

case study portfolio



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York Minster - Modern Rostering in a Medieval Setting

York Minster is one of the great cathedrals of the world. The Minster building encompasses vast spaces, filled with music and revealing the human imagination at work on glass, stone, and other fabrics. Visitors from all faiths and cultures come to the Minster, to see for themselves the life of a centre of Christian belief. York Minster is loved not only by people in the United Kingdom and Yorkshire, but by countless people across the globe.

Working Time Solutions Ltd were delighted to offer assistance and become involved in such a prestigious project at such an outstanding and widely renowned and respected location.

Background

Working Time Solutions were tasked with finding more efficient working time arrangements for the York Minster Police Service.

The prime role of a York Minster Police Officer is the security of the Minster itself and the surrounding buildings and areas that form the entire grounds of the Minster, such as the Police Office, St Williams College, the library and shop, Deans Park, the Church House and the Stoneyard. The Officers provide a response service to a wide range of potential issues and incidents.

Further duties included in the role are:

- Ensure the smooth running of the various events that take place on a regular basis.
- Cash movement and uplifts from various departments and cash boxes.
- Control of all access keys for the Minster.
- Monitor security cameras.
- Perform opening and closing procedures.
- Perform security checks alarm investigation, roof searches etc.
- Accept deliveries for book shop and library via Police Office.
- Accept all mail deliveries and distribute.
- Other duties when required as called upon by Minster departments.

The Minster Police also work in conjunction with security companies, North Yorkshire Police and Fire Service as required. They are all trained in first aid and deal with various first aid issues that take place with visitors to the Minster.

There is a vast amount of public relations work required in the role. As the Minster is a place of worship, issues with the public require sensitive handling. It is critical that the quiet relaxed atmosphere is not affected by any situations that may arise. The various visits that take place can be from Church Leaders to famous celebrities to members of the Royal Family, security then takes careful planning and requires a professional approach.

All of the Officers we talked with are proud of the role they do and enjoy the community spirit within the Minster, they are all from a Forces, Services or Security background and have all shown great flexibility in helping to cover each others shifts when required.

The Issues

After meeting all staff there were a number of common issues raised:

- Predictability – changes to shifts are made with only two days notice sometimes less.
- Cover – there are issues around cover, no slack in system often work too many days due to absence or holidays. The Head Police Officer is supposed to work 9 – 5 which gives extra cover but often he has to cover absent shifts.
- Quick turnarounds – there is a late shift followed by an early in the shift pattern.
- Consecutive shifts, 6 or 7 on at a time – 6 shifts on often becomes 7 due to covering on overtime, very tiring.
- No holidays can be taken on nights – due to the grouping of the night shifts.
- Weekend distribution – consecutive working of weekends e.g. 5 consecutive.
- Overlap – the 1 hour shift overlap is not required
- The working shift pattern week runs Sunday to Saturday would rather see Monday to Sunday.

The Solution

A shift pattern was created featuring rostered holidays, thus guaranteeing time off, previously leave could be refused due to lack of cover. The holiday entitlement is two weeks off in every nine week cycle. Extra cover is available by using a mix of shift length 8, 9 and 12 hours supplying more time off and allowing the two week break to be sacrosanct.

The number of consecutive shifts were also reduced and there are no quick turnarounds in the pattern. There are less weekends worked in the pattern and they are more fairly distributed so that they are not all worked consecutively.

Manning was reduced to the required level of two officers per day reducing to one overnight and this then enabled a reserve or bank of hours, which were paid for up front and could be used to call in cover for sickness absence or training or even to increase the manning level for special events. With more time off in the shift pattern there is more opportunity for cover, no extra cost is incurred as using the reserve of hours to take employees up to their contracted yearly total, does not attract an overtime premium.

The Benefits

The benefits are firstly for staff more time off, guaranteed holidays and cover for absence, training or special events. There are shorter runs of shifts, therefore causes less fatigue than the previous pattern. There is predictability in the shift pattern as the greatest cause for changes to the pattern was holiday cover.

For management, less administration is required, no authorising of holidays needs to take place and cover is easier to find if required. Overtime costs are greatly reduced and rules were put in place around calling in staff using the reserve of hours.

The pattern met the required business demand, met the aspirations of the staff and adheres to legislation around Working Time Regulations and finally is easy to manage so there is a reduction in administration and management time.

