

# **Optimising Electronic Rostering at LPT**

## **Standard Operating Procedures**

**February 2020**



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## **Introduction**


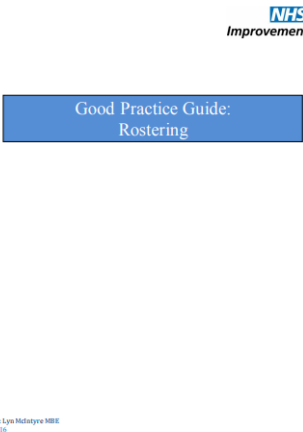
HealthRoster is an electronic system that supports better patient care by optimising the skill mix and use of staff time, ensuring that services can be delivered in a consistent, safe and cost-effective way. Additionally, efficient rostering provides equity for all staff allowing for greater work/life balance.

It is important to continually reflect and refine, the way things have been done is not always the way in which things should continue to be done. A change can be as good as a rest.

- Amrik Singh, Workforce Systems Manager

## National Policy

NHS Improvements completed a productivity review in thirty two acute hospitals with a view to optimise resources and reduce unwarranted variation.

|  |   |
|--|---|
|  <p>Operational productivity and performance in English NHS acute hospitals: Unwarranted variations</p> <p>An independent report for the Department of Health by Lord Carter of Coles</p> <p>February 2019</p> | <p>Lord Carter of Coles Review</p> <p>They recommend that all trusts use an eRostering system and implement the following practices:</p> <ul style="list-style-type: none"> <li>• an effective approval process by publishing rosters six weeks in advance and review them against trust key performance indicators such as proportion of staff on leave, training and appropriate use of contracted hours;</li> <li>• a formal process to tackle areas that require improvement, with escalation paths, action plans and improvement tracking; and</li> <li>• cultural change and communication plans to resolve any underlying policy or process issues.</li> </ul> <p>Link:<br/> <a href="https://www.gov.uk/government/publications/productivity-in-nhs-hospitals">https://www.gov.uk/government/publications/productivity-in-nhs-hospitals</a></p> |
|  <p>NHS Improvement</p> <p>Good Practice Guide: Rostering</p> <p>Author: Lynn McStayre MBE<br/>June 2016</p> <p>1</p>   | <p>Following the review, NHS Improvement published a best practice guide to rostering which we are using as a guide.</p> <p>Link:<br/> <a href="https://improvement.nhs.uk/resources/rostering-good-practice/">https://improvement.nhs.uk/resources/rostering-good-practice/</a></p>  |

The Trust, along with twenty three other Mental Health and Community Health Trusts took part in the next NHS Improvement review.

**Local Policy**

|  |   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
|--|---|---|----------|---|-------------|---------------------------|---------------|-------------------|-----------------|--|--------------------------------|-------------------------------|------------------------------|----------------|--------------|---------------|--------------|------------------|------------------|---|----------------|--|---|---------|--|
| <div style="text-align: right; margin-bottom: 10px;"> <br/> <b>Leicestershire Partnership</b><br/> <small>NHS Trust</small> </div> <div style="text-align: center; border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <h2 style="margin: 0;">Electronic Rostering Policy</h2> </div> <p style="font-size: small; margin-bottom: 5px;">The purpose of this policy is to ensure the effective utilisation of the workforce through efficient electronic rostering, staff management and workforce planning.</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: x-small;"> <tr> <td style="width: 20%;">Key Words:</td> <td>Shifts, Roster, Roster Creator, Finalising, Annual Leave, Skill Mix, Flexible, Working, Safe Staffing, Headroom, Electronic Rostering, eRostering</td> </tr> <tr> <td>Version:</td> <td>5</td> </tr> <tr> <td>Adopted by:</td> <td>Strategic Workforce Group</td> </tr> <tr> <td>Date Adopted:</td> <td>11 September 2019</td> </tr> <tr> <td>Name of Author:</td> <td>Amrik Singh, Workforce Systems Manager</td> </tr> <tr> <td>Name of responsible Committee:</td> <td>Workforce and Wellbeing Group</td> </tr> <tr> <td>Date issued for publication:</td> <td>September 2019</td> </tr> <tr> <td>Review date:</td> <td>February 2022</td> </tr> <tr> <td>Expiry date:</td> <td>1 September 2022</td> </tr> <tr> <td>Target audience:</td> <td>All services and staff using electronic rostering</td> </tr> <tr> <td>Type of Policy</td> <td> <input checked="" type="checkbox"/> Clinical                 <input type="checkbox"/> Non Clinical             </td> </tr> <tr> <td>Which Relevant CCQ Fundamental Standards?</td> <td>13 &amp; 14</td> </tr> </table> | Key Words:  | Shifts, Roster, Roster Creator, Finalising, Annual Leave, Skill Mix, Flexible, Working, Safe Staffing, Headroom, Electronic Rostering, eRostering | Version: | 5 | Adopted by: | Strategic Workforce Group | Date Adopted: | 11 September 2019 | Name of Author: | Amrik Singh, Workforce Systems Manager | Name of responsible Committee: | Workforce and Wellbeing Group | Date issued for publication: | September 2019 | Review date: | February 2022 | Expiry date: | 1 September 2022 | Target audience: | All services and staff using electronic rostering | Type of Policy | <input checked="" type="checkbox"/> Clinical <input type="checkbox"/> Non Clinical | Which Relevant CCQ Fundamental Standards? | 13 & 14 | <h3>LPT eRostering Policy</h3> <ul style="list-style-type: none"> <li>• Maximum number of consecutive shifts                         <ul style="list-style-type: none"> <li>○ five short shifts or,</li> <li>○ two long days (maximum of three if requested in writing)</li> </ul> </li> <br/> <li>• Maximum of four consecutive night shifts (unless a personal pattern has been agreed with HR and the ward matron, and has been documented)</li> <br/> <li>• Appropriate rest breaks (in the middle of a shift)</li> <br/> <li>• Minimum of one weekend off per roster period</li> </ul> <p>Link: <a href="http://www.leicspart.nhs.uk/Library/eRosteringPolicyexpJan19">http://www.leicspart.nhs.uk/Library/eRosteringPolicyexpJan19</a></p> |
| Key Words:   | Shifts, Roster, Roster Creator, Finalising, Annual Leave, Skill Mix, Flexible, Working, Safe Staffing, Headroom, Electronic Rostering, eRostering |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Version:   | 5   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Adopted by:  | Strategic Workforce Group   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Date Adopted:  | 11 September 2019   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Name of Author:  | Amrik Singh, Workforce Systems Manager  |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Name of responsible Committee:   | Workforce and Wellbeing Group   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Date issued for publication:   | September 2019  |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Review date:   | February 2022   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Expiry date:   | 1 September 2022  |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Target audience:   | All services and staff using electronic rostering   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Type of Policy   | <input checked="" type="checkbox"/> Clinical <input type="checkbox"/> Non Clinical  |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |
| Which Relevant CCQ Fundamental Standards?  | 13 & 14   |   |          |   |             |                           |               |                   |                 |  |                                |                               |                              |                |              |               |              |                  |                  |   |                |  |   |         |  |

### **Rostering Best Practice**

The patient, and providing quality patient care, must be at the core of all activity. Rosters should be prepared and approved with due consideration to the need of the patient and practitioner.

Rosters should be based on agreed flexible working arrangements and not staff preferences in the first instance.

Rostering good practice is discussed in this chapter.



# #LPTroster

eRostering is an electronic system that supports better patient care by optimising the skill mix and use of staff time, ensuring that services can be delivered in a consistent, safe and cost-effective way.

