days on and two off in a pay period. (I hope it's here to stay.)
4. It's just too long to work and be away from your family; these hours are causing problems in my household.
5. The 12-hour schedule allows me to plan trips around my 10-day break with minimum use of annual leave. Also, it allows me to plan overtime around long breaks.
6. The 12-hour rota has been physically and emotional exhausting for myself as well as my family. If the 12-hour rota continues, I intend to seek other employment.
7. I have a slight preference for 12-hour over 8-hour days with 10 days break every 12 weeks.
8. Actually very difficult to judge. Rotation would cause different viewpoint. Winter hours may also cause change of viewpoint. Less daylight. Evaluation period not long enough.
9. Even though there are many difficulties with 12-hour rota mainly fatigue, less productivity, less accuracy. It is better for me personally.

10. I previously worked straight night for 20 years. I highly preferred to the present switching back and forth every 4 or 5 days. The rapid rotation is impossible for the body clock to adjust and restful sleep impossible.

11. The big plus is in commuting. Timing avoid the peak rush hours resulting in less time on the road/less aggravation. 12-hour shifts require less trips per pay period, less wear and tear/gas consumption resulting in savings.

12. The only way a 12 hour watch can work is a 4 section rotational watch. As this office does not have sufficient manpower to staff a 4 section watch, it appears to be easier to provide the coverage using the 3 team 8 hour watch. This facility has too many special category employees who due to medical reasons or personal hardships are exempt from 12-hour rotational watches.

13. We have not had personnel to test the 12-hour shift concept. Being short handed has not allowed us the opportunity to take all of the scheduled time off. If we were not made to feel obligated to work all of the overtime required and could take time off on a regular scheduled basis, then the test of the 12-hour shift will be complete and more people would feel favorably disposed to the schedule of 12 hours.

14. The basic reason I am against 12 and 12 is you have less people a day to do the same amount of work, which means everybody has to do more work to keep the same level of work completed. More stress on the job. Since I've been working 12 -12 I have seen people work 18 and even people work 24 hours straight (with the SWO's permission) to keep up with the workload. With an 8 hour shift, total amount of people will be (providing nobody is off or on vacation) and with a 12 hour shift you only have people. It simply works right now that we have less people doing the same amount of work. Which in turn causes more stress on individuals. An 8 hour rotation too would cause too many short turnovers.

15. I like the 12-hour rota. It seems to be working well operationally as well. It seems that most of the people who don't like it are those that are unwilling to change their routine and give the schedule a fair chance.

16. Family considerations make it very important that I remain on nights. Out of a total of 6 coworkers, 4 coworkers want nothing to do with nights. 2 coworkers request to work permanent night shift. Why can't this be done?

STAT
STAT

16. Prefer more time on one shift. Example 2 week nights.
17. I'm all for the 12 and 12. My father-in-law has done it for 31 years and they all love it. I've had more quality time with my family in the last 8 weeks than I've had since I've worked in the office. My wife and I always have dinner together which was the case only half the time before. Also just as important is that I only have to work 1 out of 3 weekends instead of 1 out of 2 which I've done for years. I am praying for the sake of myself and my family that 12 hour ROTA is here to stay.
18. These questions are administrative and not directly medical. OP could have written these questions.
19. The biggest problem is people. They tell us to cross-train in other sections. My question is how when all sections have the same problem, not enough trained people and the people who are trained are so busy they do not have enough time to train their own. Once the personnel problem has been corrected, I think the 12 hour schedule will be the way to go for both productivity and my suggestion would be to keep the schedule around for another 90 days.
20. I wholly endorse the 12 hour shift with no reservations.
21. I will also consider getting another assignment else where. Everyone seems to miss one important factor that this schedule doesn't give us more people - our workload is the same regardless - we deal in Flash, Niact, Immediate, etc, which has to get out. 12 hours is too long to be in any job. They say you can take breaks - well it's not that way. Most of us are dedicated professionals who sacrifice our break time to get the job done! After a time, 4 day or night watches you are drained! No job is worth your emotional well-being and it gets old very fast. More people is what we need quick before we lose what we have.
22. 12 hour watches only makes working conditions and most personnel more miserable than they already are. This is the one place that a communicator should be able to work an 8 hour watch and go to school if he wants. We need a base station in the Washington area where personnel can do this and by working a 12 hour watch this is impossible. With 8 hour watches personnel can better meet their educational requirements, and the morale of the personnel will improve tremendously.
23. I prefer the 12-hour schedule over some 8-hour options.

