



Scottish Ambulance Service
Resource Planning
Standardised Business Rules
for Shift Rostering

DOCUMENT CONTROL	
Owner	Lewis Campbell
Document control	Ops Directorate
Status	Approved – Workforce Steering Group
Approval group	National Workforce Steering Group
Last reviewed	November 2014
Review due	November 2016
Impact Assessment	tbc
<p>Important Information: Prints of this document are uncontrolled and may not be extant or approved versions— check with the Service intranet and or document author/ owner. The Scottish Ambulance Service title, crest, uniform and vehicle design are variously protected in European, UK and Scottish law. In addition, all copyright is retained by the Service © Scottish Ambulance Service 2009 who will always act to redress any identified breach or non-authorised use. The Service adheres to Data Protection, Freedom of Information and Public Sector Information Regulations – further information on these; our licensing requirements and copying approvals are available on the Scottish Ambulance Service web site or on request. Note that this document may be liable to release to other parties under Freedom of Information legislation and the SAS use of email Policy. Please support the Service's Environmental Programme by not printing this document unnecessarily</p>	

Contents

<u>Introduction.</u>	<u>Page</u>
1. Annual Leave Agreement	3
2. Relief Shift Allocation	5
3. Overtime Allocation	7
4. Sickness Absence Reporting	9
5. Shift Swaps	10
6. Union Duties	11
7. Court Attendances	11
8. Training	12
9. TOIL	12
10. Bank Staff	12
11. On-Call	12
12. Private Hire – Events	13

Introduction:

This document outlines the national processes agreed in partnership for rostering of shifts. They include processes which were agreed as recommendations and outputs of the Workforce Planning Learn and Improve project and also outputs from the National Workforce Steering group.

The purpose of this document is to outline the standard procedures for the basic processes required to roster shifts. These processes are to be adhered to and local practices should not replace them. They are subject to auditing and review at any time.

1. Annual Leave

National Annual Leave Agreement

The terms of this working plan apply during normal operational working, however during periods of disruption the Service may have to put an emergency contingency plan in place. The option to review this plan in the future can be requested by either side of the Partnership Forum.

1) The annual leave calculation for each station is based on 39 days (292.5 hrs) / 41 days (307.5 hours) leave entitlement for each member of staff based on a UK recognised 7.5hr working day (although shift lengths may vary, e.g. 10, 12 hr shifts etc).

2) Each station in line with this National Agreement will put up the holiday rosters for submissions, changes etc to take place. This should take place as early in the year as possible however this process must be completed by 1st November for the following year.

3) Staff should roster a minimum of 75% of their leave for the following leave year as shown below:

A/E Entitlement (Including Public Holidays)	Leave to be Rostered
35 days (262.5 hours)	26 days (195 hours)
37 days (277.5 hours)	28 days (210 hours)
41 days (307.5 hours)	31 days (232.5 hours)
PTS Entitlement (Excluding Public Holidays)	Leave to be Rostered
27 days (202.5 hours)	21 days (157.5 hours)
29 days (217.5 hours)	22 days (165 hours)
33 days (247.5 hours)	25 days (187.5 hours)

(NB Part Time hours annual leave is calculated pro rata).

In line with Agenda for Change Terms & Conditions (Part 3 paragraph 14.8) staff will not be entitled to an additional day off if sick on a statutory holiday.

4) Any staff member who has not submitted their 75% leave choice by 1st November will have their leave rostered for them by the Annual Leave Planners. Authorisation is the responsibility of the Line Manager.

5) By the end November, the leave plan should be submitted to the Resource Planning Department.

6) All staff will use their remaining 25% unallocated leave days throughout the year, giving a minimum of 6 weeks notification for a block week and 10 days notification for individual days. Any exception to this must be approved by the Line Manager, but should include for example shorter notice for funeral attendances and so on.

7) Relief staff shift allocation should be planned for covering rostered staff (complete roster weeks where practical) on the annual leave plan and will not normally be changed.

8) Relief staff shifts should be allocated on a fair and equitable basis taking cognizance of the financial implications.

9) Staff must always have at least 75% of leave allocated after 1st November. If a staff member wishes to cancel/change any of the 75% leave, they must apply/notify the Resource Planning Department giving 6 weeks' notice by submitting the relevant leave forms and allocate another leave period at the same time. If they do not allocate another week, they will not be permitted to cancel / change leave.

Any request not giving the stated period of notice, may still be granted however this may result in the rostered member of staff becoming relief for that week.

10) When new staff comes into a station, the Service may look for flexibility when leave is taken. If a new member of staff or an existing member of staff who transfers within the Service has a holiday pre-booked, the Service will consider this favourably. Based on the needs of the Service this cannot be guaranteed.