Additionally, efficient rostering provides equity for all staff allowing for greater work/life balance.

| As a staff member, I...   | As a matron or manager responsible for rostering, I...   | As the eRostering team, we...   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Will work in accordance with my contracted hours and pattern of work. I understand that I maybe rostered to work a mixture of shifts (unless a work pattern has been agreed under the flexible working policy);</li> <li>• Understand that my working preferences cannot always be accommodated due to the impact on patient care and also on my colleagues;</li> <li>• Will take responsibility for ensuring my contracted hours are carried out within the roster period;</li> <li>• Will book my annual leave in accordance with local agreements to allow the service to plan rosters to ensure service requirements are met.</li> </ul> | <ul style="list-style-type: none"> <li>• Will balance the needs of my staff and the needs of the service with safe, fair and efficient rostering;</li> <li>• Will prepare and publish the team roster at least six weeks prior to the start of the roster period;</li> <li>• Will manage my roster according to the roster timetable (approval and finalisation) in line with the prescribed rostering best practice (unused hours/TOIL/maintenance);</li> <li>• Will ensure all staff related changes are submitted to the appropriate teams at the appropriate time;</li> <li>• Will share and support learning about Employee Online (EOL) and rostering best practice with my colleagues.</li> </ul> | <ul style="list-style-type: none"> <li>• Will provide ongoing and comprehensive support in a friendly and approachable way for all staff;</li> <li>• Will monitor rosters to ensure rostering best practice is adhered to so that the needs of staff and service are met, taking into account LPT performance indicators (annual leave, safety, budget, effectiveness, fairness, unavailability);</li> <li>• Will ensure that the eRostering dashboard is shared with senior managers so that there is adequate support in achieving optimum rostering in LPT.</li> </ul> |

## Roles and Responsibilities

It is important to define roles and responsibilities in relation to rostering activities to ensure ownership, accountability and escalation.

In recent experience we have seen examples where a staff nurse was in charge of preparing rosters and succumbing to pressure from colleagues to roster shifts that they wanted to work. This left critical gaps in the roster which were then sent to bank or agency.

The following roles and responsibilities should be embedded in each team. In return it is likely to support equity of shift allocation, reduction on the financial impact of sending enhanced duties to temporary staffing, and fewer requests for alterations after the roster has been published.

### Deputy ward matron or manager

- Maintenance of roster during the roster period. For example, recording sickness

### Ward matron or manager

- Preparation and partial approval of roster
- Complete roster approval checklist
- Allocation of unused hours, TOIL or annual leave as applicable
- Allocation of additional hours or overtime
- Maintenance of roster
- Finalisation of roster for pay

### Service manager

- Scrutiny and full approval of roster
- Finalisation of ward matron or manager shifts
- Allocation of additional hours or overtime for the ward matron or manager

## Roster Approval

The Carter Review recommends that rosters are published with at least six weeks to the start of the roster period.

The advantages of approving rosters earlier;

- It is fairer on staff and helps with morale
- It allows for work/life adjustments if applicable e.g. childcare, planning appointments and deliveries
- It provides an opportunity to plan training and ensure sufficient cover
- It helps with planning annual leave to ensure there is equal distribution throughout the year
- Staff may choose to work additional hours and fill vacant duties
- Vacant duties can be seen on Employee Online for direct booking by bank staff
- It provides Centralised Staffing Solutions (CSS) with a greater chance of filling the vacant duty with temporary staff as they have a good lead time to work with.

A roster timetable to detail HealthRoster activities is available in appendix one (page 30). The schedule details;

- The date that rosters need to be approved (partial and full)
- The date that rosters need to be finalised for pay
- The date that employees must have submitted their duty requests for consideration. The requests close deadline allows two weeks between requests closing and full approval of the roster.

**The Workforce Systems team will send email notification 7 weeks before the roster starts as a reminder to all ward matrons and managers to prepare and publish their next roster.**

It is recommended that the roster approval checklist is completed and submitted to your Rostering Lead for consideration, this is available in appendix two (page 36).

Roster approval and compliance with this Carter Review recommendation is a key performance indicator that is regularly reviewed by divisional workforce supply groups and is reported to Trust Board.

### How To...Approve the Roster

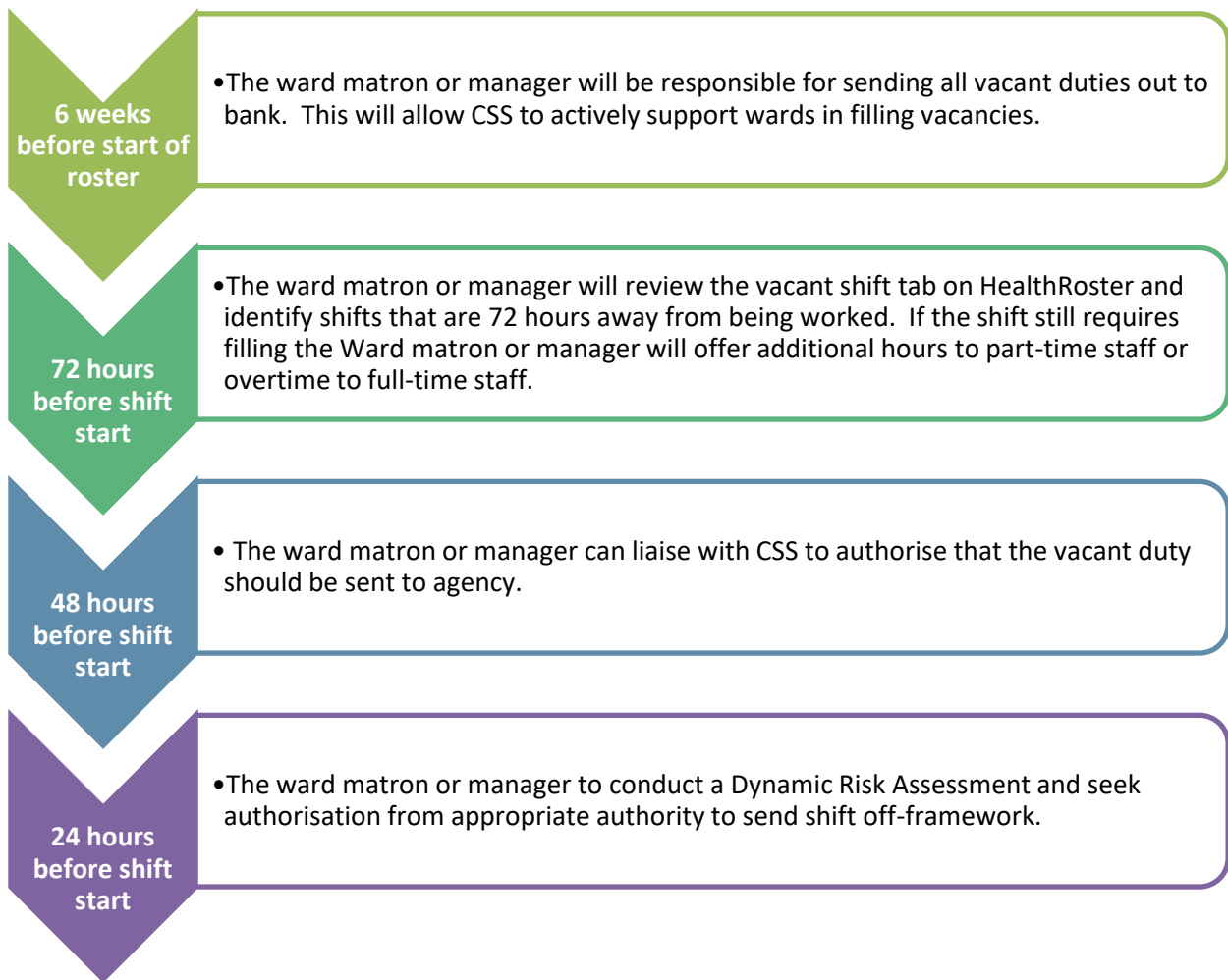
1. Right click the purple roster bar for the roster period you wish to approve
2. Select **Roster Analyser**
3. Select **Partially Approve Roster** at the bottom left
4. Select **Fully Approve Roster** at the bottom left
5. Close the roster analyser

Once the roster has been **Fully Approved** staff will receive an email notification advising they can now view the roster on Employee Online.

