

**Shift Preferences**  
**For**  
**Gwinnett County Detention Center Staff**

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## **ABSTRACT**

The purpose of this research project was to determine the shift preference of the staff of the Gwinnett County Detention Center. The paper examines the perceptions and opinions of the officers in order to assist policymakers and Division Commanders in a decision to change schedules or not. The research method used to facilitate this examination was a self-administered questionnaire, which was furnished to all sworn personnel assigned to the Detention Center. The survey took tenure into consideration. The results were then tabulated and detailed in the report.

The results of the survey revealed that the staff was split as to the preference of shifts. The split was primarily based on tenure though a few more senior staff did select shifts other than what they are currently assigned.

## TABLE OF CONTENTS

<b>TITLE PAGE</b>	
<b>ABSTRACT</b> .....	<b>i</b>
<b>TABLE OF CONTENTS</b> .....	<b>ii</b>
<b>INTRODUCTION/STATEMENT OF RESEARCH PROBLEM</b> .....	<b>1</b>
<b>LITERATURE REVIEW</b> .....	<b>2</b>
<b>OBJECTIVES/HYPOTHESES</b> .....	<b>4</b>
Research Objectives.....	<b>4</b>
Hypotheses.....	<b>4</b>
Operational Definitions.....	<b>5</b>
Hypothesis Linkage to the Literature.....	<b>5</b>
<b>RESEARCH DESIGN AND METHODOLOGY</b> .....	<b>6</b>
Research Method.....	<b>6</b>
Sampling.....	<b>7</b>
Data Collection.....	<b>7</b>
Tabulation and Analysis Procedures.....	<b>9</b>
<b>RESULTS (Tables, Graphics, and Discussion)</b>	
Annotated Questionnaire .....	<b>10</b>
Composition of the Sample.....	<b>11</b>
Findings Keyed to Each Objective.....	<b>15</b>
<b>CONCLUSIONS</b> .....	<b>22</b>
<b>RECOMMENDATIONS</b> .....	<b>24</b>
<b>LIMITATIONS</b> .....	<b>24</b>
<b>BIBIOGRAPHY</b> .....	<b>26</b>
<b>APPENDICES</b> .....	<b>28</b>

## **INTRODUCTIONS/STATEMENTS OF RESEARCH PROBLEM**

The construction of the Gwinnett County Detention Center in Lawrenceville, Georgia was completed in 1991 and ready for occupancy soon thereafter. The new, state of the art facility replaced the old “linear” facility that had been constructed in 1975. The new facility was constructed based on a direct supervision management philosophy. While new generation or direct supervision facilities require more staff to operate, the expense of building and maintaining the building the structure is greatly diminished. According to the National Institute of Corrections “*Podular, Direct Supervision Jails Information Packet,*”

Direct supervision facilities appear to cost less or the same as in-direct supervision ones to build and operate, require less or the same level staffing, and achieve desirable outcomes in terms of meeting their missions, reducing stress, improving safety and security, and so forth. If there is a drawback to direct supervision it that they make take more effort and commitment to plan, train for and manage.” (NIC, 1993:7)

The primary operating expense in direct supervision is staffing. The Direct Supervision philosophy requires jail staff to supervise and manage inmates while working directly in each housing unit. The Gwinnett County Detention Center was built to house 576 inmates in 1991. Today, the population of the facility is over 1700. The optimal staffing ratio for direct supervision facility is one officer per 64 inmates. Rapid growth in the number of inmates housed in the facility and budgetary restraints have become less than sufficient. In order to succeed in this environment, administrators must weigh all staffing options. The Gwinnett County Detention Center is currently addressing staffing shortage issues and is evaluating several shift options for optimum coverage. Budgetary restraints prevent the hiring of sufficient staff to operate the facility

in the manner it was designed. The Gwinnett County Sheriff's Department is currently considering several shifts in order to make good use of current staffing. The department is also concerned with the retention of staff when considering a change in shifts.