11) Staff should be reminded that it is their responsibility to ensure their annual leave is utilised within the leave year.

1.2. Festive leave

This should be worked out at station level using existing processes and submitted to Resource Planning for input into the rostering system.

1.3. Carry over of Leave

Annual leave should not be carried over unless there are exceptional circumstances as per national agreement guidelines. Staff are encouraged to utilise their annual leave throughout the year but in some circumstances staff may have some leave remaining. An ASM can approve up to 12 hours of annual leave to be carried over to the next annual leave year.

Any requests to carry over leave due to exceptional circumstances must be made in writing to the General Manager when one week "Basic Contracted Hours" may be considered for carry over. If a member of staff is off on long term

sick then the sickness absence policy needs to be referred to for the calculation of annual leave.

1.4. Response to Annual Leave Requests

Outwith the 75% allocation and timescales whereby ASM/Manager approval is required Resource Planning will endeavour to respond to annual leave requests within 7 days. If this is not achievable then a valid explanation and alternate timescale will be given.

2. Relief Working

In order to ensure relief staff are treated fairly, the system will endeavour to provide a minimum of four weeks' notice of shift allocation, avoid short notice changes and ensure a fair allocation of unsocial hours, annual leave and overtime.

Agenda for Change Annex G: Point 2 specifies that staff should be given at least four weeks' notice of their working patterns

To do this, adherence to the national agreement is essential and will be audited throughout the year. To support the delivery of at least four weeks' notice of shifts, relief staff should be primarily allocated shifts from the annual leave and training plans. Where there is capacity relief will cover short notice call offs.

2.1. Working hours of Relief staff

As part of the rest break project which commenced in 2012 when all vehicle crew staff were moved onto a 37.5 hr working week, an agreement was put in place to outline the management of relief working hours. This agreement has been approved by the SOP group in partnership.

The aim is to ensure the fair and equitable deployment of relief staff members pan Scotland by providing a standardised process for equating the number of hours that this staff group is deployed within a specific reference period.

2.2. Policy

Relief staff will have their working hours equated to 37.5 hours per week (inclusive of meal breaks) over an agreed reference period. This will be an 8 week reference period at the end of which, relief hours should be reset to zero. To achieve this, the following guidance notes should be applied by Resource Planning Departments and Team Leaders when planning/deploying relief staff:

- Resource Planning department or Station Team Leaders should operate a minimum and maximum shift hour allocation per week to relief staff. They should be allocated no less than 32 hours and no more than 48 hours per week.
- No relief staff member should reach the end of an 8 week reference period with any more than 12 hours over or under the total available hours of 300.
- A member of relief staff working 300 hours over an 8 week period (37.5 hours per week times 8) will not be due any excess payment and will commence the next 8 week block on zero hours.
- A member of relief staff works 310 hours over an 8 week reference period; they will then be due an overtime payment of 10 hours and will commence the next 8 week reference period on zero hours.
- A member of relief staff works 290 hours over an 8 week reference period, will then carry 10 hours over to the next 8 week block and start this block with 310 available hours.
- This process of equating relief staff hours will be monitored through the e-Rostering system to ensure that relief staff are not disadvantaged by being forced to work excessive hours over the reference period or conversely are assigned too few hours over the reference period.

2.3. On-Call Detached Duty

Relief staff in on-call locations may be required to work on detached duty ie. living away from home for a period of a day or more to cover rostered shifts at a remote location and provide on-call cover outwith the shift time for the agreed period. Sessions of on-call working will attract the agreed stand-by allowance.

The hours of on-call cover will not be payable as working time but will be included in the recording of working hours from a Working Time Directive perspective. Resource Planning staff will be required to closely monitor average working hours to ensure that those staff who have not signed a working hours Opt-out do not breach the average 48 hours limit.

Call-outs during the on-call period will be payable as per normal practice.

Staff who cover an on-call period on detached duty must be allocated compensatory rest at the end of the period equivalent to an 11 hour break for each 24 hour period covered. For example; a relief covering 5 days on detached duty including on-call must be allocated 55 hours compensatory rest immediately following the on-call period. They cannot be allocated shifts during that period.

2.4. Skill Mix

Every effort must be made to ensure appropriate skill mix on all operational resources. This refers to;

- Filling vacant roster posts to ensure the correct skill mix is put in place.
- Rostering shifts for relief staff to ensure the correct skills mix is achieved. Where this is not possible the shifts will be rostered in line with the timescales and brought to the attention of the relevant manager.
- Overtime allocation based on the skill required for the vacant shift.

2.5. Student Paramedics

Students have a requirement to carry out a minimum of 750 mentored hours supervised by a Paramedic in order to complete their probationary period.

