



Rostering Principles

ADHC

Field Code Changed

Strategic Human Resources
Ageing, Disability and Home Care, Department of Human Services NSW
Final September 2010



Human Services
Ageing, Disability & Home Care

Document approval

The *Rostering Principles: Group Homes and Respite Centres* has been endorsed and approved by:

Peter Gardiner

Deputy Director-General, ADHC

Approved: xxxxxxxxx

Signature on file

Document version control

Distribution: **Regional Offices, Community Based Accommodation and Respite Services**

Document name: Rostering Principles

Version: Version 1.0

Document status: Final

File name: Rostering Principles

Authoring unit: Employee Relations – Strategic Human Resources

Date: September 2010

Field Code Changed

Table of contents

| | | |
|----|---|-----------|
| 1. | Statement of Intent..... | 1 |
| 2. | Award and General Parameters | 1 |
| 3. | Master and Operational Rosters | <u>22</u> |
| 4. | Needs Based Rostering..... | <u>22</u> |
| 5. | Filling of Vacant Shifts – Where the Vacancy Will Not Exceed 5 Working Days | <u>33</u> |
| 6. | Filling of Vacant Shifts – Vacancies Exceeding 5 Days | <u>33</u> |
| 7. | Dispute Resolution | <u>44</u> |

1. Statement of Intent

These principles are to be adopted by Regions in rostering **Disability Support Workers and Team Leaders** within Ageing, Disability and Home Care (ADHC). They are to be read in conjunction with the *Crown Employees Ageing, Disability and Home Care - Department of Human Services NSW (Community Living Award) 2010* (hereafter referred to as the Award).

ADHC is responsible for the delivery of client services in the accommodation and respite business stream. In determining rostering requirements line managers must have regard to the identified client needs requiring staff support, OH&S obligations, management of risk and the allocated budget.

This document set outs the principles to be applied in the rostering of staff in line with the Award provisions. It is accompanied by a rostering procedures document that addresses implementation issues that arise from time to time.

2. Award and General Parameters

- i. Rosters must meet the needs of ADHC and its clients. In this context ADHC is committed to maximising the flexibility available to employees to balance their work and personal/family obligations.
- ii. Requests for roster changes due to personal/family obligations should be given favourable consideration where the request can be practicably and reasonably facilitated. So far as possible, reasonable notice should be provided by the employee. In this context Team Leaders need to consider NSW Government policy and legislative requirements regarding accommodating personal and family obligations, and may need to balance competing and/or conflicting requests from staff. The Businesslink Human Resources section in each Region are available to provide advice to Team Leaders when making rostering decisions.
- iii. Shifts may be swapped by mutual agreement with the prior approval of the Team Leader.
- iv. The requirements of Clause 4 "Hours" and Clause 5 "Rosters of Hours" of the Award are to be met. Rosters are to be for a period of 28 calendar days.
- v. Standard shift lengths for full time employees are 8 or 10 hours.
- vi. The minimum ordinary hours that may be rostered for permanent/temporary part-time or casual employees is 3 hours and ordinary shift lengths will otherwise not exceed normal full time hours.
- vii. Clause 5 "Roster of Hours" of the Award sets out the terms and conditions of payment to staff, including the payment of overtime, where alterations are made to a roster.
- viii. Where a change in roster occurs within less than 24 hours notice to the affected staff member all time worked outside that shown on the roster shall be paid at overtime rates.

3. Master and Operational Rosters

- i. Master rosters are developed by Team Leaders in consultation with staff and provided to Coordinators Accommodation and Respite for approval.
- ii. Operational rosters are developed by Team Leaders in consultation with staff.
- iii. Rosters are not to be used as a mechanism to inappropriately advantage or disadvantage any staff member.
- iv. The development of master rosters and any changes to them are to be the subject of consultation with all permanent and temporary staff.
- v. Operational rosters are developed from the master roster in consultation with staff. Operational rosters will reflect deviations from the master roster.
- vi. An operational roster may be changed at any time to enable the operation of the service to be carried on. Long term or anticipated changes to client needs will be reflected as a change to the master roster.
- vii. Operational rosters are to be displayed two weeks in advance of the rostering commencing.
- viii. Any change in the displayed operational roster must be notified verbally and in writing, where practical, to the staff member concerned. In all cases a written record of the decision must be kept. Any change to the operational roster which exceeds the cost of the roster budgeted for that location is subject to approval.

4. Needs Based Rostering

- i. All full-time and part-time employees are employed as shift workers on a 24/7 basis in accordance with the Award subject to any part-time work agreements.
- ii. The rostering arrangements should be appropriate to the client needs and the staffs' skills.
- iii. All staff should be rostered in a way that:
 - is based on rostering need such as capacity for supervision (informal/formal); ability to perform key worker role; and opportunity to work alongside other colleagues.
 - facilitates their attendance at staff meetings and approved professional development and training. Every endeavour is to be made to ensure all staff can attend staff meetings e.g. the immediately prior rostered night shift to be arranged for a person outside the unit.
- iv. All employees who have not previously worked in a ADHC Group Home or Respite Unit where they will be required to work are to receive 3 hours of orientation to the unit or more if necessary. The hours for the orientation are to be supernumery for the employee being inducted into the unit.