24. I currently work only the night portion of the 12-hour shift. This seems to work very well. I do not think rotating back and forth is healthy both physically and mentally. The day 12-hour shift is also bad for my 100 mile round trip to work and back home.

25. It seems to me that most of the complaints I hear about the 12 hour shift come from people that worked very little, if any, overtime on the eight hour shift. This forced some of us to work excessive overtime to maintain the needed coverage.

26. -The 12-hour shift is more stressful, and with the rotation it is hard on the body.

27. Family life has been in a turmoil. No planning causes major problems at home.

28. The 12 hour shift works very well for me by providing more time off to be with my family and additional income through increased premium pay. The flexibility built into the schedule provides the maximum in time management.

29. I find the 12 hour schedule better than anticipated. I have more whole days off work. My paycheck has increased due to Sunday pay, night differential, and the 4 hour built-in overtime. Working the midnight shift is the most unpleasant aspect. Adjustments to my lifestyle, such as mealtime, sleeptime, etc. were necessary.

30. With the 12 hour shift. I found myself too tired and not wanting to work any overtime. Prior to the 12 hour shift I was working a min. of 24 hours a pay period. Now the only OT I work is the 4 hours over my 80 during the pay period. I continuously find myself tired both on and off the job. All I feel like doing is sleeping. After about 8 hours on the job I can feel me getting tired. My mind starts wandering. I see the same thing going on with my coworkers. After 8 hours most everyone starts slowing down in production and physically in general. You are also finding people who would put out 100-and-10 percent pacing themselves. So now you get the same amount of work in 12 hours as you did in 8 hours.

31. The twelve hour shift is more taxing on me and my family; I'm more tired. The office is being manned poorly. When people are needed they aren't here and if they are they are on overtime. The weekends have entirely too much coverage. I'm unable to do basic things e.g., stop by a cleaners, go to bank. It's impossible to understand how an office can declare a shortage of personnel initiate a 12 hour shift, given off one-third of its work force, and use overtime to try and fill the gap.

As a SMI-Supervisor, I have found that the morale has greatly decreased. Man power has decreased with many taking early out and coming back contract. Errors are made mostly after nine hours on the job. Being in a position where time and accuracy count the most, I find the longer hours, no matter how many times we change positions, to take its toll on them. On everything I have read on long hours and shift work it seems all agree that shift work is not the best hours and that twelve hour shifts do not produce the desired work in the long run. Having worked these hours before I find that after nine months to a year one tends to burn our reserve out. I would suggest that people who like the mid shift be able to do so for whatever reason. We can all take a turn at midnights a few times a year vice every other week. Turn arounds are hard when one turns forty-five and older. I would also like to suggest that the front office attack this problem a little more seriously. We have a very serious problem of manpower. Look to the reason why we have to work longer days and there might one find the solution. In closing I would also suggest that someone from the Medical Services come down and interview or talk to those involved in the work. May be even pull a couple of nights to really get the feel of things. Would also like to see the findings posted where all may read them.

33. My feelings are not against a twelve hour watch schedule per se'. However, I am against this particular watch schedule that OIT management has contrived and I have been working on three months now. This particular watch schedule is too demanding physically, mentally and emotionally. On the days that I am working there is no free time for me to relax or pursue other endeavors; I work 12 hours, come home and sleep, get up, eat and am back at work. If I stand four watches in a row I am really run down. I end up spending a good part of my off time just trying to recuperate and get my strength back. It's horrible when I get caught working four mids, have one and a half days break and am back on watch for four days. And this scenerio does happen in this particular watch schedule and it is a killer. OIT management should come up with a better 12 hour watch schedule, one that is less demanding and more consistent. A person should work no more that three consecutive 12 hour watches and have a minimum of three full days off. OMS can and should request that OIT management create a better watch schedule or go back to an 8 hour schedule.