Catherine Bourke HR Manager York Minster commented:

“Working Time Solutions were of invaluable assistance to us through every step of the process. They were consistently detailed, reliable, helpful and professional. We would be happy to recommend their services to any company considering changing shift patterns.”



Manor Bakeries Limited, Barnsley

“Exceedingly” flexible workforce

Background

The largest of Manor Bakeries' four manufacturing units employs 1000 staff to produce *Mr Kipling*, *Lyons* and *Cadbury* cake brands, as well as private label production for major retailers. Customer demand is very seasonal, with production increasing from April, continuing through the summer months, and massively peaking between September and December to meet the Christmas demand. Historically, temporary staff were recruited from the local labour market to fulfil the increased production demand, but problems and difficulties associated with short-term recruitment and termination, including reduced manufacturing efficiencies and productivity levels, and the company's newly achieved Investors in People status, prompted the investigation to find an alternative work strategy to deal with the uplift in production demand.

Solution

It was proposed to employ a larger number of permanent staff on the evening and night shifts and designed a number of different shift patterns that aligned working and non-working hours with the demand for low and high production. A number of different shift patterns were designed, each meeting the need for flexibility on behalf of both the Management Team and the employees' union.

The year was split into different segments, and shifts were created with varying levels of worked and non-worked hours for different times of the year. A number of flexi-shifts were also agreed to enable the workforce to take two consecutive weeks off, subject to management approval, and to meet any emergencies that required staff to work extra hours. Provisions for additional requests for time off were established, and the new working time arrangements allowed for the implementation of new pay structures.

Results

The positive results of the new shift patterns achieved universal acceptance. Overall hours of work increased slightly and an additional 100 permanent staff were taken on for the evening and night shifts, thus eliminating most of the temporary staff recruitment and enabling the Company to recruit from a different, higher calibre labour market, which has led to higher efficiencies, increased productivity and less waste. Staff are more flexible with regard to their hours of work and there is appreciation of the notice given and the benefits of additional time off. There has been a marked increase in employee morale and team spirit.

“Committed Days” at the Gleneagles Hotel

A member of the Leading Hotels of the World®



Background

The Gleneagles Hotel implemented an annual hours system to address its reliance on large numbers of casual staff and unpaid informal overtime during times of heavy demand. Such a reliance meant the hotel risked not being able to offer the consistently high quality service on which it had built its name as an internationally renowned luxury resort, and with more than 500 staff employed in a diverse range of job roles, from the hotel's accommodation and restaurant staff, to people operating the leisure activities and facilities, including three golf courses and a golf academy, falconry, off-road driving, shooting, an equestrian school and a spa and leisure club, there was a high volatility and seasonality of demand for staffing per day, per week and per year. In addition, the location of the hotel meant a labour supply was not assured, and casual labour, split shifts and unpaid overtime resulted in a high staff turnover.

Solution

Using a historic analysis of business throughput and forecasted estimates for the coming year, a staffing system based on the annual hours concept was implemented according to known events and other seasonal peaks and troughs in demand at the hotel. Models were developed to give staff a long-range roster pattern of work and rest days, creating a “Committed Days” scheme, and then formalised as required two or three weeks in advance, with pre-scheduled rest days remaining the same as far as possible. All hours worked were recorded, and a bank hours scheme put in place to give additional flexibility.

Results

Gleneagles piloted the scheme with managers in the Food and Beverage Department. The difficulties arising from split shifts and unpaid overtime were eliminated and work patterns were planned for the most effective and efficient utilisation of labour against demand. Contingency plans were put in place, but staff turnover was reduced by approximately 10%, and in 2001, the system allowed for a 20% increase in throughput, with little additional demand for staffing. Cost savings and the reduction in turnover and more proactive recruitment policies have been of great significance, and the system has created a platform for other organisational changes through promoting a culture of time awareness and measurement for improved customer service and greater staff flexibility.

Creating advantage through working time change at Siemens Power Generation

Since implementing an annualised hours scheme in June 2001, Siemens Power Generation (SPG), a division of Siemens plc, has achieved improved business performance and customer satisfaction. At the same time, SPG's revised approach to working time has allowed consistent delivery against other objectives, including reduced costs and a better work life balance for employees.