The following timeframe details when and which considerations should be applied during the life cycle of a roster. A list of key terms and definitions are available in appendix three (page 38).

| PERIOD BEFORE ROSTER COMMENCES  |  |  |  |  |  |  | ROSTER PERIOD |  |        |        |        |        |        |        |        |        |
|---|--|--|--|--|--|--|---------------|--|--------|--------|--------|--------|--------|--------|--------|--------|
| Week 7  |  |  |  |  |  |  | Week 6        | Week 5   | Week 4 | Week 3 | Week 2 | Week 1 | Week 1 | Week 2 | Week 3 | Week 4 |
| Actions   | <b>Create Roster</b>   |  |  |  |  |  |               | <b>Roster Maintenance</b>  |        |        |        |        |        |        |        |        |
|   | This term is used to describe the preparation of the roster by allocating duties to staff to meet the needs of the service. All rosters must be approved with six weeks' notice to staff, to meet the recommendation and performance indicator in the Carter Review. |  |  |  |  |  |               | This term is used to describe the day to day maintenance of the roster. This can include adding or maintaining unavailability, updating shift times to reflect accurate attendance, allocating excess hours or overtime. This list is not exhaustive.                          |        |        |        |        |        |        |        |        |
|   | Roster flexible working agreements   |  |  |  |  |  |               | Unavailability is a term used to describe when an employee is unavailable to attend work. Sickness, annual leave and special leave are all examples of unavailability.   |        |        |        |        |        |        |        |        |
|   | Allocate vacant duties to staff  |  |  |  |  |  |               | Additional duties is a term used to describe adding extra duties to the roster to reflect additional staff as there has been a change in patient acuity and dependency.  |        |        |        |        |        |        |        |        |
|   | These are duties which have not been filled yet. Vacant duties appear as red at the top of the page in HealthRoster.   |  |  |  |  |  |               | Redeployment is a term used to describe when staff are moved to work on other wards, to ensure safer staffing levels are met. As long as staff have the appropriate skills and it is safe to do so, they can also be redeployed where there is a need to recover unused hours. |        |        |        |        |        |        |        |        |
|   | Review unused hours  |  |  |  |  |  |               | Send shifts to agency if they have not been filled 48 hours before the shift commences.  |        |        |        |        |        |        |        |        |
|   | These are hours which an employee has been paid for but not fulfilled (worked). If staff have accumulated unused hours then this must be addressed by rostering them to work additional duties following a discussion with them.                                     |  |  |  |  |  |               | If the shift remains vacant then a Dynamic Risk Assessment (DRA) needs to be submitted to CSS (to send the shift-off framework) by the appropriate authority.  |        |        |        |        |        |        |        |        |
|   | Review TOIL and allocate time back to staff where appropriate  |  |  |  |  |  |               | <b>Finalise/Finalisation</b>   |        |        |        |        |        |        |        |        |
|   | This should be agreed with the ward matron or manager in advance of the employee commencing any additional hours of work and should only be used in order to meet the needs of the service.  |  |  |  |  |  |               | This is a term used to describe the action taken to confirm the roster is an accurate reflection of time, attendance and duties. This action will place a lock on each shift and will not allow any further maintenance.   |        |        |        |        |        |        |        |        |
|   | Consider staff requests for annual leave or any requests for specific duties (that have been submitted by staff via Employee Online).  |  |  |  |  |  |               | Duty details will be extracted and sent to ESR for payment of enhancements, additional hours and overtime. Absence details will also be synced with ESR and any effect on half pay or no pay will take place.  |        |        |        |        |        |        |        |        |
|   | Offer excess hours to part time staff  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
|   | Vacant duties can be offered to part time staff as excess (additional) hours up to a maximum of 37.5 hours.  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
|   | Offer bank shifts to full time staff   |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
|   | Offer overtime to full time staff  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
|   | Vacant duties can be offered as an incentive to full time staff at overtime rate.  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
| Consider changing the skill mix of staff (if safe to do so)   |  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
| Send vacant duties to bank  |  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
| <b>Approve Roster</b>   |  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
| This term is used to describe the action to publish the roster to the team.   |  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |
| <ul style="list-style-type: none"> <li>Partial Approval – this action could be completed by a deputy and does not publish the roster</li> <li>Full Approval – this action should be completed by the ward matron or manager to ensure the roster is fit for purpose. This action publishes the roster to the team.</li> </ul> |  |  |  |  |  |  |               |  |        |        |        |        |        |        |        |        |

## Vacant Duties



### How To... Send Vacant Duties To Bank

1. **Highlight** a vacant duty that needs to be filled
2. Right click and select **Send To Bank**
3. Select **New Resourcing Unit** from the list (this is mandatory)
4. Select **Request Reason** from the list (this is mandatory)
5. Select **Required Grade** from the list (this is mandatory)

#### Assign a bank duty to a temporary worker

6. **Right click** on the vacant shift which has been sent to bank
7. Select **Search For Person**
8. **Find** the temporary worker by using the search options
9. Click on the **Assign Confirmed** button

#### Cancel a vacant duty that has been sent to bank

10. **Right click** on the vacant shift which has been sent to bank
11. Select **Reset To Unit Fulfilment**
12. Click on the **Ok** button
13. The vacant duty is now available to be assigned to staff on the roster

## Unused Hours

Unused hours are hours which an employee has been paid for but not fulfilled (worked). These hours can be seen in HealthRoster and accrue over roster periods in the Net Hours Left column (on the right hand side). Unused hours can be recognised as a positive number (anything with a minus is a reflection of accrued TOIL and is discussed on the next page).

Monitoring and management of unused hours is the responsibility of the ward matron or manager. It has been agreed that an employee should not owe the Trust more than one contracted shift or seven and a half hours, whichever is greater.

Vacant shifts should be allocated to staff who owe hours in a proactive and safe way. Ward matrons and managers should agree an action plan with the employee to bring hours back to within one shift of contracted hours. This needs to include clear steps and timescales and may include additional shifts or an agreement to treat as an overpayment (or a combination). If progress is not being made then unused hours should be treated as an overpayment through payroll to clear the debt.

If an employee has agreed to work additional shifts to bring hours back within one shift of contracted hours but goes onto long term sick, the additional shifts should be removed from the roster until the employee is well enough to work back the hours they have already been paid for.

Timescales will be individual to staff members but it is anticipated that significant progress will be evidenced within three months as a guide. Vacant shifts on future rosters can be allocated in advance in order to plan and resolve unused hours.

Contracted hours must all be allocated prior to offering bank duties for a forthcoming roster.

There should be clear communication to staff that where a study day is less than a usual shift, this will result in unused hours to be worked.

The Workforce Systems Team will monitor the number of employees with greater than seven and a half unused hours and liaise with the ward matron or manager to resolve. A high level report will be sent to the service manager to detail the improvement plan.

The number of employees in excess of seven and a half unused hours is a key performance indicator and is regularly reviewed by divisional workforce supply groups.

Employees in excess of seven and a half unused hours will be highlighted amber on the roster within the Net Hours columns. Employees with more than eleven and a half unused hours will be highlighted red within the Net Hours columns.

## TOIL Hours

The build-up of Time off in Lieu (TOIL) should be agreed with the ward matron or manager in advance of the employee commencing any additional hours of work and should only be in used in order to meet the needs of the service as detailed in the [Flexible Working Policy and Procedure](#).

Consideration must be applied on whether the service has the capacity to allow an employee to take TOIL or if an alternative method of compensation can be applied, for example excess hours or overtime. It is recognised that services may not be able to award time off due to pressures of staff unavailability, for example vacancy factor and sickness, therefore alternative methods of reimbursement should be considered. The ward matron or manager should discuss the rationale for TOIL where it is being accrued by the same employees on a regular basis.

Staff should not accrue more than ten hours of TOIL. If TOIL is accrued then it should be used within the next roster period.