Resource Planning teams and divisional managers are responsible for ensuring that Student Paramedics are crewed with a Paramedic when at all possible. **Only in exceptional circumstances**, where a paramedic is not available or the trainee would otherwise be left single crewed, eg. due to short notice call offs, should they then be crewed with a qualified Technician. Such instances should be highlighted to the relevant manager so a solution can be found.

It is imperative that Student Paramedics are never rostered single crewed.

3. Overtime

3.1. Overtime Process

Overtime call out systems need to be demonstrated at station level to be fair, transparent and equitable for all.

The overtime system will be monitored through the divisional staff governance process. If at any time the process is seen to be unfair or is not being used equitably then it will be subject for review.

Overtime management and approval is the responsibility of the ASM and the divisional management team. ASM's have full responsibility for the authorisation of overtime, using the information and tools available to them to ensure appropriate use of overtime.

To demonstrate the overtime system is fit for purpose, stations need to evidence over a period of time that the system is fair, equitable and transparent to all staff including relief.

Staff should ensure they are able to work the shift before accepting the offer of overtime. While it is understood that circumstances may change, resulting in staff being unable to cover the shift, the practice of handing back accepted overtime, particularly at short notice prior to the planned start time should be avoided where at all possible as it may result in an inability to cover the shift.

Staff handing back an overtime shift at less than 24 hours prior to the shift start time will not be offered overtime unless as a last resort for a period of 2 weeks. Anyone doing so more than once will be subject to a longer period of restriction.

Allocated overtime shifts should not be swapped without authorisation as per the Shift Swap process.

The overtime allocation process should be part of the local induction procedures (relating to the base station of the new member of staff) and signed as read and understood. Divisions should report on any complaints and grievances with regards to the allocation of overtime.

3.2. Overtime Shift Allocation

Shifts including relief shift allocation are produced by Resource Planning and sent to ASM for approval. ASM notifies Resource Planning which shifts not yet covered are to be covered on overtime. All shifts that are to be covered are highlighted on the system and Resource Planning staff will cover overtime shifts by contacting available staff.

3.3. European Working Time Directive (EWTD) Limits

Staff who have not signed a current EWTD opt-out form are not permitted to work in excess of 48 hours per week, averaged over a 17 week reference period. Divisions will ensure staff are aware of the requirement to opt out where overtime is regularly worked with a possibility of the limit being breached. The opt-out must be renewed annually. It is the responsibility of Resource Planning to monitor average working hours for those staff who have not opted out and notify local managers where a member of staff is at risk of breaching the limit. The staff concerned will be asked to sign an opt-out or their opportunity to work overtime may be curtailed or withdrawn for a period to prevent a breach.

3.4. Overtime and Skill Mix

As an organisation it is our responsibility to have wherever possible a Paramedic on every front line vehicle, in line with recent outputs from the Workforce Steering Group and assurances given to the Scottish Government. As of the 1st September 2013, overtime will be offered out to staff based primarily on the correct skill required for the vacant shift.

Where overtime is required at a station to fill an A&E shift it will be offered to staff at that station of the grade required to provide the optimal skill level for the shift, e.g. to provide a Paramedic and Technician for an A&E double crew.

In the event of there being no staff of the required grade at that station opting to take up the shift, it should then be offered to staff of this grade at other stations in the locality.

The scope of the locality for each station will be agreed in partnership by local managers. This will identify the surrounding stations where it is feasible for staff to be offered overtime at each station. It is accepted that it will become impractical to offer overtime to other stations where the travel time and distances involved become excessive.

In the event of there being no staff of the required grade at the other station(s) opting to take up the overtime, this should then be offered to staff of the alternative grade at the home station. Where this is again unsuccessful, the shift should then be offered to the alternative grade staff at the other stations in the locality.

Where this process results in an inappropriate skill mix (i.e. two Paramedics or two Technicians) on an A&E vehicle, steps should be taken at an early stage to identify possible options to resolve this on the day and where possible, arrangements made with the staff to swap partners from the start of the shift.

3.5. Overtime and Annual Leave

It is not permitted to work overtime while on Annual Leave.

- Any staff member who has taken a week off on leave will not be permitted to work overtime at all that week.
- Any staff member taking one day off on leave will not be permitted to work overtime at all on that day.
- Any staff member taking less than a week's holiday will be permitted to work overtime only on their rostered days off.

4. Sickness Absence Reporting

It is imperative that staff inform the Service promptly if they will be unfit to work and will be booking off sick from work.

A single contact number will be provided for staff to book off sick or notify a resumption following a period of sickness absence. This number will be used at all times with the call being routed to the local Resource Planning department within opening hours. Resource Planning staff will complete the relevant proforma and enter details into the e-Rostering/HR system. The same number will

be used outwith Resource Planning opening hours with the call being automatically redirected to designated ACC-based staff who will follow the same recording procedure.