The Issues

SPG is one of the leading companies in the international power plant sector. Its business services include the manufacture and the provision of products and engineering solutions to power plant operators. It has an extensive field service operation which provides modernisation, upgrade, overhaul, repair and maintenance services to a broad spectrum of clients operating steam and gas turbine generation plants in the UK and overseas.

SPG's Site Management Team identified a number of key issues which demanded a change in the traditional 'long hours / high overtime' culture:-

- Quality and potential health and safety issues
- Over reliance on excessive overtime
- Provision of 24x7 cover
- Outdated terms and conditions of employment
- Staff retention
- Inflexible shift patterns
- Compliance with the Working Time Regulations
- Contract commitment risks arising from the above

The Objective

SPG's objective was to introduce 'greenfield' employment practices which would both revolutionise the traditional approach to working time and better meet customer requirements through enhanced operational responsiveness.

The primary recommendation of the subsequent feasibility study was thus for SPG to balance its commitment to the spirit of the WTR and its client organisations by adopting the maximum number of hours allowed within a 48-hour week, 52-week reference period, per workforce agreement. This would give each engineer an annualised hours contract of 2188 hours.

The Solution

The scheme implemented allows engineers to work an "outage mode" pattern for 24 weeks in the year. These weeks do not need to be consecutive, and engineers attend a 12-hour shift, netted back to 11.5 hours by virtue of an unpaid 30-minute break. An average of five shifts is worked per week, yielding a nominal 57.5-hour week, thus consuming 1380 hours of the annual hours contract. The balance of 798 hours are worked in the remaining 21.5 working weeks. The working pattern also provides a minimum two days off in a rolling 14-day period, in compliance with WTR requirements.

The Benefits

A comprehensive review of the remuneration and employment package provided the basis for a new and competitive salary package for engineers, removing or consolidating historical allowances and introducing significant improvements in the form of medical cover and pension arrangements. Engineers were also authorised to participate in the Group's car purchase scheme.

To date, there has been a 'win-win' solution for all concerned – more satisfied customers, well motivated employees and improved business results.



Implementing Annual Hours at Colman's of Norwich

The Catalyst for Change

Colman's of Norwich is a household name and a long-established, well-respected manufacturer of mustard, sauces and condiments. Since the early nineties, a range of working-time measures have been introduced to move the company away from a high overtime, traditional working environment. The established working culture and practice was one in which employees worked at less than capacity to generate maximum overtime, and it was the new Managing Director who investigated the concept of Annual Hours as the vehicle to create the changes for a culture that encouraged employees to get the job done as quickly and efficiently as possible, sustain high productivity and maintain workforce motivation and commitment to the team and the workplace.

Methodology

Rosters were set annually, and time off was "rostered in" the shift pattern rather than holidays be conventionally taken on a first-come, first-served basis. The annual roster thus offered 1900 contracted hours, using 1732 hours as actual rostered time and leaving 168 hours in reserve to be used if required, such as at times of increased demand or labour shortage. All contracted hours were to be paid in order to encourage job completion without having to use reserve hours, thereby removing the need for overtime.

Implementation began with a pilot, with the relevant workforce consulted at all stages and preferences identified. Close negotiations took place with workers and unions regarding the setting of a new, higher pay scale and a 5% performance-related bonus package. This presented an initial cost disadvantage for the company, although the bonus element was based in team objectives and rooted in broader company measures related to safety and quality, such as use of appropriate clothing, productivity and hygiene, and therefore, the cost was balanced by an affiliated risk.

Results and Benefits

The company now demonstrates real employee commitment, flexibility and a cohesive team environment. The clocking on/off procedure was abolished, and employee absence was halved. The time spent administering payroll and overtime was no longer necessary, and management realised a time saving of 25% in the day-to-day organisation of labour. Manufacturing efficiency rose by more than a third, from 55% to 85%, and production waste reduced by half.

Teams now set their own roster patterns, call their own reserve hours and liaise directly with Planning. Job and finish is unofficially authorised so long as the weekly plan, and all other duties, have been completed

to the correct quality standards. Workers are highly focused on line improvement to ensure increased performance efficiencies since they value their time away from work rather than the overtime they had previously been motivated towards in hourly pay conditions.

Peer pressure also operates to control and enhance performance, and greater autonomy has improved team spirit and created a greater sense of commitment to the production unit, the team, and the workplace. Because motivation is high, machinery is maintained more effectively, and runs more smoothly. Desire to be included in project planning and improvements means that people often come in voluntarily during their time off.