### How To... Add TOIL

#### Notes:

- Time should be entered with a colon (:)
- Ensure the shift time and TOIL hours total the contracted hours for that day if allocating part day TOIL

#### If allocating a full day

1. Right click on the duty
2. Select **Add Unavailability**
  - a. **Group = Other Leave**
  - b. **Reason = TOIL – Time Off In Lieu**
3. Locate the **Work Time** section and **Zero** the hours by overwriting and entering **00:00**
4. Add **Notes** if required
5. Click on the **Ok** button

#### If allocating part day;

1. Right click on the duty
2. Select **Add Unavailability**
  - a. **Group = Other Leave**
3. **Reason = TOIL – Time Off In Lieu**
4. Adjust the **Start** and **End** time to reflect the number of hours TOIL
5. Locate the **Work Time** section and **Zero** the hours by overwriting and entering **00:00**.
6. Click on the **OK** button

The number of employees in excess of ten hours of TOIL is a key performance indicator and is regularly reviewed by divisional workforce supply groups.

Employees with more than ten hours of TOIL will be highlighted red within the Net Hours columns.

### Duty Requests

Employees have access through EmployeeOnline to request specific duties ahead of the roster being created. **These requests are personal preferences and cannot be guaranteed.** The granting of requests remains at the discretion of the Ward Matron/Manager of the unit in line with the needs of the service.

For each roster period the requests open 14 weeks before the roster starts and close 8 weeks before the roster starts. This gives employees a six week window to make their requests.

Once the request window has closed the Ward Matron/Manager then has a further two weeks to prepare and publish the roster.

For full time staff a maximum of four requests per four week roster period are given. This is pro-rata for part time staff depending on their contracted hours as shown below;

| Contracted Hours              | Number of Requests |
|-------------------------------|--------------------|
| Greater than or equal to 28.5 | 4                  |
| 19 – 28                       | 3                  |
| 9.5 – 18.5                    | 2                  |
| Less than or equal to 9       | 1                  |

The duty requests are only for shifts or days off, the number of requests does not relate to annual leave requests.

Staff will be unable to request a duty on a day where either a duty or unavailability has already been rostered in. For example, if an employee is on a working pattern where they work every Monday and this pattern has already been rostered in, the employee will be unable to request a day off on a Monday as there is already a shift there.



## Annual Leave

Annual leave entitlements will be available in HealthRoster by the beginning of February. Staff should check their entitlements carefully and contact the Workforce Systems Team by email for any discrepancies.

Ward matrons and managers should raise awareness that the local agreement for annual leave is to support service delivery. Awareness should also be raised in team meetings to alert and request staff to enter/book the eight bank holidays (for full time staff) where appropriate to do so at the start of the annual leave year, as the annual leave entitlement includes bank holiday entitlement.

Employees should request all annual leave for approval via EmployeeOnline.

It is important to note that if you cancel booked annual leave then you will need to roster the employee for appropriate duties to ensure the contracted hours are fulfilled by allocating vacant duties.

### Queries with Annual Leave Entitlement

The Workforce Systems Team will check annual leave entitlement queries by checking the entitlement in ESR and replicate in HealthRoster. If there is still a discrepancy the team will email Employee Services ([HRinputting@leicspart.nhs.uk](mailto:HRinputting@leicspart.nhs.uk)) and detail the issue for investigation.

The ward matron or manager will be informed that Employee Services may need to validate the employees NHS employment, therefore the employee should locate the earliest payslip or contract they have.

The Employee Services Team will investigate and inform the Workforce Systems Team of the outcome who will reflect the outcome in HealthRoster and confirm the resolution to the ward matron or manager.

## Bank Holiday

In line with the [Annual Leave and General Public Holiday Policy](#), bank holiday entitlement is set to eight bank holidays per annum (and pro rata'd if part time). The entitlement is not formally adjusted each year to take account of varying numbers of bank holidays.

Staff that work in rostered areas may be required to work on bank holidays; in this instance there are no pre-defined leave days, the bank holiday entitlement of eight days can be used as agreed between line manager and employee.

## Carry Over of Annual Leave

The Trust expects that all employees will be provided with the opportunity to take all of their annual leave within the annual leave year and it is expected that all leave will be taken. As per the policy, in exceptional circumstances, carry over up to a maximum of one working week, may be carried forward with the approval of the Head of Service.

If this is applicable then please complete an application form for carry over of leave request form as per appendix two of the annual leave policy and submit via email to the Workforce Systems Helpdesk ([workforcesystemshelpdesk@leicspart.nhs.uk](mailto:workforcesystemshelpdesk@leicspart.nhs.uk)) for processing.

#### **Term-Time Only Workers and Bank Holidays**

If you **would normally work** the day of the week that the bank holiday falls on - e.g. you are full time or part time and the bank holiday falls on a day you would normally work - then you will need to either work the day if appropriate, or make the time up for the bank holiday. The reason for this is that in term time only contracts, all the bank holidays in the year are taken into account in the pay you receive, so you are effectively paid for them. This means that you cannot then have the bank holiday again as days you do not work, as this would mean that in the week that the bank holiday falls you would not have worked sufficient hours to cover the hours that your term-time only pay is based on.

If you **would not normally work** the day of the week the bank holiday falls on, as you are part time and the bank holiday falls on a non-working day for you, then you do not need to work the day or make the time up. The reason for this is that you will work the hours that your contract is based on in that week in the days that you are in, so the fact that there is a bank holiday in that particular working week is irrelevant.

### Add Annual Leave to the Roster

When employees haven't requested annual leave through EmployeeOnline and you are able to accommodate the request for annual leave, the annual leave must be manually added to the roster.

#### How to... Add Annual Leave to the Roster

##### Notes:

- Time should be entered with a colon (:)
- Ensure the shift time and annual leave hours total the contracted hours for that day if allocating part day leave
- To monitor requests made during the roster period you can choose the EAL – Emergency Annual Leave option

##### If allocating a full day

1. **Right** click on the duty
2. Select **Add Unavailability**
  - a. **Group = Annual Leave**
  - b. **Reason = A/L – Annual Leave**
3. Locate the **Work Time** section and check that the hours display the contracted hours for that day. You can overwrite and correct hours as applicable.
4. Add **Notes** if required
5. Click on the **Ok** button

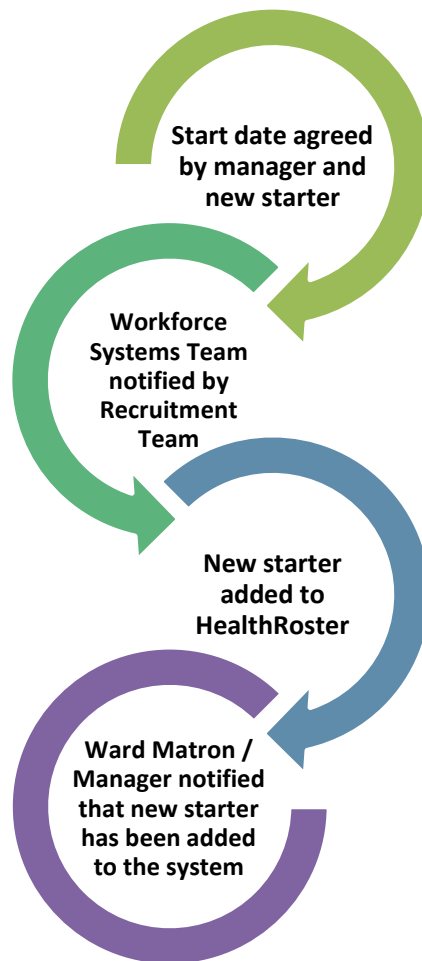
##### If allocating a part day

1. Right click on the duty
2. Select **Add Unavailability**
  - a. **Group = Annual Leave**
  - b. **Reason = A/L – Annual Leave**
3. Adjust the **Start** and **End** time to reflect the number of annual leave hours
4. Locate the **Work Time** section and check that the hours display the contracted hours for that day. You can overwrite and correct hours as applicable.
5. Add **Notes** if required
6. Click on the **OK** button

Compliance with the local agreement for annual leave is a key performance indicator and is regularly reviewed by divisional workforce supply groups.