When booking off sick, staff must provide the following information;

- Name
- Employee Number
- Date of Birth
- Date absence Started
- Nature / Cause of Absence
- Name of Manager
- Contact Telephone number

The absence notification will be passed to NSS in line with the Scottish Ambulance Service Attendance Management (SASAM) process.

It is the staff members responsibility to inform Resource Planning of how long they are going to be absent from work. If the absence continues for longer than seven days then a sick line must be submitted as per the SASAM procedure to ensure Resource Planning are aware of the need to continue to cover the shifts beyond the end of the sick line to maintain cover.

4.1. Returning to Work

Staff must contact the Absence Line telephone number to inform Resource Planning at the earliest opportunity of the date they are returning to work.

5. Shifts Swaps

Any staff member wishing to swap shifts with a colleague should, in the first instance, contact Resource Planning.

A request message should be instigated from both parties and must detail the following information:

- The dates, times and operating stations of the shifts they require to be adjusted.
- The payback shift that will be worked in return must be highlighted at that time.
- The shift swap will only be processed if skill mix is not compromised and all the above information is included.

Please be aware that any shift swaps arranged without prior approval may be treated as unauthorised absence.

Staff Responsibilities:

- Both parties must inform their local manager that a shift swap has been authorised

- Shift swaps should where at all possible be instigated on a “like for like” basis with regard to skill mix, this provides protection for service delivery and colleagues who may be impacted as a result of the swap. Where this is not possible, the person requesting the swap will be expected to work with the responsible ASM to identify possible options for resolving the resultant skill mix issue. The decision on whether the swap is authorised rests with the ASM.
- Relief staff entering into these agreements with rostered staff should not claim any unsocial hours or enhancement, as this is an agreement between colleagues and does not form part of their normal working week.
- Once the shift swap has been approved the shift becomes the responsibility of the staff member now working it. Any non-attendance will be recorded as an unauthorised absence.
- There is no entitlement to claim travel expenses resulting from a shift swap.

Resource Planning Responsibilities

- To ensure any shift swaps not meeting these criteria are refused pending further consideration from the local management teams.
- To ensure hours worked by relief staff through a shift swap with a roster colleague are not credited to the relief. This will avoid any inaccurate claims or imbalance of hours at the end of their 8 week period. This info will be compiled for awareness only and to assist in any future deployments during that period.

6. Union Duties

The agreed policy on Facilities Time should be followed by Staff Reps requiring time off for union duties. Where a Union meeting is cancelled at short notice and the staff rep is available to return to operational duties then a suitable shift will be arranged.

7. Court Attendance

Staff cited to attend Court for work-related matters must notify their line manager immediately on receipt of the citation.

Staff on duty on the specified date will be subject to the local arrangements which apply to the court to be attended. Where locally agreed stand-by arrangements exist staff will work as normal until notified that their attendance is

required within the agreed timescale (eg. 2 hours). Staff must notify ACC at the start of the shift of the requirement to attend court and the arrangements to be used e.g. 2 hour stand-by. Where stand-by arrangements do not apply, staff will be given the shift off to permit attendance.

Staff required to attend court on a day off will be entitled to TOIL (see section 9 below) as agreed with their line manager. Staff attending on a pre-booked annual leave day will be given the leave back.

Staff due to work night shift will be entitled to one shift off as agreed with their line manager. When a court attendance falls between two night shifts staff will be required to change to day shift especially where a stand-by arrangement is in place. Where this is not possible, staff given two night shifts off for a single day in court will be required to work additional hours to offset the extra time off granted.

8. Training

Training requests should, where possible be submitted to Resource Planning at least 6 weeks in advance of training taking place to allow for staff to be taken off their shifts and where possible alternative staff rostered to fill the gaps.

9. Time Off In Lieu (TOIL)

The facility exists for staff to accrue TOIL in relation to any extended or extra duties worked including overtime. It is calculated on a like for like basis and is not subject to enhancements.

TOIL needs to be authorised by an ASM and used within the current annual leave year. TOIL cannot be carried over to a new financial year.

TOIL should normally be taken within three months. Where this cannot be achieved the time worked should be paid as overtime.

10. Bank Staff

Reference should be made to the Service "Management of Bank Workers" policy. Bank Staff are available to be utilised depending on the skill required and will be offered a shift after other options have been exhausted.

11. Overtime and On Call

The arrangements for the take up of overtime for a shift that includes an on-call element will be subject to agreement at the Workforce Steering Group.

12. Private Hires

Events and Private Hires are covered by overtime and should not impact on core business. Events will be covered by those staff required as per instruction from the ASM and/or as specified in the Operational Order, where one has been created for an event.

Private Hires and special event cover should be staffed by offering shifts in a fair and equitable basis following the standard overtime shift allocation practices.