The direct supervision philosophy is based on nine principles. These principles were identified by the National Institute of Corrections. Two of these principles are "Effective Control" and "Effective Supervision."

Effective Control. The managers must be in total control of the facility at all times. There cannot be areas under de facto control of inmates.

Effective Supervision. Staff must be in direct contact with inmates and rely heavily on personal interaction with inmates for supervision. Manageable staff-inmate ratios are critical for effective supervision. (NIC, 1993:7)

Because of the importance of retention of staff and maximizing staff coverage in the Gwinnett County Detention Center, I decided to conduct this project. The hope is that the survey will supply the detention center with the feeling and opinions of its officers so that the administration may make decisions that are in the best interest of the county residents and the staff.

## **LITERATURE REVIEW**

Several sources provided valuable information for the research and writing of this document. Because the Gwinnett County Detention Center is a direct supervision facility, information from the National Institute of Corrections 6th Annual Symposium on Direct Supervision provided an in-depth review of staff transition, management, recruitment and retention of officers and the National Institute of Corrections "Pima County Detention Center: A Study of Podular Direct Supervision." Information was also gathered from *Pit and Quarry* providing information on the reported unhappiness with

the rotation schedule, safety problems, high turnover, low morale and high absenteeism. Insight was learned from an article titled “Flexibility and Long Shifts” from the *Employee Relations* periodical. This article detailed the positives and negatives to working long shifts. Another article, “Improving Shift Schedule and Work-Hour Policies and Practices to Increase Police Officer Performance, Health, and Safety” from the *Police Quarterly* provided valuable information about schedules, alertness and adjustment to the schedule.

Oral interviews were conducted with individuals who had previously experienced a transition to an alternative shift schedule from a traditional schedule such as Lisa Ziglar formerly of the Chatham County Georgia Sheriff’s Department and Rajindra Sooknanan formerly of the Mecklenburg County North Carolina Sheriff’s Department.

Statistical data for the project was gathered through review of the 2000 census, released by the United States Census Bureau and a timely article from the August 27, 2001 edition of the Daily Gazette. The Census revealed a marked increase in population in the County while the Daily Gazette article revealed that a result of a change to a 12-hour shift schedule would be an increase in morale and retention of officers in Montgomery County Sheriff’s Department.

## **OBJECTIVES/HYPOTHESES**

### **Research Objectives**

The focus of this research project was to examine the beliefs and opinions of the Gwinnett County Detention Center staff toward a change in shifts. The paper also looks at possible motivators that could encourage the employee to accept the 12 -hour shifts over the eight or 10-hour shift options. There are two objectives of this research effort.

They are:

1. To determine if deputies assigned to the Gwinnett County Detention Center have a primary shift preference.
2. To determine if there would be an increase in attrition if the shifts were changed at the Gwinnett County Detention Center.

### **Hypotheses**

1. A majority of the senior staff of the Gwinnett County Detention Center would prefer to the traditional five and two day workweek.
2. A majority of the junior staff assigned to the Gwinnett County Detention Center would prefer an alternative shift schedule.
3. A majority of rookie staff assigned to the Gwinnett County Detention Center would prefer an alternative shift schedule.

### **Independent and Dependent Variables in each Hypothesis**

1. The independent variable is seniority and the dependent variable is shift preference.
2. The independent variable is lack of tenure and the dependent variable is shift preference.

### **Operational Definitions**

In the two hypotheses the term “would prefer” will be defined as a selection of the survey respondent of either “strongly agree” or “agree” on the relevant survey questions. In the hypotheses, the “majority” will be defined as any number that is at least one greater than 50% of the survey respondents. Senior staff will be defined as staff with over five years of employment with the Gwinnett County Sheriff’s Office. Junior staff will be defined as staff with three to five years of employment with the Gwinnett County Sheriff’s Office. Rookie staff will be defined as staff with zero to three years employment with the Gwinnett County Sheriff’s Office.