### **New Starters**

The Workforce Systems team have worked to streamline the process for adding new starters onto HealthRoster. The new process is as follows;



As soon as the start date has been agreed between the manager and the new starter, and the contract has been created by the Recruitment Team, the Workforce Systems team receive notification that the new starter can be put onto HealthRoster. When adding the new starter Workforce Systems will also add the annual leave entitlement and create an EmployeeOnline account.

The recruiting matron or manager of the area will be emailed to notify that their new starter has been put onto the roster. At this point the manager should begin to roster the employee in preparation for them starting;

- Training such as induction, MAPA, BLS etc. should be entered onto the roster
- Periods where the employee will be supernumerary whilst learning how the unit works should also be entered onto the roster
- Assign any further duties to ensure the contracted hours are met for the roster period

By getting the roster ready before the employee starts it means the employee will be able to view what shifts they are working through their EmployeeOnline account from day one.

### **Your New Starters First 90 days**

Ensuring your new member of staff has a great start to their career with LPT is very important and as a manager and leader you make a positive impact in supporting and retaining our highly skilled workforce.

To help you achieve this, Learning and Development have put together a toolkit which you can find here: [bit.ly/lpt90day](https://bit.ly/lpt90day)

## Term Time Only

Staff on term time only contracts will work their hours during term time and will be unavailable during the school holidays. On their employee record their hours are averaged out over the year so that they receive pay all year round.

Within HealthRoster, the total hours the employee is due to work will be entered as a balance on 1<sup>st</sup> September, and the employees contracted hours will be set to 00:00. The total hours the employee is due to work over the year will show as unused hours in the Net Hrs column. Any shifts the employee works will deduct hours off the balance.

Term time employees do not get an annual leave entitlement as they are paid for their annual leave. Instead employees get a proportion of hours called 'Nominal Days' for sick pay purposes, see the following from the Term Time Working Arrangements;

### Term Time Only Working Arrangements;

#### 3.4. Annual Leave

*To ensure that TTO staff are not disadvantaged in relation to reclaiming any annual leave if they are sick, at the beginning of each leave year, TTO staff will complete an annual leave card, and designate the days they wish to 'take' as annual leave in line with their normal entitlement. These days will not be during term time. This process must be completed by 30 September and the information submitted to their line manager.*

*If a TTO member of staff is then certificated sick during a pre designated period of annual leave, they will be entitled to receive this entitlement back subject to them following the normal sickness reporting procedure in line with the Management of Ill Health Policy. The time may then need to be taken during term time, with the prior agreement of their line manager.*

*Where staff fail to designate annual leave days by 30 September, then their annual leave entitlement will be allocated for them across the school holidays that fall from 1 October onwards until exhausted.*

The Nominal Days need to be agreed between employee and manager and put onto the roster by 30<sup>th</sup> September each year. The days are put onto the roster as the unavailability type 'Term Time – Nominal Days', this is to distinguish these days from the normal days off.

#### How To...Add Nominal Days

1. Right click on the days that have been agreed as Nominal Days
2. Select **Add Unavailability**
  - a. **Group = Other Leave**
  - b. **Reason = Term Time – Nominal Days**
3. Amend the **start** and **end** date as required
4. Locate the **Working Time** section and ensure the hours are set to zero
  - a. This ensures hours are not deducted from the overall Net Hrs
5. Click on the **Ok** button

When the employee is off due to the school holidays, an unavailability will be need to be entered called 'Term Time / Annualised Hours – Days Off'. This unavailability must have zero hours so that it does not deduct from the total Net Hours.

#### How to...Add Term Time / Annualised Hours – Days Off

1. Right click on the first day the employee is not at work
2. Select **Add Unavailability**
  - a. **Group = Other Leave**
  - b. **Reason = Term Time/Annualised Hours – Days Off**
3. Amend the **start** and **end** date as required
4. Locate the **Working Time** section and ensure the hours are set to zero
  - a. This ensures hours are not deducted from the overall Net Hrs
5. Click on the **Ok** button

### Annualised Hours

Annualised Hours contracts are managed similarly to Term Time Only contracts.

Within HealthRoster, the total hours the employee is due to work will be entered as a balance on 1<sup>st</sup> April, and the employees contracted hours will be set to 00:00. The total hours the employee is due to work over the year will show as unused hours in the Net Hrs column. Any shifts the employee works will deduct hours off the balance. It is the manager and employee's responsibility to review the balance on a regular basis and ensure the hours that are worked clear the net hours by the end of the financial year.

Annual leave is not allocated to the staff member as they do not have an entitlement to take; they are paid for their entitlement each month in their basic salary. When entering any days off for the employee it needs to be entered onto the roster as the unavailability "Term Time / Annualised Hours – Days Off", (see above for guidance of how to add this onto the roster). The employee will liaise with the manager to agree the days off required throughout the year. They will not have the option to book any leave through their employee online account.

Please inform the Workforce Systems team when you have a new or an existing employee that is going on to an annualised hours or term time only contract.

**Comparison of Annualised Hours and Term Time Only contracts**

| <b>Categories</b>         | <b>Term Time Only</b>  | <b>Annualised Hours</b>  |
|---------------------------|--|--|
| <b>Year</b>               | 1 <sup>st</sup> September – 31 <sup>st</sup> August  | 1 <sup>st</sup> April – 31 <sup>st</sup> March   |
| <b>Length of Contract</b> | 38 week or 39 week contract –<br>39 week includes teacher training days  | No set number of weeks   |
| <b>Days Off</b>           | During School Holidays use unavailability<br>'Term Time/Annualised Hours – Days Off'   | During long periods of not working use unavailability<br>'Term Time/Annualised Hours – Days Off' |
| <b>Annual Leave</b>       | No AL – given Nominal Days<br>Nominal Days to be agreed by 30 <sup>th</sup> September<br>'Term Time - Nominal Days' to be used to distinguish these days | No AL or Nominal Days<br>Days off to be agreed between employee and manager                      |
| <b>Overtime</b>           | Can claim OT above 37.5hrs/week  | Only claim OT once worked all hours off, i.e. at end of year                                     |



## **Maintenance**

Roster maintenance is discussed in this chapter.

### **Additional Duties**

If there is a change in patient acuity and dependency then the number of vacant duties can be adjusted to match the requirement. The ward matron or manager should ensure all vacant duties on that day and for the same shift period (day, evening, night etc) have been filled before creating an additional duty.

Additional duties should not be assigned to make up staff hours; instead unused hours should be used to fill vacant duties. Please see page nine.

With the same respect, the most appropriate reason should be selected to reflect the need for the increased demand in patient acuity. Qualified staff should not be assigned additional duties such as L1 observations.

#### **How to... Add Additional Duties**

Notes:

- A new duty will show in the vacant duties board with a green plus to identify an additional duty has been created and is available for use as required
  - Ensure the appropriate additional duty reason is selected
1. Right click on an **assigned duty** which you want to replicate, this must be from the day and grade that you need an additional duty
  2. Select **Create Additional Duty**
  3. Select an **Additional Duty Reason** from the list
  4. Select a **Shift** from the list
  5. Click on the **Ok** button
  6. The duty will appear as a vacant duty on the vacant duties board to be allocated on the roster

If an additional shift has been created and remains unfilled or is no longer required, then the duty should be cancelled to ensure good housekeeping and maintenance.

#### **How to... Remove An Assigned Additional Duty**

1. Right click on the assigned additional duty
2. Select **Clear**
3. This will send the duty to the vacant duties board which can then be deleted as per the below guidance

#### **Cancel Vacant Additional Duties**

1. Right click on the additional duty that is no longer required
2. Select **Cancel Duty**
4. Select **Duty Cancel Reason**
5. Click on the **Ok** button

If you notice a consistent requirement for additional duties to accommodate staff working patterns, it is likely that the roster demand template requires a review, please contact the Workforce Systems Team who will review and update as applicable.

