

# Decision Package Bundle



**Agency:** Department of Transportation  
**Decision Package Code-Title:** XH - WSF Req Crew Familiarization  
**Budget Session:** 2019-21 R  
**Budget Level:** Maintenance Level  
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## Agency Recommendation Summary

In accordance with federal law, various collective bargaining agreements, and Ferries Safety Management Plan requirements, Washington State Ferries (WSF) provides engine room and terminal employees, who change assignments to a new vessel or terminal, with a brief period of break-in training known as familiarization. Familiarization allows for job shadowing and transition so the employee becomes familiar with the particular vessel or ferry terminal. The department currently does not have capacity to absorb the cost of familiarization without affecting the level of service for customers. The department requests additional appropriation authority to cover the necessary labor costs.

## Program Recommendation Summary

- **X00 - Washington State Ferries**

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## Fiscal Summary

*Dollars in Thousands*

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 109 - 1	\$725	\$725	\$725	\$725
<b>Total Expenditures</b>	<b>\$725</b>	<b>\$725</b>	<b>\$725</b>	<b>\$725</b>
<b>Biennial Totals</b>		<b>\$1,450</b>		<b>\$1,450</b>
Staffing	FY 2020	FY 2021	FY 2022	FY 2023

<b>Staffing</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
FTEs	9.6	9.6	9.6	9.6
<b>Average Annual</b>		<b>9.6</b>		<b>9.6</b>

  

<b>Object of Expenditure</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Obj. A	\$580	\$580	\$580	\$580
Obj. B	\$145	\$145	\$145	\$145

## Package Description

Washington State Ferries (WSF) provides engine room and terminal employees who are changing assignments with familiarization training (job shadowing and on-the-job transition). This ensures the employees become knowledgeable on the systems and operating procedures of the vessel or terminal to which they are assigned, and allows the employee to function at a performance level required to deliver safe and reliable service. Federal law requires familiarity with vessels and equipment. Familiarization training is also required under collective bargaining agreements and is outlined in the WSF Safety Management Plan.

For terminals, familiarization occurs in two situations, with different lengths of time depending on whether the employees are new hires.

- New hires require familiarization periods that last from 40 hours to 160 hours, depending on the complexity of the business operations at the terminal (reservations, multi-destination routes, etc.).
- Existing employees who move between terminals or who take different jobs also require familiarization. WSF administers monthly bidding for jobs at terminals, a process that is required by collective bargaining agreements. Regular employees who move to a new terminal or who take a different job require a familiarization period that lasts for two-and-a-half weeks at multi-destination terminals and one-half a week for other terminals.

The familiarization of engine room crew varies from 12 hours (oilers) to 80 hours (chief engineers). In addition, relief employees must complete familiarization on multiple vessels for multiple vessel classes. For engine room, familiarization is needed in the two circumstances shown below.

- When there is staff turnover in a vessel engine room (due to retirements, separation from service, or a crew person moving to another vessel), existing employees bid on filling this position under the terms of their bargaining agreements, which also entitles them to familiarization training. This process can affect multiple vessels as one employee moves to fill a gap made by another, and then opens a gap on the vessel they are leaving.
- Familiarization training is also needed in the engine room at the introduction of a vessel into service. This requires a crew to be assigned to the vessel; this crew is taken from the engine-room crew on other vessels. This process creates a series of vacancies that are filled by seniority and the effects can ripple across the engine-room crews on multiple vessels. Likewise, when a vessel is retired there is a similar process.

The need for familiarization will continue, as a significant number of senior crew and terminal employees are at or near retirement age and it is expected that the rate of retirements will increase for several years and vessels will be retired as they age.

### What alternatives did the department consider and why was this option chosen?

Options considered and not chosen include:

- A reduction of terminal staff (not chosen as it affects terminal operations for customers);
- Cuts to non-labor such as maintenance activities (not chosen, as maintenance is necessary for vessel and terminal operations); and
- A reduction in familiarization activity (not chosen both because it is required by collective bargaining agreement and because it is necessary for safe and efficient operations of ferry vessels and terminals).

The cost of familiarization has grown, as have other budgetary pressures, to the point where familiarization needs funding of its own

### Assumptions and Calculations

#### *Expansion or alteration of a current program or service:*

The base set aside for familiarization included approximately \$179,000 in fiscal year 2016, \$113,000 in fiscal year 2017 and fiscal year 2018, and \$97,000 in fiscal year 2019.

