Analyzing the 12-hour tour of duty within a standard 40-hour workweek for the Denver Sheriff Department (DSD) with COVID-19 data.

Capstone Project Description
Evaluating the benefits and disadvantages of a 12-hrs tour of duty for DSD; associating the budget, safety, security, and related issues to include COVID-19 data.

Organizational Context
The DSD is the largest sheriff agency in Colorado with ~ 730 sworn (uniformed employees) personnel and about 170 civilians. DSD currently apply three tour of duties, 8-, 10- and 12-hour schedules; while changing work time slot twice yearly (shift bidding). A challenging process leaving some areas staffed surplus or overtime requirements.

Professional/Scholarly Background
Hillard Heintze Report
Determine DSD uses a mix of work schedules for employees, that results in inefficiencies, unnecessary complexities, limitations on the agency’s capability to adapt to staffing shortage and as a result, unnecessary overtime.

Methods of Study
- Surveyed preferred tour of duty
- Analyzed the months preferred rotating to another work period
- Reviewed previous recommendation from focus groups
- Retained professional organization assessment of tour of duty
- Studied scholar’s finding on tour of duties
- Compared other similar agencies tour of duty and reasoning
- Collected data concerning COVID-19 in jails and other facilities

Findings
- 60% of uniformed employee (210 of ~730) surveyed preferred the 12-hour tour of duty and 80% preferred shift bid twice a year (238 of ~730).
- The pandemic has a voice and a vote; 12-hours tour of duty provide continuity and less movement, a tracking system which is comprehensive, relevant and preventions in accordance with CDC guideline
- 12-hour shift provide a less complicated system of preparedness. Leadership has testified, scheduling shift and filling holes consist of 80% of their daily responsibilities
- Different variables between junior and senior uniformed employees, a large majority are not introduced structural leadership education.

Takeaways and Recommendations
1. The 12-hour tour of duty is a popular choice among recruits and junior uniformed employees, but majority of senior officers experienced the disadvantages of a 12-hour shift selecting to maintain the current 10-hour tour of duty.
2. Most Colorado jails and detentions are currently applying the 12-hour tour of duty for different reasoning such as cost effectiveness and management
3. Officials must consider thinking about long term solutions as releasing, reverting and restructuring procedures for the purpose of low arrest rates are short term solutions
4. DSD needs a uniformed employee contract system
5. Leadership training should begin at the recruitment
6. Adopt fatigue risk management policy