The introduction of an Annual Hours working-time system has carried this organisation through an enormous amount of change in both culture and performance. Because of the high level of skill and care used to implement, the workforce now shows a high level of trust and self-motivation, and anticipates the introduction of future changes with a positive and interested attitude.

The Role of Working Time Solutions

Throughout the process, Colman's were supported by consultancy services provided by Jim Whittam, a Director of Working Time Solutions Limited:

Jim enabled us to lift the fog from annual hours rostering by providing quick and accurate information. He helped to clarify the key issues and emphasised the importance of working equally with all those who were party to the change.

Since working with Colman's of Norwich, Working Time Solutions has been invited to work within other Unilever business units, including PG Tips Manufacture in Manchester and Unilever Ice Cream & Frozen Food, Winner of Deloitte Factory of the Year, Winner - Best Household & General Products Plant, Winner – Best Factory of East England.



Working Time Change at Devonport Dockyard, Plymouth

Devonport Management Limited, (DML), manages Western Europe's largest naval ship repair yard from Devonport Dockyard in Plymouth, Devon. A TUPE transferral of Riggers from the Ministry of Defence, (MoD), at the end of 2002 required effective working time management of their existing annualised hours contract to bring about cost savings and business driven flexibilities. This is an excellent example of change, implemented in a realistic and constructive manner, that benefits all parties.

The Devonport Dockyard undertakes a wide array of tasks associated with the day-to day operation of the facility, the maintenance of Royal Navy ships and submarines and the building of high specification, expensive yachts. It employed three 14-strong teams of Riggers for 'transportation work', to berth, dock and assist with the movement of large warships, nuclear submarines and other craft in and around the dockyard, as well as 'production work' such as measuring, manufacturing and fitting hemp and wire ropes, cargo nets, hawsers and ceremonial mast fittings. Rigging is a multi- and highly-skilled profession, requiring five years training to qualify, and subsequently, the dockyard was a highly unionised workplace.

DML inherited a working time arrangement that duty-rostered two out of three teams to work the days between Monday and Friday. The third team was unrostered to provide a resource to cover call-outs and emergencies. However, teams avoided interrupting the laydown week, except as a very last resort, and provided call-out cover whilst rostered. Out-of-hours work charged a minimum of three hours payment, with any time worked after midnight guaranteeing pay through to 0600 hours. The Riggers did not carry out 'production work' between vessel movements, and in practice, were only working an average of 1330 hours of their annualised contract time. Targets were being missed because of inflexibility and customer perception was unfavourable.

However, DML was committed to making improvements to the way the Riggers' services were delivered, and in order to facilitate a smooth transition and assimilation into Devonport's working environment, it invited an external consultancy to review the Riggers' working time environment. DML had to take into account legal compliance with the Working Time Directive and that the Riggers had terms and conditions of employment protected by TUPE legislation. The business critical nature of the Riggers' work created a risk of unrest for the company, and its dependency upon tides and ship movement programmes, with heavy concentrations of movement on Mondays and Fridays, meant it was facing a challenging working time objective.

A complete revision of the Riggers' annualised hours contract was agreed through consultation and negotiation between management and trade union representatives, as well as input from Royal Navy customers, and the working time options developed reflected meet DML's re-aligned business objectives:

1. Make more effective use of the Riggers as a skilled and business critical resource
2. Align working hours with the needs of their customer
3. Improve customer service levels
4. Significantly increase the number of annualised hours worked by each rigger
5. Remove the embargo on 'production work' being carried out in between 'transportation work'
6. Achieve these objectives at zero cost to the company
7. Achieve these objectives without industrial dispute.

The main changes agreed to the Riggers' terms and conditions of employment were:

1. The unrostered week off in three would be maintained as far as possible, and rostered workers would provide cover, as required, to meet business needs on weekdays. Each team would also provide weekend cover, as required, every third week.
2. The profile of the working week would more closely reflect the pronounced customer requirement of the Royal Navy, with a duty period of up to 12 hours to ensure cover during deep water/high tide ship movements on Mondays and Fridays, but the roster between Tuesdays and Thursdays would remain 0730 to 1630 hours.