## **Hypothesis Linkage to the Literature**

All hypotheses, put forth in this project, dealt with either a preference for a shift and the correlation of preference with the seniority or tenure of the officer. The results of the first hypothesis revealed that 87.4% of the senior Gwinnett officers surveyed stated that they would prefer a traditional five and two workweek, 34.9% stated they would prefer a six and three workweek and 25.4% stated that they would prefer a 12-hour workday. Rajindra Sooknanan of the Mecklenburg County North Carolina Sheriff's Department who stated, "The more senior staff will prefer the traditional schedule because they have already been employed long enough to secure weekends off", supports this feeling. (Sooknanan, 2003:21). Additionally, although there was no specific literature found relating to these issues, this researcher did have theories and general knowledge concerning these. For example, there is a general belief that more experienced officers tend to be set in their ways and therefore, less willing to change or to try new ideas. In hypotheses two, 85.7% of the junior staff assigned to the Gwinnett County Detention Center prefer the traditional five and two day workweek, 35.7% stated they would prefer a six and three workweek, and 32.2% stated that they would prefer a 12-hour workday. The second hypothesis was not supported by the results of the survey in that the junior respondents chose a traditional shift schedule over the non-traditional workweek. This was not as expected. In hypotheses three, 52.2% of the rookie Gwinnett officers surveyed stated that they would prefer a traditional five and two workweek, 69.5% stated they would prefer a six and three workweek and 66.6% stated that they would prefer a 12-hour workday. The literature review showed that junior and rookie officers frequently work on the weekends, preventing many of them from spending quality time with their families. The literature showed that junior and rookie officers would prefer more weekends off or time off.

## **RESEARCH DESIGN AND METHODOLOGY**

### **Research Method**

In this research project, a self-administered questionnaire, containing fixed alternative questions was used to gather primary data. A self-administered questionnaire was conducted by having the respondents read the questions and record their own responses (Fitzgerald and Cox, 1994:87). The fixed-alternative questions required the respondent to choose an answer from a list of printed choices (Fitzgerald and Cox, 1994:88). A Likert scale, describing the degrees of agreement or disagreement was then used to plot the answers given by the respondents. A Summative Scale was also used to determine the varying degrees of agreement or disagreement. Use of the Likert method in this project has advantages and disadvantages. Some advantages are that they can be administered fairly quickly and with minimal costs. They are also easy to complete and to analyze. Finally, this method allows for the use of one or two specific questions to either support or not support the hypotheses presented.

Some disadvantages of this method are that the research population has to be literate to participate in the survey. There is also the chance that the respondent will misunderstand the meaning of the question(s). Finally, the researcher may misinterpret the responses and there are usually poor response rates (Fitzgerald and Cox, 1994:87-88).

## **Sampling**

In this research project, a census was conducted of the entire population of sworn personnel assigned to the Gwinnett County Detention Center. This method was chosen because a great deal of the research conducted and formulation of the hypotheses used was targeted specifically at this group. The population of this group was fairly small and readily accessible by this researcher to conduct the census. The formal chain of command present in the facility surveyed allowed for a greater cooperation of the survey group. This allowed for the census to be more manageable.

## **Data Collection**

The data for this research project was collected through self-administered questionnaires which were distributed during August 2003, to all sworn personnel assigned to the Gwinnett County Sheriff's Department's Detention Center. Prior to conducting the survey samples of the survey were disseminated to command staff in other divisions for review and completion. The surveys were returned to this researcher for analysis.

Questionnaires were then readied for distribution to all sworn personnel assigned to the detention center. Prior to distribution, the envelopes were prepared with each sworn personnel's name containing a return envelope addressed to this researcher along with a cover letter detailing the reason for the research instrument. The cover letter also assured the confidentiality of the survey and a willingness on the researcher's part to share the collective results of the project upon completion. A deadline for returning the survey was included in the letter.