### Excess and Overtime Hours

Substantive staff in bands one to seven are eligible for overtime payments if they work more than 37.5 hours in a week.

Vacant duties can be offered to part time staff as excess (additional) hours up to a maximum of 37.5 hours. They will then be entitled to overtime.

Overtime, bank shifts and TOIL cannot be offered where staff have unused contracted hours to work/pay back. Additional hours or overtime can be awarded to reimburse agreed TOIL where appropriate to do so.

Allocation of excess hours or overtime should be made by the ward matron or manager.

#### How to... Add Additional Hours

Notes:

- Time should be entered with a colon (:)
- Additional Hours is known as Excess Hours in HealthRoster

#### Assign additional hours

1. Right click on the duty
2. Select **Assign Overtime**
3. Amend the **Actual Duty Start** and **Actual Duty End** time to include the time worked as additional hours
4. **Overtime Details**
  - a. **Overtime Type = Excess Hrs**
  - b. **Apply To =** Either the **Start, End,** or **Entire Duty**
  - c. **Overtime Duration =** Enter the number of additional hours worked
  - d. **Reason = (OT)**
5. The **From** and **To** times will detail the hours the excess hours applies to
6. Click on the **Ok** Button

### How to... Add Overtime Hours

#### Notes:

- Time should be entered with a colon (:)
- Overtime shifts can be identified by a gold coin

#### Assign overtime

1. Right click on the duty
2. Select **Assign Overtime**
3. Amend the **Actual Duty Start** and **Actual Duty End** time to include the time worked as additional hours
4. **Overtime Details**
  - a. **Overtime Type** = Select the appropriate overtime option
    - i. **SAT OT** (applicable for Saturday only)
    - ii. **SUN OT** (applicable for Sunday only)
    - iii. **Wkday OT** (applicable for any weekday)
    - iv. **B.H. OT** (applicable for any Bank Holiday)
  - b. **Apply To** = Either the **Start, End, or Entire Duty**
  - c. **Overtime Duration** = Enter the number of overtime hours worked
  - d. **Reason = (OT)**
2. The **From** and **To** times will detail the hours the overtime applies to
3. Click on the **Ok** Button

## Training (Study Leave)

Rosters should always reflect the staffing status of the unit, it is therefore important to maintain the roster when employees are away for some of the duty.

For example, the basic life support practical assessment is twenty minutes, plus travel time, therefore the employee may be away from the unit for an hour, and this will be covered by the available staff that are working that day. This should be reflected correctly on the roster to display that for a period of time the employee was not on the unit.

### How to... Add Training to the Roster

Notes:

- Time should be entered with a colon (:)
- Ensure all the shift times for the day (including the training shift) total the contracted hours for that day

#### Add study leave

1. Right click on the duty
2. Select **Add Unavailability**
  - a. **Group = Study Leave**
  - b. **Reason = Select the appropriate training module**
3. Adjust the **Start** time (amend to the time the employee leaves the unit)
4. Adjust the **End** time (amend to the time the employee returns to the unit)
5. Click on the **Ok** button
6. Double check the working time for all the duties on the day total the contracted hours for that day

The ward matron or manager of the unit needs to ensure that employees are aware, in areas that work long days or night shifts, that when an employee is put onto training that is fewer hours than a normal shift, and the employee does not return to the unit to work the rest of the day, the remaining contracted hours for that day will show as unused hours in the Net Hrs columns and the employee will need to make the time up.

## Managing Sickness Absence

Sickness absence should be managed as per the [Management of Ill Health Policy and Procedure](#).

Unavailability is recorded on the roster to reflect that the employee was not at work.

## Recording Sickness Absence

Sickness recorded in HealthRoster will only transfer to ESR on a monthly basis for the previous calendar month.

### How to... Record Sickness Absence

Notes:

- Time should be entered with a colon (:)
  - Ensure the shift time for each day's sickness absence totals the contracted hours for that day
  - Every sickness entry needs an end date; therefore this will require maintenance until the employee returns
1. Right click on the duty
  1. Select **Add Unavailability**
    - a. **Group = Sickness**
    - b. **Reason = Sickness Reason**
  2. Locate the **Work Time** section and check that the hours display the contracted hours for that day. You can overwrite and correct hours as applicable.
  3. Add **Notes** if required
  4. Click on the **Ok** button

## Maintenance of Sickness Absence

To prevent multiple episodes of sickness being recorded, where a sickness spans over consecutive days the same episode should be extended

### How to... Maintain Sickness Absence

Notes:

- If the sickness spans over multiple weeks click on the Week Start list and check the hours for each day and week
1. Right click on the duty
  2. Select **Edit Unavailability**
  3. Amend the **End** date as required
  4. Locate the **Work Time** section and check that the hours display the contracted hours for each day. You can overwrite and correct hours as applicable.
  5. Click on the **Save** button

### Part Day Sickness Absence

If an employee becomes ill whilst at work and feels too unwell to continue working, their absence from work for part of a working day will not be recorded as sickness absence for sick pay purposes. This absence however will be recorded on their health monitoring form and will be taken into account when monitoring patterns and levels of sickness absence.

This should be recorded and the roster maintained to ensure a correct reflection of attendance. If the shift is worked during an enhanced period then only the hours worked will attract enhancements and not the whole shift.

#### How to... Record Part Day Sickness

##### Notes:

- Time should be entered with a colon (:)
- Ensure the shift time and part day sickness hours total the contracted hours for that day

##### Add part day sickness

1. Right click on the duty
2. Select **Add Unavailability**
  - a. **Group = Other Leave**
  - b. **Reason = Part Sick – Part Day Sickness**
3. Adjust the **Start** time (amend to the time the employee leaves the unit)
4. Adjust the **End** time (amend to the time the employees shift should have finished)
5. Locate the **Work Time** section and check that the hours display the correct balance for making up the employees contracted hours for that day. You can overwrite and correct hours as applicable.
6. Add **Notes** if required
7. Click on the **Ok** button



### Sickness Absence on a Bank Holiday

In accordance with Agenda for Change Terms and Conditions, employees will not accrue annual leave entitlement where they have been absent from work due to sickness on a bank holiday. Under these circumstances, employees will not be paid bank holiday enhancements.

The annual leave entitlement is not adjusted however unavailability for annual leave should be recorded on a day off before the sickness on a bank holiday. This 'forced' or 'dummy' record will ensure the available annual leave entitlement is correct.

#### How to... Record Sickness Absence on a Bank Holiday and Adjust the Annual Leave Entitlement

Notes:

- Time should be entered with a colon (:)
- This guidance only applies where the employee was sick on a bank holiday

#### Record sickness absence

1. Add a **sickness unavailability** (on the bank holiday when the employee was absent)
2. Locate the **Work Time** section and **zero** the hours by overwriting and entering **00:00** for the day of the bank holiday. This must be zero otherwise the hours will not balance correctly.

#### Adjustment for annual leave entitlement

3. Right click on the nearest **DO** duty before the bank holiday
4. Select **Add Unavailability**
  - a. **Group = Annual Leave**
  - b. **Reason = Adjustment To AL Entitlement – Sickness on BH**
5. Locate the **Work Time** section and check that the hours display the correct balance for making up the employees contracted hours for the day of sickness absence. You can overwrite and correct hours as applicable.
6. Add a **Note** to say: **This entry is to adjust the bank holiday entitlement due to sickness on a bank holiday**
7. Click on the **Ok** button

## Phased Return

Employees on phased returns should have shifts assigned for the hours they are working, and to make up the rest of their contracted hours the unavailability 'Phased Return' should be used. This action is required for each day of the phased return to correctly reflect attendance and the number of hours worked.