Differentiation between 'transportation' and 'production' tasks was addressed during the consultations, but the commercial reality of creating a closer alignment of Rigger hours to the weekly profile of customer demand required a far better use resources and a more effective working environment, and the Riggers experienced no downturn in labour hours/earnings. Indeed, an individual's typical rostered year increased from 1350 to 1612 hours, based on a 37 hours weekly contract. With holidays, the annual total is now 1657 hours, with 45 hours in reserve.

The review also affected a reduction in the number of staff required by the business, and teams experience a net loss of three people, which equated to wage savings of approximately £75,000. The training period was also reduced to four years by adopting the NVQ accreditation route.

Prysmian, (previously Pirelli Cables), produces energy and telecommunications cables. It employs a total of 1,200 people in the UK, with 150 employees based at the Aberdare plant in South Wales. This plant manufactures electrical wire cable, and since May 2005, 115 shop floor workers have been employed on annual hours contracts.

The need for change

The Aberdare plant was experiencing difficulties in fully crewing its machines because of its flexible, or 'free choice', holiday arrangements, and was struggling to match production with demand. Too few employees were opting to work overtime to cover their colleagues' holidays, and an absence rate of between six and seven per cent was putting a further strain on staffing.

Prysmian illustrated the rostering problem in terms of its effect on the plant's manufacturing capacity:

- Loss of manufacturing capacity due to free choice holidays 13%
- Loss of manufacturing capacity due to sickness 6%
- Gain in manufacturing capacity due to overtime working 3%

⇒ Net loss in capacity: $13\% + 6\% - 3\% = 16\%$

Major reform was needed, and consultation with the GMB, (the recognised trade union), began in April 2004 to agree the objectives for 'the way forward':

- No loss of earnings for employees
- Guaranteed holiday cover
- Access to quality downtime for employees
- A solution that would be cost neutral.

The Way Forward

The main challenge to building greater flexibility into the current working arrangements was how to cover the employees' holidays. The solution lay in quantifying the business need: the plant needed to be continuously crewed for 356 days, (365 days minus the Christmas shutdown), which equated to 8,544 annual hours and 1898 annual hours per employee. From this, the most cost effective team structure to crew the plant was calculated to be almost exactly $4\frac{1}{2}$.

The $4\frac{1}{2}$ -team system, based on a $40\frac{1}{4}$ -hour week rotated over a nine-week cycle, with fixed holidays, fulfilled the objectives of 'the way forward'. Its shift pattern included an extra 15 per cent of working time to cover annual leave, thereby eliminating the need for overtime here, and at the same time, protected current earning levels. In addition, it meant that eight of the nine new teams required could be created from the existing 4-team structure and skills mix, with the ninth team created from other employees.

Consulting with the Trade Union

Three versions of 4½-team option were tabled with the union to form the basis of the ongoing consultation.

The trade union was concerned that the proposal would mean a loss of flexibility within the annual holiday entitlement of its membership, and to assist in the final decision, both company management and the union agreed to the involvement of ACAS. The consultation process proved extremely fruitful, and although the original proposal was significantly adapted to reduce its rigidity, changes were agreed without compromising the solution as a whole.

The Flexible Solution

Under the new shift pattern, each employee has 26 days holiday and eight bank holidays included in their gross working year. Every nine weeks, employees are entitled to ten days off, which can be augmented by four 'banked' days. Employees can accumulate up to four shifts in credit, (a maximum of 48 banked hours), or be in debit, and have up to four shifts off over the nine-week shift cycle. The banking arrangement was one of the key outputs of the consultation process between management and the Trade Union and helped ease the perceived rigidity of the shift pattern.

Annual leave is rostered into the working year, but further flexibility is created in the system through the 'buddy' scheme: workers can swap shifts with colleagues who have the same skills and return the swap at another time. This arrangement, although overseen by the company, is effectively run by the employees themselves.

Retaining Flexibility

The new shift pattern also contains a "fallback position", whereby if business falls off, the workforce can revert to a five-team pattern working an average 36¼-hour week. Although this results in a 10 per cent drop in employees earnings, to align costs with volume, the headcount, and therefore employment levels, remain unchanged.

Overtime is no longer required to cover annual leave, but it still has an important role in managing absence and ensuring that the staffing implications of minor volume changes and revisions to the product mix can be met.