In order to insure that each deputy received a survey form, this researcher provided an individually addressed envelope to each sworn staff member. Of the 189 surveys distributed, 138 or 74.2% were returned.

There were very few problems in collecting the data. The most obvious problems were that 25.8% of the surveys were not returned. This can be attributed to a lack of willingness to participate or forgetfulness. Additionally, there were five questionnaires that were returned with "no response" to one or two questions. One survey was returned void of any markings or indicators.

Overall, this researcher believes that the data collection phase went extremely well. The willingness to assist, positive morale and genuine interest in the subject matter contributed to the 74.2% response rate.

## **Tabulation and Analysis Procedures**

After the questionnaires were returned several administrators in the detention center began inquiring about the results. The department considered switching to a non-traditional workweek in the past and a more recent analysis of the budgetary implications that I conducted seemed to add fuel to the fire for a possible change. The mere distribution of the survey instrument stirred the masses. Questions and speculations began to surface that the agency would be changing shifts despite the cover letter addressing the research for my thesis. In all, 138 questionnaires were returned to the researcher. Although a few of the surveys lacked answers to a specific question, they were included in the tabulation and analysis because the remaining information was useful to the study. Each question on the survey was assigned a number. Each of the responses was then coded for analysis. The choices for the

respondents to make in question one and three were as follows: strongly agree, agree, disagree, and strongly disagree. Here a Likert scale was used and these responses were then tabulated for analysis. Question two responses were 0-3, 3-5, 5 or more years. All responses were then transferred to paper and all calculations were completed by hand and double-checked for accuracy. Both raw numbers and percentages were used in hypotheses testing. The Summative Scale was used to clarify positions when several indicators seemed to blur the position. When calculating the Summative Scale, the researcher assigned a number scale to the answers, totaled the scores and averaged them. The average is equal to the Sum of Subtotals divided by the Sum of N, where N is the number of respondents.

## RESULTS

### Annotated Questionnaire

#### Questionnaire

1. Please rate each shift by preference: (Samples are attached)

<b>Options</b>	<b><i>Strongly Disagree</i></b>	<b><i>Disagree</i></b>	<b><i>Agree</i></b>	<b><i>Strongly Agree</i></b>
Five and two, set days off	Rookie 26.1% Junior 10.7% Senior 6.3%	Rookie 21.7% Junior 3.6% Senior 6.3%	Rookie 37.0% Junior 14.3% Senior 29.6%	Rookie 15.2% Junior 71.4% Senior 57.8%
Six and Three rotating schedule	Rookie 21.8% Junior 46.4% Senior 39.7%	Rookie 8.7% Junior 17.9% Senior 25.4%	Rookie 30.4% Junior 25.0% Senior 27.0%	Rookie 39.1% Junior 10.7% Senior 7.9%
12- Hour shift	Rookie 26.7% Junior 60.7% Senior 46.0%	Rookie 6.7% Junior 7.1% Senior 28.6%	Rookie 13.3% Junior 14.3% Senior 12.7%	Rookie 53.3% Junior 17.9% Senior 12.7%

Please mark only one answer to each option.

2. Please indicate level of tenure with the Gwinnett County Sheriff's Department:

	<i>Zero to Three years (0-3 Years)</i>	<i>More than three years, less than five years (3-5 Years)</i>	<i>Greater than five years (5 or More Years)</i>
<i>Years of Service</i>	<b>33.3%</b>	<b>20.3%</b>	<b>46.4%</b>

3. Would you prefer a rotating shift assignment?

a. Strongly disagree b. Disagree c. Agree d. Strongly agree

**Rookie: a. 19.6% b. 28.3% c. 23.9% d. 28.3%**

**Junior: a. 64.2% b. 17.9% c. 14.3% d. 3.6%**

**Senior: a. 50.0% b. 21.0% c. 21.0% d. 8.0%**

\* 2 Senior staff did not respond to this question

#### **Composition of the Sample**

A total of 138 sworn personnel assigned the Gwinnett County Detention Center participated in this project: 46 rookies (33.3%), 28 junior officers (20.3%) and 64 senior officers (46.4%). (GRAPH A)