### How to... Record a Phased Return

#### Notes:

- Time should be entered with a colon (:)
- Ensure the shift time and phased return hours total the contracted hours for that day
- This action is required for each day of the phased return to correctly reflect attendance and the number of hours worked

#### Add phased return

1. Right click on the duty
2. Select **Add Unavailability**
  - a. **Group = Other Leave**
  - b. **Reason = Phased – Phased Return To Work**
3. Adjust the **Start** time (amend to the time the employee leaves the unit)
4. Adjust the **End** time (amend to the time the employees shift should have finished)
5. Add **Notes** if required
6. Click on the **Ok** button

### Amending Sickness Absence in a past Finalisation Period

If the sickness has been locked as it falls in a past finalisation period then please contact the Workforce Systems Team so that the necessary updates can be made in HealthRoster and ESR. Once a period that has been finalised and sent to ESR then it will not interface with ESR again. The Workforce Systems Team will therefore ensure that the updates are reflected in all systems.

#### Action to be taken by the Workforce Systems Team where the sickness has been finalised

##### In HealthRoster

1. Ask the ward matron or manager to email the request to [WorkforceSystemsHelpdesk@leicspart.nhs.uk](mailto:WorkforceSystemsHelpdesk@leicspart.nhs.uk)
2. On receipt of the email unlock the unavailability and amend as required
3. Finalise the unavailability

##### In ESR

4. Update ESR so that it matches HealthRoster
5. If the updates will impact on pay then liaise with Employee Services, HR, CSS or payroll as applicable

##### Confirmation to ward matron or manager

6. Reply to email with confirmation of action taken to resolve

### Sickness Absence across two Finalisation Periods

If the sickness starts in one finalisation period and ends in another then please contact the Workforce Systems Team who will ensure this is processed in ESR appropriately. For example;

|  |   |
|--|---|
| Finalisation Period:<br>1 <sup>st</sup> June to 30 <sup>th</sup> June  | Finalisation Period:<br>1 <sup>st</sup> July to 31 <sup>st</sup> July |
| Sickness starts on 28th June   | Sickness ends on 3 <sup>rd</sup> July                                 |
| Sent to ESR on 11 <sup>th</sup> July   | Sent to ESR on 11 <sup>th</sup> August                                |
| ESR will show the employee is still absent until the end of July<br>Contact the Workforce Systems Team who will ensure ESR is updated as appropriate |   |

## Redeployment

Staff may need to be redeployed to ensure safer staffing levels are met in some situations.

As long as staff have the appropriate skills and it is safe to do so, they can also be redeployed where there is a need to recover unused hours.

This task requires work on the employee's actual roster and on the unit/roster that they are being redeployed to. Therefore, before you process this in HealthRoster you will need to ensure that

- You have access to the roster that the employee is going to be redeployed onto or,
- Process this with the ward matron or manager where the employee is going to be redeployed.

### How to... Externally Redeploy Staff

Notes:

- Time should be entered with a colon (:)
- Ensure you have access to specified rosters in order to process redeployment or process this in conjunction with the ward matron or manager where the employee is going to be redeployed
- If the member of staff is working part of their duty on their substantive roster and will be redeployed to cover the remaining hours on another, then the duties on both rosters will need their duty start and end times adjusted

#### House Keeping on Employees Actual Roster

1. Locate the member of staff who will be redeployed by searching for them on the roster they work on substantively
2. Remove any shifts or days off on the roster they are assigned to. If this action is not taken the system will generate an error message when you try to redeploy

#### Redeployment

You may need to ask the ward matron or manager who is responsible for this roster to process the following if you do not have access to the roster where the employee will be redeployed.

3. Navigate to the roster in which the request for staffing will be fulfilled
4. Ensure that there is a vacant shift available to be filled on the specified date
  - a. **Right click** on the vacant shift
  - b. Select **Search For Person**
  - c. **Find** the employee to be redeployed by using the search options
  - d. Click on the **Assign** button
5. The member of staff will now be assigned to the vacant substantive duty and will appear as an external member of staff in the unit that requested the duty to be filled. The shift will appear as grey on the employee's actual roster to reflect the redeployment.

## Finalise

This action confirms the roster is an accurate reflection of attendance and duties worked for the previous calendar month. Duty details will be extracted and sent to ESR for payment of enhancements, additional hours and overtime. Absence details will also be synced with ESR and any effect on half pay or no pay will take place.

The ward matron or manager is responsible for this task. Any delays with this can result in delayed payment for every rostered employee and also in reporting absence rates to the Trust Board.

Rosters should be finalised on a weekly basis for all weekly bank and agency staff. The deadline for this is midday on Tuesday. It is good practice to maintain your roster as and when so that you can finalise substantive duties at the same time.

### How to... Finalise

1. Right click on the purple roster bar
2. Select **Finalise**
3. Amend the **From** and **To** dates to reflect the finalisation period
4. Select the relevant option, if you have maintained your roster then you can select **Include All Duties**
5. Click on the **Ok** button
6. Padlocks will be added to all duties with the date range to indicate the duties have been 'locked down' for pay

## Reports

A number of useful reports are available within HealthRoster that can be run by the ward matron or manager to help with management of the team.

### Rostering Tab > Unavailability

#### Annual Leave & Study Requests

This report allows you to approve or reject annual leave requests as appropriate. It details when the request was made, the annual leave dates and any overlaps where other members of the team have requested or booked annual leave.

1. Click on **Unavailability** (in the Rostering section)
2. Click on **Annual Leave & Study Requests**
  - a. **Unit = Select the relevant unit**
3. Click on the **Find** button

#### Unavailability List

This report allows you to view all unavailabilities such as annual leave, sickness, study leave and so on that has been recorded on the roster. There are a number of filters if specific details or date range is required.

1. Click on **Unavailability** (in the Rostering section)
2. Click on **Unavailability List**
  - a. **Unit = Select the relevant unit**
  - b. **Use the filters as required**
3. Click on the **Find** button

#### Annual Leave Report

This report displays annual leave entitlement per employee. This is useful to identify the annual entitlement, amount taken, amount remaining and how much of the entitlement has been taken per quarter. This is displayed as a percentage to help you manage annual leave as per the local agreement. This report includes any leavers within the annual leave year.

1. Click on **Unavailability** (in the Rostering section)
2. Click on **Annual Leave Report**
  - a. **Unit = Select the relevant unit**
3. Click on an employee's name to view the detail

### Sickness Report

This report allows you to view sickness that has been recorded on the roster and will help you to manage sickness within the team.

1. Click on **Unavailability** (in the Rostering section)
2. Click on **Sickness Report**
  - a. **Unit = Select the relevant unit**
  - b. **From = Select a start date**
  - c. **To = Select an end date**
3. Click on the **Find** button

### Personnel > Person Search

#### Person Search

This report provides a comprehensive employee record and includes unavailability's, sickness and entitlements.

1. Click on **Personnel**
2. Click on **Person Search**
  - a. **Unit = Select the relevant unit**
3. Click on the **Find** button

### Show Assignment Count

#### Assignment Count

This function provides headcount by week, day and shift.

1. Click on the purple roster bar
2. Click on the **Show Assignment Count** button (at the top of the page, located after the Hide Cancelled and Show Vacancies button)