34. For the seven years prior to my taking this job I had worked a rotational shift. I have always had trouble getting to sleep when I worked mids, especially when the rotation was for only a few days at a time. I usually managed because the length of the shift was eight hours, which gave me 16 hours in which to drive to/from work, eat, take care of business and try to get some decent sleep. On a 12 hour shift there is no extra time in which to catch a cat nap if you have been awakened three hours after going to bed and can't get right back to sleep. I average only 3 to 5 hours of sleep during the mid shifts. I walk around in a half-sleep daze during most of the shift, which only adds to my restlessness while trying to sleep the next morning.

This lack of proper sleep and the yo-yoing back and forth every three to four days from one shift to the other has caused me to grow very irritable at home as well as at work. I dread coming to work, even on days now. The supposed extra time off we get (7 days a pay period) for working long hours is used trying to adjust the body to a different schedule or working overtime to pay bills when the old 8 hour shifts had a few overtime days built in on the weekends. Of all the studies your office has available on rotational shifts being harmful both physically and mentally, you would have thought that someone would have considered what the effects would be in stretching the rota to 12 hours to be switched every 4 or so days. Another minus is that if I get sick one day, I spend 12 hours sick leave. I have been sick several time during this period, some of the days I would have been able to hold out on an 8 hour shift but felt 12 hours was too long so I called in and stayed at home. Other days I was too exhausted and took leave to rest. During the month of October I will be using up my leave in taking all my kids off. If the 12 shifts continue I will ask, even demand, immediate reassignment.

35. I go back to eight hour rotational, whether with permanent mid shift or not. If not 8 hour, then leave teams on one shift for two weeks or more at a time. (For those who will still be here). If staying with the 12 hour rota, give opportunity of employees requesting permanent day or permanent mid shifts.

36. When on the day shift it feels like all I have time for is work, go home eat, clean up the dishes, etc and get ready to come back in to work again. No time for other things around the house. Night shift is work, sleep, get up eat and back to work...also not being able to sleep on days get very little sleep on this shift...feel exhausted all the time...feel more mental stress working the 12-hour shift, more stress at home, and more disagreements. Worst time of the day at 5:30 in the afternoon to come to work. Always heavy traffic to contend with adding more stress. After eight hours work feel like four hours wasted as too tired to really accomplish anything. Seems like more headaches working the 12 hour shift, more eye strain, have almost fallen asleep driving on the way home after 12 hours. Morale has dropped considerably among fellow workers. All in all the 12 hour shift is a bad scene. Also the days off that look so good are not so good as most people are in the office on overtime of having all the time off.

37. I have several complaints about the 12/12 watch schedule rota. One is that while working the midnight rota (6:30 p.m. to 6:30 a.m.) the rest time during this time period is too short (an understatement). What with the driving time and the tension of rush hour driving cutting into an already short rest period is it any wonder that people are fed up with the 12/12 rota. The management touted the 12/12 rota with the incentive of having 10 days off in a row after working 2/3/4 months. I guess the old carrot and stick approach still works because management seems to have bought it.

I don't! Why in the year of 1986 do we have to work 12 hours a day? I have worked for communications all my government career and if I was starting to work again for the C.I.A. and knew that I could expect to work 12 hour days for my future - I wouldn't! My eating habits during my rest periods on the 12 hour rota is hurried and not normal to say the least. Plus during my 12 hour day watch rota I am "beat" both physically and mentally when I arrive home again after fighting the rush hour traffic. But think about that 10 days off down the road!..that keeps me going. Finally the 12 hour rota was a management decision without any decision by any "floor" workers (personnel). But I guess that like "most of comm" I knew that decision are made whether "we approve of them or not...I don't have much trust in the management but since I am retiring soon I wish the people I leave behind better days. Will comm ever try to learn from the past? I certainly hope so. But I seriously doubt it.