**GRAPH A**

**TABLE A****Tenure**

<b>Years of Service</b>	<b>Frequency</b>	<b>Percent (%)</b>
Rookies (0 to 3 Years)	46	33.3
Junior (3 to 5 Years)	28	20.3
Senior (5 or more Years)	64	46.4

Of the rookies that responded (46), all responded to the question concerning shift preference. Of those, 17 or 28.2% disagree with the 12-hour shifts while 29 or 51.8% agree with the 12- hour shifts. The responses indicated that 14 or 30.4% disagree with the six and three while 32 or 69.6% agree with the six and three shift. The responses also indicate that 21 or 45.6% disagree with the five and two traditional schedule while 25 or 54.3% agree with the traditional schedule. (GRAPH B)

**GRAPH B**

**TABLE B**

**Rookies**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Disagree</b>
<b>Five and Two</b>	26.1%	21.7%	37.0%	15.2%
<b>Six and Three</b>	21.8%	8.7%	30.4%	39.1%
<b>12 Hour</b>	26.7%	6.7%	13.3%	53.3%

Of the juniors that responded 96.4% responded to the question concerning shift preference (one gave a partial answer). Of those, 33.4% disagree with the 12-hour shifts while 66.6% agree with the 12- hour shifts. The responses indicated that 30.5% disagree with the six and three while 69.5% agree with the six and three shift. The responses also indicate that 47.8% disagree with the five and two traditional schedule while 52.2% agree with the traditional schedule. (GRAPH C)

**GRAPH C**

**TABLE C**

**Juniors**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Five and Two</b>	10.7%	3.6%	14.3%	71.4%
<b>Six and Three</b>	46.4%	17.9%	25.0%	10.7%
<b>12 Hour</b>	60.7%	7.1%	14.3%	17.9%

Of the seniors that responded, a few did not complete the survey in its entirety. The responses were included and accounted for when determining the Likert Scaling and the Summative Scale score. Of the completed surveys, one survey was void of any indicators. Of those completed, 74.6% disagree with the 12-hour shifts while 25.4%

agree with the 12- hour shifts. The responses indicated that 65.1% disagree with the six and three while 34.9% agree with the six and three shift. The responses also indicate that 12.6% disagree with the five and two traditional schedule while 87.4% agree with the traditional schedule. (GRAPH D)

**GRAPH D**

**TABLE D**

**Seniors**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Five and Two</b>	6.3%	6.3%	29.6%	57.8%
<b>Six and Three</b>	39.7%	25.4%	27.0%	7.9%
<b>12 Hour</b>	46.0%	28.6%	12.7%	12.7%

**Findings Keyed to Each Hypothesis**

The first hypothesis stated, “A majority of the senior staff of the Gwinnett County Detention Center would prefer to the traditional five and two day workweek.” As previously discussed, for purposes of this project, a majority was defined as any number that is at least one greater than 50 % of the survey respondents. 138 staff members chose to respond to this statement, which is contained in question 1 of the survey. Of these 87.4% strongly agreed or agreed while 12.6% strongly disagreed or disagreed. The combined total in agreement is 87.4%. The majority of the senior staff prefers the five and two traditional day workweek. These results support the first hypothesis. (GRAPH E)

**GRAPH E**

When evaluating the senior staff opinions on a Summative Scale of one to four, with one meaning strongly disagree and four meaning strongly agrees the senior staff scored a 3.33 on the traditional five and two shift. This indicates a strong preference for the traditional shift. The seniors scored a 2.03 on the six and three shift. This indicates that the seniors disagree with the six and three shift but with a slight tendency to agree with the six and three schedule. The seniors scored a 1.92 on the Summative Scale for the 12 -

hour shifts. These scores indicate that the seniors do not prefer the 12-hour shift schedule. These results support the first hypothesis, “A majority of the senior staff of the Gwinnett County Detention Center would prefer to the traditional five and two day workweek.” (GRAPH F)

