

From: ACT Health Directorate HR

OFFICIAL

Good morning,

Please see below and attached proposed roster change within ACT Health's Digital Solutions Division for consultation.

Introduction

The Digital Solutions Support (DSS) team within the ACT Health Directorate (ACTHD) provides critical first level support to clinical and administrative staff across the ACT public health system 24 hours a day, 7 days a week, 365 days of the year across Territory wide public health services. In order to provide this 24/7 service, DSS currently maintains a 24-hour, 7 day rotating roster cycle over 19/20 weeks.

The position description for Support Analysts and Team Leaders within the DSS team states that the roles are required to undertake help desk activity and provide support outside of usual business hours through a roster arrangement utilizing shifts that can be scheduled, including seven days per week, 24 hours per day. Enclosed is the proposed roster for consultation and feedback. It is estimated this proposed change will impact 28 employees. The operational need for the proposed change was initially communicated to staff in August, the new roster is proposed to be implemented in February 2024, following the end of the current roster period.

What is the change

Digital Solutions Division (DSD) is proposing the implementation of a change in roster cycles for Support Analysts and Team Leaders, who are on a rotating 24/7 roster arrangement.

Currently, there is a 19/20 week rotating roster cycle in place for these employees. The proposal is to change the cycle from 19/20 weeks to 7 weeks for Team leaders and 6 weeks for Support Analysts to ensure better sustainability from an operational perspective and improved work-life balance.

Why is the change proposed:

The main reasons for this proposed change are:

- The current roster cycle of 19/20 weeks is not in line with the requirements of the ACTPS Technical and Support Services and the ACTPS Administrative and Related Classifications Enterprise Agreements.
- It has been identified through the Health Check undertaken for the Digital Solutions Division in October 2022, that employees struggle to maintain a work-life balance and manage fatigue, thereby impacting productivity and efficiency in the team
- The outcome of the most recent survey that was completed across DSS in September 2023 was that employees were supportive of a change to their roster arrangement from a health/well-being and work-life balance perspective. Commentary including the need for a Rostered Day Off (RDO) after dawn shifts and the preference for a mixed roster with long and short shifts was noted.
- The impact on work culture and morale of the team as per the ACTPS staff survey results, with practical difficulties retaining/recruiting staff to the team.

- This current roster cycle essentially requires employees to plan their lives well in advance, which is a contributing factor to the large number of shift swaps currently occurring, and carries the risk of staff not being paid accurately. This also means that finding a someone to cover for a staff member on leave becomes an increasingly difficult proposition.
- The current cycle could potentially lead to inadequate distribution of shifts/workload, creating inequity and overworking of one or more staff members within the team, impacting their health and well-being/work-life balance.

What are the benefits

Some of the benefits of the proposed 6 and 7 week roster cycles include:

- A more appropriate cycle length in accordance with the requirements of the ACTPS Technical and Support Services and ACTPS Administrative and Related Classifications Enterprise Agreements.
- Ability for all staff in the team to be rostered and paid in a fair and equitable manner
- A mix of long and short shift duration times for Team leaders as per the DSS survey
- 2 RDOs after a dawn shift for staff to enable better fatigue management
- 1 additional RDO for Support Analysts per month.
- The ability for employees to follow the same pattern of shift work for most, if not the entire week, allowing for better work-life balance, better planning of tasks outside work hours, improved sleep hygiene, quality of life and job satisfaction
- Lesser probability of shift swapping, better ability to backfill shifts in the case of employee absence and improved work-life balance outcomes.
- Potential for improved efficiency, productivity and better staff retention within the team
- Adequate staffing across 24/7 service delivery requirements, including 3 team leaders during peak hours and adequate staffing during weekends
- Consistency, better accuracy and reduced time spent with roster management
- 1 Team Leader permanently rostered on-site during the week

Details of the change

The proposed change is that the shift hours remain the same over most of the working week, allowing for less disruption to activities outside work and better work-life balance.

The duration of shifts for Support Analysts will be undergoing a change, rosters will include 2 alternating shift times- 7.35 hours and 8.4 hours (8 hours and 10 minutes), with a 1 hour lunch break, allowing for an extra RDO per month to ensure that the standard weekly work hours for staff align with the Enterprise Agreement provisions. The proposed roster includes 22x 7.35 hour shifts and 7x 8.4 hour shifts.

The duration of shifts for Team leaders will be altered between 10.5 hours and 7.75 hours (as per the results from the DSS survey), with a 1 hour lunch break. There are 5x 7.75 hour shifts and 23x10.5 hour shifts proposed on the roster to ensure that staff work within the prescribed standard weekly hours in the Agreements.

There is an operational requirement for 1 team leader to work from The Canberra Hospital during the day (8:30-16:51) to attend to critical issues. The staff member will only be working day shifts throughout the week, which does not allow the employee to complete any other shifts or receive penalties. There is a proposal for 3 Team Leaders to remain on a rotating roster onsite. To ensure fairness and transparency, financial impacts of remaining on the onsite rotating roster will be clearly

stipulated and an EOI process will be completed to seek interest from Team Leaders to be placed on this roster.

Proposed Roster schedule

In order to support the 24/7 roster, staff will be rotating across four shifts, totalling eight hours and twenty one minutes including one hour for lunch. This will mean staff will be equally rostered across day and night shifts.

Attached is an example of the roster structure for reference, please note that this may be reviewed due to operational requirements or staffing.

To manage the anticipated increase in workload, and to provide better support to staff, we are proposing the following shift times: 7.35 and 8.4 hour shifts (8 hours, 10 mins) with an extra RDO per month, over a roster period of 6 weeks.

Shift times are as follows:

8:30-16:51
08:00-17:24
6:30-14:51
08:30-16:51
14:30-22:51
22:30-06:51

The following shift times have been proposed for Team Leaders to ensure adequate higher level support for Analysts at all times during their shifts, particularly during peak hours and weekends. Shift times that have been proposed are 7.75 and 10.5 hours, over a roster period of 7 weeks, with a separate rotating roster for 3 Team leaders to work onsite during the week.

06:30-15:15
06:30-17:00
12:15-21:00
10:30-21:00
20:30-07:00

Consultation schedule

| Task | Timing |
|---------------------------------|-----------------------------------|
| Union Consultation | 27 November 2023-11 December 2023 |
| Staff Consultation | 27 November 2023-11 December 2023 |
| Decision on the proposed roster | On or before 18 December 2023 |
| Publishing of the roster | January 2024 |
| Roster takes effect | Monday, 5 February 2024 |

Support for Employees

DSS management acknowledges and understands that this change will have an impact in the work and personal lives of staff. As a result, DSS management will approach this change in the most

supportive and empathetic manner to ensure all staff have a reasonable work life balance. DSS management will be flexible enough to ensure individual staff's circumstances are taken into consideration while also meeting the individual requirements of their position descriptions. Employees are encourage to speak to their supervisors / managers if they have any concerns. They can also reach out to People Strategy and Culture via [Jira - HR Support](#) or call on (02) 5124 9201.

Staff who require additional support due to the impact this transition has on them can access free personal, professional counselling support through the [Employee Assistance Program](#) (EAP). The service provides up to six sessions, per issue, for each person every financial year. EAP services are not just for difficult times, they can also help with everyday challenges. Further information on support can also be accessed on [Health and wellbeing - ACTPS Employment Portal](#)

Please provide your feedback/comments on the proposed roster by emailing Scott Barrett on scott.barrett@act.gov.au by COB 11 December 2023.

Regards,