38. I have no complaints about the 12 hour shifts and feel they are the best way to go in this concenter. During the summer months, experienced operators were working nearly the whole month straight with a one or two day break. It was sort of an unjust society where some people refused to work weekends and since we are skeleton crew on weekends, the inexperienced worked the normal Monday through Friday shift. Now everyone has their turn plus there is time off built into the sked for all concerned. I find that since mid shifts are a bit slow, that people are going from area to area to seek out training. We are providing one on one training nearly every mid watch to all those who are interested and even pushing those who are not interested. Therefore, your finding more of a team effort in helping those areas that are short handed from time to time. Instead of stagnating in your one area (which was prevalent here for years), people are getting up and moving to those areas they have been trained in. In the beginning stages of the 12 hour shift, overtime was being used quite frequently. Now there appears to be less since each team can rely on it's own personnel and doesn't have to go to another team for help. Again, because of the training factor and experience of one section is short handed, they just call on help from another section. On 8 hour shifts, O/T was being used outside mainly for escorting. The biggest complaint around here is that mids can't rack up the O/T that they did on regular shift work.

39. I feel that the attached questionnaire does not fully address the issue of the 12-hour Rota Schedule. The questionnaire deals primarily with the productivity angle of the Rota rather than with the employees who are expected to work under these less than healthy conditions. Therefore, I am attaching this narrative expressing my feelings in detail.

The main problem with this schedule is the drastic "flip-flopping" you are expected to endure. With the 3-section watch that we have it is not uncommon to work both shifts (0630-1830 and 1830-0630) within the same week. I find this rotation too radical, causing undue strain on the body. If this type of schedule "must" be worked, it should be done with "4-sections" -- as is the case elsewhere in the Agency where 12-hour shifts are required. With 4-sections, greater uniformity is obtained in that you never work more than 3 days in a row and always have 3 days off prior to the rotation. The bottom line is, that in our situation, we do not have the personnel to adequately work the 3- or 4-section rota. In my own case, I find a more stressful, strenuous environment due to less personnel doing more work for longer hours. With the commuting problem that we all face in this area, it is accurate to say that our 12-hour day is actually a 14-hour day -- a 2-hour drive, plus 12 hours on the job = a 14-hour day. A typical day is "rush to work, work 12 hours, rush home to eat, rush to bed so you can get up to rush back to work again. I find it a grind to say the least. I am having difficulty sleeping during the day, and am never fully rested when working the night rota. I begin to feel like I'm in a semi-stupor by 4 or 5 a.m. I sometimes catch myself dozing off during the drive home at 0630. During the day rota, I generally have to retire by 9:30 p.m. in order to get enough rest to make the following day's 12 hours. The days you work are devoted only to working, commuting, and sleeping -- there is no time for anything else. Management raves about all the time off this schedule affords (and can be utilized to come in for O/T). In my case, on days that I am off, my friends are always working, when they are off I'm usually working. Your social life is severely restricted. To summarize, I find my productivity, speed, accuracy, efficiency, morale, and overall performance diminishes considerably after 8 hours on the job. In my opinion, the problem in MDCA has not been remedied by the implementation of the 12-on-12-off. In fact the opposite is true. The problem will only be resolved when enough people are in place to properly handle the job. Subjecting the people that we now have to the 12-hour rota only worsens morale and makes people seek employment elsewhere. The rota is a greater financial cost to the Agency as we now use much more O/T than previously to accomplish the same amount of work. The US labor force has worked long and hard to obtain the 8-hour workday, and for good reason. It's a proven fact that productivity drops drastically after 8 hours. Not only is the health of the workers impaired, but the productivity of the office has not been helped at all -- if anything it has been harmed. As a 49-year-old male, I do not feel that this schedule is now, or will in the future, do anything but harm my overall general health. Note your records on deaths, heart attacks, strokes, hypertension, etc., of O/T personnel. In closing, we want great care to protect workers from unhealthy working environments -- toxic chemicals, noise levels, etc. -- isn't it about time we started to think about protecting workers from unhealthy working hours?