## **GRAPH F**

Hypothesis two stated, “A majority of the junior staff assigned to the Gwinnett County Detention Center would prefer an alternative shift schedule.” Question 1 of the survey addressed this question. Of the 28 respondents classified as juniors, 85.7% agreed with a traditional five and two-day workweek while 14.3% disagreed with the traditional shift. 64.3% of the junior staff strongly disagreed or disagreed with the six and three shift while 35.7% agreed or strongly agreed with the six and three shift. 67.8% of the junior staff disagreed or strongly disagreed with the 12-hour shifts while 32.2% agreed or strongly agreed with the 12-hour shifts. When combining the non-traditional options, 66.1% disagreed with a non-traditional while 33.9% agreed with a non-traditional shift. The 33.9% responding positively to the statement does not support the second hypothesis.

(GRAPH G)

## **GRAPH G**

When evaluating the junior staff opinions on a Summative Scale of one to four, with one meaning strongly disagree and four meaning strongly agrees the junior staff scored a 3.46 on the traditional five and two shift. This indicates a preference for the traditional shift. The juniors scored a 2.0 on the six and three shift. This indicates that the juniors disagree with the six and three shift but are on the borderline of agreement as well. The juniors scored a 1.89 on the Summative Scale for the 12-hour shift. These scores indicate that the juniors do not prefer the 12-hour shift schedule. These results do not support the second hypothesis. (GRAPH H)

## **GRAPH H**

The final hypothesis stated, "A majority of rookie staff assigned to the Gwinnett County Detention Center would prefer an alternative shift schedule." This hypothesis was addressed in question 1. All 46-rookie officers surveyed responded to this question in the survey. 68.1% of the rookies agreed that a non-traditional workweek is preferred while 31.9% disagree with a non-traditional workweek. 52.2% agreed with a traditional workweek while 47.8% disagreed with the traditional workweek. The 68.1% responding positively to the non-traditional workweek indicates positively responding to the third hypothesis. (GRAPH I)

## **GRAPH I**

When evaluating this on the Summative Scale, one meaning strongly disagrees and four meaning strongly agrees, the rookie staff scored the traditional five and two shift a 2.04, meaning they are between Disagree and Agree with a slight agreement with Agree. The non-traditional six and three shift scored a 2.87, this is between Disagrees and Agrees with a stronger tendency to agree. The non-traditional 12-hour shift scored a 2.87, this is between Disagrees and Agrees with a stronger tendency to agree. The Summative Scale scores indicate a preference for the non-traditional schedules but also indicate an agreement with the traditional shift schedule. This analysis supports the third hypothesis. (GRAPH J)

## **GRAPH J**

When evaluating the all staff that responded on a Summative Scale, the score provide a clearer picture for this researcher. The total staff scored the traditional five and two shift a 3.08, meaning they are between Agree and Strongly Agree. The non-traditional six and three shift scored a 2.31, this is between Disagrees and Agrees with some agreement with Agree. The non-traditional 12 -hour shift scored a 2.23, this is between Disagrees and Agrees with a slight agreement with Agree. The Summative Scale scores indicate a preference for all schedules but also indicate a greater agreement with the traditional shift schedule. (GRAPH K)

## **GRAPH K**

### **CONCLUSIONS**

This study was conducted in the Detention Center of the Gwinnett County Sheriff's Department. There was a genuine interest in this study as this researcher was approached by many officers inquiring about the results of the survey. Additionally, many officers stopped by to discuss the questionnaire and the possibility of the staff changing to a non-traditional schedule. I also heard from a few disgruntled staff that wanted the schedule to remain the same. I advised each of them the employees who received the survey that the survey was for my class; however, the results would be made available to those that choose to review it.