Appendix One  
Rostering Timetable

| Roster Timetable  |                 | 14 Weeks Before Roster Start | 8 Weeks Before Roster Start | 7 Weeks Before Roster Start | 6 Weeks Before Roster Start | Finalisation Deadline   |
|-------------------|-----------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|---|
| Roster Start Date | Roster End Date | Requests Open                | Requests Close              | Approval Reminder Sent      | Roster Fully Approved       |   |
| 13-Jan-20         | 09-Feb-20       | 07-Oct-19                    | 18-Nov-19                   |                             | 02-Dec-19                   | Beginning of every week by Tuesday 12pm.  |
| 10-Feb-20         | 08-Mar-20       | 04-Nov-19                    | 16-Dec-19                   |                             | 30-Dec-19                   |   |
| 09-Mar-20         | 05-Apr-20       | 02-Dec-19                    | 13-Jan-20                   | 20-Jan-20                   | 27-Jan-20                   | Check roster & finalise All Duties for previous Monday – Sunday   |
| 06-Apr-20         | 03-May-20       | 30-Dec-19                    | 10-Feb-20                   | 17-Feb-20                   | 24-Feb-20                   |   |
| 04-May-20         | 31-May-20       | 27-Jan-20                    | 09-Mar-20                   | 16-Mar-20                   | 23-Mar-20                   |   |
| 01-Jun-20         | 28-Jun-20       | 24-Feb-20                    | 06-Apr-20                   | 13-Apr-20                   | 20-Apr-20                   |   |
| 29-Jun-20         | 26-Jul-20       | 23-Mar-20                    | 04-May-20                   | 11-May-20                   | 18-May-20                   | <b>Monthly Final Deadline:</b><br>10 <sup>th</sup> of each month<br>For duties in previous calendar month |
| 27-Jul-20         | 23-Aug-20       | 20-Apr-20                    | 01-Jun-20                   | 08-Jun-20                   | 15-Jun-20                   |   |
| 24-Aug-20         | 20-Sep-20       | 18-May-20                    | 29-Jun-20                   | 06-Jul-20                   | 13-Jul-20                   |   |
| 21-Sep-20         | 18-Oct-20       | 15-Jun-20                    | 27-Jul-20                   | 03-Aug-20                   | 10-Aug-20                   |   |
| 19-Oct-20         | 15-Nov-20       | 13-Jul-20                    | 24-Aug-20                   | 31-Aug-20                   | 07-Sep-20                   |   |
| 16-Nov-20         | 13-Dec-20       | 10-Aug-20                    | 21-Sep-20                   | 28-Sep-20                   | 05-Oct-20                   |   |
| 14-Dec-20         | 10-Jan-21       | 07-Sep-20                    | 19-Oct-20                   | 26-Oct-20                   | 02-Nov-20                   |   |
| 11-Jan-21         | 07-Feb-21       | 05-Oct-20                    | 16-Nov-20                   | 23-Nov-20                   | 30-Nov-20                   |   |
| 08-Feb-21         | 07-Mar-21       | 02-Nov-20                    | 14-Dec-20                   | 21-Dec-20                   | 28-Dec-20                   |   |
| 08-Mar-21         | 04-Apr-21       | 30-Nov-20                    | 11-Jan-21                   | 18-Jan-21                   | 25-Jan-21                   |   |



## Appendix Two

**Roster Approval Checklist**

|   | Consideration Required   | Notes |
|---|--|-------|
| 1 | <p><b>TOIL</b></p> <p>Can TOIL be allocated to staff in a timely manner?</p> <ul style="list-style-type: none"> <li>• Confirm TOIL is for clinical duties and agreed with ward matron or manager prior to it being worked</li> <li>• Agree additional hours for part time staff</li> <li>• Agree overtime for full time staff</li> </ul> |       |
| 2 | <p><b>Unused Hours</b></p> <p>Employees will not owe more than 7.5 hours (one shift).</p> <p>Hours owed to the Trust should be used if appropriate and before requests are sent to Bank.</p> <p>The Ward Matron should consider redeployment to areas with staff shortages if appropriate.</p>   |       |
| 3 | <p><b>Annual Leave</b></p> <p>Annual leave should be within the tolerance of 11-17% per roster period. This will allow for a fairer distribution of annual leave across the year.</p> <p>This percentage will be impacted where services have vacancies.</p> <p>There should be compliance with the local annual leave arrangement.</p>  |       |
| 4 | <p><b>Roster Approval</b></p> <p>First level approval has been completed in week 7.<br/>Second level approval has been completed in week 6.</p>  |       |
| 5 | <p><b>Additional Duties</b></p> <p>There should not be any additional duties at this stage of the roster lifecycle as it is seven weeks ahead of being worked.</p> <p><u>Possible exceptions</u></p>   |       |
| 6 | <p><b>Staff Unavailability</b></p> <p>Appropriate unavailability reasons have been used. For any clinical staff taking time off for administration duties please note here.</p>  |       |
| 7 | <p><b>Grade Type</b></p> <p>Appropriate shift types have been assigned to RMNs, RNs, HCSW, HCAs</p>  |       |
| 8 | <p><b>Vacant Duties</b></p>  |       |

|    |  |  |
|----|--|--|
|    | Vacant duties should be sent to bank so that these shifts can be made available to Bank Staff via Employee Online and CSS.                 |  |
| 9  | <b>Flexible Working</b><br>All staff preferences should be reviewed within the framework of flexible working and set as personal patterns. |  |
| 10 | <b>Duty and Unavailability Rules</b><br>Review all Duty & Unavailability Rules (add new or amend existing rules)                           |  |
| 11 | <b>Warnings</b><br>All warnings should be monitored and kept to a minimum.   |  |

## Appendix Three

### Key Terms and Definition's

1. **Create Roster** – This term is used to describe when you are preparing the roster.
2. **Roster Start Date** – This is the date that the four week roster period will start on.
3. **Roster End Date** – This is the date that the four week roster period will end on.
4. **Vacant Duties** – These are duties which have not been filled yet. Vacant duties appear as red at the top of the page in HealthRoster. These duties can be allocated as excess hours, overtime hours or sent to bank.
5. **Unused Hours** – This term is used to describe hours which an employee has been paid for but not fulfilled (worked).
6. **TOIL or Time Off in Lieu** – This should be agreed with the ward matron or manager in advance of the employee commencing any additional hours of work and should only be used in order to meet the needs of the service.

Staff should not accrue more than ten hours of TOIL and it should be used within the next roster period.

7. **Requests** – This is a term used when staff request annual leave or submit a specific duty request for consideration in Employee Online.
8. **Excess Hours / Additional Hours** – This can be offered to part time staff as excess (additional) hours up to a maximum of 37.5 hours.
9. **Overtime Hours** – This can be offered to full time staff as an incentive to work additional hours (if it is safe to do so).
10. **Approve Roster** – This term is used to describe the action to publish the roster to the team.
  - **Partial Approval** – this action could be completed by a deputy and does not publish the roster
  - **Full Approval** – this action should be completed by the ward matron or manager to ensure the roster is fit for purpose. This action publishes the roster to the team.
11. **Roster Maintenance** – This term is used to describe the day to day maintenance of the roster. This can include adding or maintaining unavailability, updating shift times to reflect accurate attendance, allocating excess hours or overtime. This list is not exhaustive.
12. **Additional Duties** – This term is used to describe adding extra duties to the roster to reflect additional staff as there has been a change in patient acuity and dependency.

13. **Unavailability** – This term is used to describe when an employee is unavailable to attend work. Sickness, phased return, annual leave and study leave are all examples of unavailability.

14. **Redeployment** – This term is used to describe if staff are redeployed to ensure safer staffing levels are met.

As long as staff have the appropriate skills and it is safe to do so, they can also be redeployed where there is a need to recover unused hours.

15. **Finalise/Finalisation** - This is a term used to describe the action taken to confirm the roster is an accurate reflection of time, attendance and duties. This action will place a lock on each shift and will not allow any further maintenance.

Duty details will be extracted and sent to ESR for payment of enhancements, additional hours and overtime. Absence details will also be synced with ESR and any effect on half pay or no pay will take place.

**Version Control**

| Version | Date          | Comment   |
|---------|---------------|---|
| 1.0     | May 2018      | Initial draft of standard operating procedures for HealthRoster                                   |
| 1.1     | June 2018     | Reviewed standard operating procedures with Workforce Systems – eRostering Team and updated draft |
| 1.2     | June 2018     | Tweaked following first pilot (planned care)  |
| 1.3     | July 2018     | Reorganised to flow better  |
| 1.4     | November 2018 | Amended actions to reduce steps   |
| 1.5     | February 2019 | Added in Term Time & Annualised Hours   |
| 1.9     | June 2019     | New overtime functionality  |
| 1.10    | August 2019   | Added in New Starter Process & Requests   |
| 1.11    | January 2020  | Added in How to Approve Roster & RAG Rated Net Hours  |
| 1.12    | February 2020 | Updated roster timetable  |



If you require technical support using HealthRoster contact the **Workforce Systems Helpdesk**

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