5. Filling of Vacant Shifts – Where the Vacancy Will Not Exceed 5 Working Days

- i. For vacancies not exceeding 5 working days there is usually a need to supplement the workforce as a consequence of:-
 - changing client needs
 - the absence of another employee
 - an emergency.
- ii. Vacancies not exceeding 5 working days are to be filled in the following order:
 - a. Additional hours offered to permanent and/or temporary part-time employees.
 - b. Engagement of casual employees at ordinary rates i.e. not overtime work.
 - c. Overtime.
 - d. Agency staff.
- iii. In the filling of vacancies not exceeding 5 working days regions should explore options for using existing staff from within the Cluster and also within Region.
- iv. Provided that in making the offer of additional, casual or overtime hours, the total number of hours which will be worked by the employee in the fortnight period is taken into account. This is necessary to meet OH&S responsibilities in relation to fatigue management. The working of a maximum of 96 hours per fortnight is considered reasonable
- v. All employees are expected to take reasonable steps to fill immediate short term vacancies. The filling of all other vacancies will be the responsibility of the line manager responsible for rostering of that Unit
- vi. Disability Support Workers need not seek the approval of the Team Leader or the on-call officer in filling a short-term vacancy, provided that the offer of hours or work is line with these principles and follows the order set out in (ii) above. However, in emergency situations, particularly in instances where the immediate health and safety of a client or employee is seriously at risk and the Team Leader is not rostered to work, employees may directly contact employees to attend work in the absence of an approval from a manager to do so. Contact is to be made with the line manager responsible for rostering of that Unit as soon as practicable after the engagement has been made.

6. Filling of Vacant Shifts – Vacancies Exceeding 5 Days

- i. Where it is known in advance that there will be a vacant line on a roster and the vacancy is not short term, ADHC's preference is to fill the entire line wherever practicable. The order outlined below will be applied in the first instance to the entire vacancy. If it is found that the vacancy can not be filled by a single staff member, then the vacant shifts will be offered to staff in the following order;

- a. Permanent part-time staff to be offered a temporary increase in hours.
 - b. New temporary contract of employment or variation of contract for existing temporary staff. Where appropriate may also be administered by way of payment of additional hours.
 - c. Engagement of casual employees at ordinary rates i.e. not overtime work.
 - d. Overtime.
 - e. Engagement of agency staff.
- ii. The Guidelines for the Engagement of Agency staff in Group Homes and Respite Centres are to be consulted where it is proposed to engage agency staff.

7. Dispute Resolution

- i. In the first instance concerns about rostering should be the subject of discussion between the staff members involved and their immediate supervisor. Team meetings or supervision sessions may be the appropriate forum for these discussions. In the case that the matter remains unresolved, the matter should be raised with the Coordinator Accommodation and Respite who will address the issue if necessary with the Manager, Accommodation and Respite.
- ii. ADHC will monitor the application of these principles by Regions through the localised joint consultative committees between ADHC and the PSA. Where issues remain unresolved they may be referred to ADHC's Central Office for assistance.

11





Checklist for Compliance with Rostering Principles

| Roster Feature | Complies Yes or No | Comments |
|--|--------------------|----------|
| The hours of work for full-time officers do not exceed 152 hours per 28 calendar days. | | |
| In each 28-day cycle, the shift worker has 8 days rostered off – either 2 days off per week or 4 per fortnight. | | |
| Days off are consecutive (where practicable). | | |
| Roster period is 28 calendar days. | | |
| An Allocated Day Off (ADO) is rostered for each full-time officer in a 28-day cycle (12 ADOs per annum). The ADO is identified on the roster. | | |
| The ADO is consecutive with rostered days off (where practicable). | | |
| In each 28-day cycle the officer works his/her 152 hours in no more than 19 days. | | |
| There is a minimum break of 8 hours between ordinary rostered shifts or a break equal in length to the shift previously worked whichever is the greater. | | |
| Staff are not rostered more than 7 consecutive shifts. | | |
| Standard shift length of 8 or 10 hours for full-time staff. | | |
| Position numbers for each staff member are identified on the roster. | | |
| Minimum shift length for part-time staff is 3 hours. | | |
| All roster arrangements accommodate part-time work agreements. | | |
| Ordinary rostered hours for part-time staff are clearly indicated on the roster and delineated from any additional hours to be worked. | | |
| The roster has the full names and contracted hours of all staff listed in alphabetical order against their line on the roster. | | |
| The roster will use 24 hour format, or a shift code in 24 hour format is included on the roster. | | |