Immediately after I distributed the survey instrument to the staff for completion, the speculation started that the department would be changing to a 12 -hour shift schedule. I found this interesting, as I had previously completed a budgetary analysis that determined that 12 -hour shifts would be the most fiscally beneficial to the department. The budgetary analysis, conducted in August 2002 determined that the Gwinnett County Sheriff's Department would benefit by changing to a 12 -hour schedule. The analysis concluded that the detention center would save over one half-million dollars annually by switching to this schedule.

According to the officers surveyed, there appears to be some interest in the non-traditional schedule by the junior and rookie staff. This group of staff comprises 54.3% of the staff that responded to the survey instrument. Interestingly, this is not a true representation of the number of rookie and junior staff employed in the detention center.

The number of rookies and junior staff members is much greater than the number that submitted a response to the survey.

In summary, there is evidence that the majority of the rookie staff would desire to work a non-traditional schedule while the majority of the junior and senior staff prefers a traditional schedule. The survey and speculations initiated much discussion of the shifts worked. The jail commander decided to “test the waters” again and sent out “feelers” that the department was going to change schedules. Many of the more vocal senior staff members were very disgruntled and voiced their opinions to anyone who would listen. This included sending email correspondence to the Sheriff. Many of the junior and rookie staff supported the schedule and I observed much discussion between the staff both in support and against a non-traditional schedule. As a result of these discussions, I was asked to put together a PowerPoint presentation for the Sheriff and for the staff that details the workings of the non-traditional 12-hour shift schedule. The presentation will clarify many of the unknowns and hopefully, will sway many of the staff to be more open to the idea of change. The Gwinnett County Sheriff’s Department is currently conducting a “trial run” of the 12-hour schedule. This exercise is being tested for a period of three months. Members from each classification were chosen to participate in the test period. Command staff was careful to include some of the more vocal opponents in the study in order to expose them to the schedule so they would have a true understanding of the schedule’s positives and negatives.

## **RECOMMENDATION**

This researcher recommends the Gwinnett County Sheriff’s Department complete the test cycle of the non-traditional shift schedule and encourage discussion following the test

period. All research indicates that the staff will like the non-traditional shifts after they try them. Additionally, the more senior staff is less likely to resign or seek other employment because they have a great deal invested in staying with the Gwinnett County. The 12-hour shift schedule, the most fiscally responsible option, allows for better man-power allocations and for improved staffing while reducing the amount of overtime and hours required to staff shift functions.

### **LIMITATIONS**

There were very few limitations to this survey project. The first was in locating other agencies that had experienced the change from a traditional to a non-traditional schedule. After many conversations with our staff and others I was able to learn that Mecklenburg County North Carolina and Chatham County Georgia Sheriff's Departments had both transitioned from a traditional to a non-traditional (12hour schedule). I was fortunate to be able to speak with officers from each of these agencies. Each of the agencies had transitioned from an eight-hour schedule to a 12-hour schedule. Both agencies agreed that the staff seemed unhappy with the idea of changing to a 12-hour shift prior to the change; however, they both indicated that the staff would revolt if the Departments decided to revert to the traditional schedule.

Another limitation was the response to the survey. Only 138 of the 186 staff members completed the survey instrument. It is not known if the staff received the instrument and failed to complete it and turn it in or if the instruments were completed and lost in transit to the researcher. The numbers would indicate that many of the junior and rookie staff fell into this category.

The most significant limitation to this project was the inexperience of the researcher. In retrospect I would have asked for additional information about tenure. It would be interesting to learn if there is a more clear line of delineation that separates those that prefer the traditional to the non-traditional schedule. Having never conducted a project on this scale led to mistakes and trial and error methods. The researcher had to redo many calculations and graphs upon realizing the errors that were made.

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## **APPENDICES**

### **APPENDIX A**

Cover Letter

### **APPENDIX B**

Blank Questionnaire

### **APPENDIX C**

Pilot Questionnaires

### **APPENDIX D**

Completed Questionnaires