#### *Detailed assumptions and calculations:*

The request is based on a three-year average (fiscal years 2016 through 2018) for engine room and terminal familiarization (see tables below). All costs are assumed ongoing.

	FY 2016	FY 2017	FY 2018	3-Year Average
<b>Engine Room Familiarization</b>				
Chief Engineer	\$245,913	\$124,757	\$194,350	\$188,340
Assistant Engineer	72,758	87,493	215,964	125,405
Oiler	68,117	108,788	138,826	105,243
<b>Total Engine Room Familiarization</b>	<b>386,788</b>	<b>321,037</b>	<b>549,140</b>	<b>418,988</b>
<b>Terminal Familiarization</b>				
Terminal Supervisors	34,672	12,084	21,450	22,735
Ticket Sellers	111,824	152,985	175,167	146,659
Traffic Attendants	224,895	294,007	296,741	271,881
<b>Total Terminal Familiarization</b>	<b>371,392</b>	<b>459,076</b>	<b>493,357</b>	<b>441,275</b>
<b>Total Familiarization Cost</b>	<b>\$758,180</b>	<b>\$780,113</b>	<b>\$1,042,497</b>	<b>\$860,263</b>
Less amount set-aside for familiarization	(179,481)	(113,376)	(113,000)	(135,286)
<b>Annual Request = 3-yr Avg expenditures less 3-yr Avg set-aside for familiarization</b>				<b>\$724,978</b>

#### *Workforce Assumptions:*

See tables below for engine room and terminal familiarization. FTEs are based on three-year average (Fiscal years 2016-2018).

**FTEs**

	FY 2016	FY 2017	FY 2018	3-Year Average
<b>Engine Room</b>				
Chief Engineer	1.7	0.9	1.2	1.3
Assistant Engineer	0.6	0.7	1.6	1.0
Oiler	0.9	1.3	1.5	1.2
<b>Total Engine Room Familiarization</b>	<b>3.2</b>	<b>2.9</b>	<b>4.4</b>	<b>3.5</b>
<b>Terminal</b>				
Terminal Supervisors	0.3	0.1	0.2	0.2
Ticket Sellers	1.5	2.1	2.2	1.9
Traffic Attendants	3.3	4.2	4.4	4.0
<b>Total Terminal Familiarization</b>	<b>5.1</b>	<b>6.4</b>	<b>6.8</b>	<b>6.1</b>
<b>Total FTEs</b>	<b>8.3</b>	<b>9.2</b>	<b>11.2</b>	<b>9.6</b>

**Strategic and Performance Outcomes*****Strategic framework:***

An investment in familiarization training supports the Governor's Results Washington Goal 2: Prosperous Economy - Sustainable, Efficient Infrastructure, and Goal 4: Healthy and Safe Communities. Familiarization enhances the ability of ferry crews and terminal staff to operate without incident to avoid disruptions in ferry service.

This request supports the department's strategic plan goal of workforce development, by ensuring WSF engine room and terminal workers become familiar with the particular requirements of a new assignment to a different vessel or terminal.

***Performance outcomes:***

The expected outcome is that engine room and terminal employees will work at required performance levels to ensure safe and reliable vessel and terminal operations, and that ferry service levels will be maintained.

**Other Collateral Connections*****Intergovernmental:***

N/A

***Stakeholder response:***

N/A

***Legal or administrative mandates:***

Familiarization or break-in periods comply with collective bargaining agreements, WSF's safety system requirements, and established practices for safe and efficient operation of ferry vessels and ferry terminals. Requirements for vessels originate in 46 CFR 15.405 and 46 CFR 199.180.

46 CFR § 15.405 Familiarity with vessel characteristics.

Each credentialed crewmember must become familiar with the relevant characteristics of the vessel

appropriate to his or her duties and responsibilities prior to assuming those duties and responsibilities. As appropriate, these may include, but are not limited to, general arrangement of the vessel, maneuvering characteristics, proper operation of the installed navigation equipment, proper operation of firefighting and lifesaving equipment, stability and loading characteristics, emergency duties, and main propulsion and auxiliary machinery, including steering gear systems and controls.

46 CFR 199.180 - Training and drills

(b) Familiarity with emergency procedures.

(1) Every crewmember with emergency duties assigned on the muster list must be familiar with their assigned duties before the voyage begins.

***Changes from current law:***

N/A

***State workforce impacts:***

N/A

***State facilities impacts:***

N/A

***Puget Sound recovery:***

N/A

**IT Addendum**

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff? No***