Results and Business Benefits

The introduction of annual hours arrangements at the Aberdare plant has meant that Prysmian can now plan ahead more confidently to meet its customer requirements here, since its skills and labour availability, and to a large extent its costs, are known. The plant no longer has to rely on overtime working for holiday cover, and for employees, the flexibility around earnings means that employment levels are largely protected. The company hopes that the new arrangements will help to secure the long-term future of the Aberdare plant.



East Midlands Ambulance Service introduces Annualised Hours



From December 2004, East Midlands Ambulance Service Trust, (EMAS), was required to implement new ways of working under the Government's national Agenda for Change, (A4C), programme, and redesign employee roles to increase the focus on patient need and service delivery. It thus began an investigation into its emergency service workload demand to identify trends and evaluate the efficiency of its current shift patterns, and create a reduced working week of 37.5 hours for employees, with regular, unpaid, meal breaks within shifts.

The Need for Change

The Trust operates 38 ambulance stations in an area of over 2700 square miles, serving almost 3 million people. Each station is required to be on stand-by 24 hours a day, seven days a week, but have different, local operational demand profiles. Ambulance staff were working an average of between 39 and 42-hours per week, and there was dissatisfaction with the centrally-produced rosters, being inflexible and unable to simultaneously meet the needs of staff, the organisation and the ever-changing demand profiles. Staff were under-utilised during slack periods, but periods of high activity meant that meal breaks were often missed, or, service levels declined at these times, and, due to the nature of emergency calls, staff often experienced an unequal work-life balance. Daily, weekly and seasonal variations in demand occurred, but the rostered labour supply remained largely unchanged in comparison. Insufficient cover was especially a problem on Friday and Saturday nights, and Sunday afternoons and evenings, and staff sickness, holidays, training or other reasons for absence, meant that overall, the lack of employee capacity was increasing labour costs in terms of overtime and relief staff, as well as having a detrimental effect on patient service levels. Conversely however, at certain times, an overstaffing issue was also identified commensurate with relief provision for the cover of holidays, training, sickness and other absences.

The Solution

EMAS faced a major challenge of reform to satisfy staff, patient and organisational expectations and it required a rostering tool and method dynamic enough to be able to allocate staff based on predicted demand and make provision for unexpected variations and staff requests. An external consultancy was invited to work with the EMAS project team to review the potential for, and benefits of, demand-led working time change in the organisation, and by applying the annual hours theory, provided EMAS with a new perspective for its given scheduling situation and objectives for reform:

- To reorganise all A&E rosters to match current demand profiles
- To ensure staff work rosters based on 37.5 hrs per week, in line with A4C terms and conditions
- Improve capacity at key times of the day to improve performance target delivery.
- Accommodate, and effectively utilise, 300 additional staff within the new rosters
- Staff to influence the final design of the roster pattern, in line with resource requirements.
- Promote more flexibility around staff's working time commitments
- Encourage a team-based approach and accountability for roster planning and delivery

Detailed analysis of the A&E demand during a 20-week reference period and across all the ambulance stations, took careful account of a range of operational factors and contingencies, including the average job cycle time of 63 minutes, the types of demand experienced, non-patient carrying time and 'inefficiencies' such as vehicle refuelling, breakdown, maintenance and cleaning, as well as staff meal breaks. Overall, this provided a reliable picture of the requirement for staff hours, and an annual hours contract calculation, based on the A4C reduction in contracted hours, was applied to the demand profile to allocate staff according the peaks and troughs in demand activity.

Results

An important element of the reform process for EMAS was the need to improve staff satisfaction and motivation. Essential consultation with trade union officials introduced the system to staff, and by matching rosters to busy and quiet times, staff have gained more flexibility in their working hours. They also have less shifts to work per year, and self-managed rosters have been introduced at a local level. Paramedic team leaders now manage shift patterns and the allocation and monitoring of shifts, per station. Team members have flexibility regarding which shifts they work, providing that the team roster meets the final demand profile, and colleagues can also 'trade' between three and five shifts with each other, and work these hours either in advance or arrears to achieve additional time off, such as for a holiday.

Staff were given the option to retain a managed rota, with, for example, annual leave organised in the conventional manner and shift abstractions covered by relief staff, similar to the previous method of operation, and a number of stations took this option. However, their rosters still correspond with the demand patterns and meet the A4C target of 37.5 hours per week, and in consequence, EMAS has been able to operate with both systems, complementing each other to deliver a more dynamic cover level.

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