

University Guidelines on Operational Working Patterns

Human Resources
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1. Equality statement

The University at its discretion may use a number of different working arrangements for its University employees, dependant on service delivery and other operational requirements. Where it does so, employees will be treated in a fair and equitable manner and with due regard to any equality and diversity issues that may arise.

Part time employees have contractual requirements based on a pro rata comparison with full time employees.

2. Introduction

- 2.1 The guidelines for alternative working patterns are intended to compliment the existing terms and conditions of employment within the University. Alternative agreements should only be entered into with discussion through the relevant link HR Advisor, relevant Trade Unions and and in consultation with staff affected by proposals. The approaches described are not exhaustive and this policy may be updated from time to time to reflect the different approaches currently being adopted or considered within the University.

3. Annualised Hours Approach

- 3.1 The concept of annual hours is in principle a simple one. Instead of employees working to a standard schedule of weekly hours, they are contracted to work a specified total number of hours within a twelve-month period. The hours actually worked each week (or even each day) can then fluctuate to reflect changes in the operational requirements of the University and the needs of the staff concerned
- 3.2 The theory behind annual hours recognises that being tied to the same fixed weekly hours all year round may not be appropriate when the needs of the service vary. The theory of annual hours addresses this problem from a different perspective – it determines the hours needed, in total, over a full twelve months. It assesses the working time required for each area, how and when those hours should be deployed
- 3.3 In practice the scheme includes provision for unplanned variations in demand. Employee's contracted hours contain a proportion of reserve/bank hours to meet unanticipated requirements.
- 3.4 Although 100% efficient matching of resources to demand may seem unrealistic , accurately targeted labour on a carefully formulated flexible plan has been shown to achieve a very close match.

4. Benefits

- 4.1 An annual hours system of work, carefully designed to meet the specific requirements of a department can provide a solution which gives distinct advantages to both staff and the University.
- 4.2 Benefits for the staff may include –
- more flexible usage of leisure time
 - greater flexibility in choosing when to work
 - easier opportunities for personal development
 - regular income throughout the year
 - more productive working hours

Organisational benefits may include –

- better work planning and use of available time and resources
- the ability to adjust to periods of both low and high activity
- less likelihood of staff shortages, but with increased flexibility to cover unexpected staffing needs
- simplified and stable pay structures, therefore easier budget-planning
- potential for improvement in quality of care due to appropriate level of staff
- better team working, use of initiative, motivation, attendance.

5. Design Principles of the System

- 5.1 Although the principle is simple, designing an annual hours system can be complicated as there is no one standard approach or version. However, this does mean the system can be specifically designed to suit the particular department or organization.

6. Hours of Work and the Working Time Directive

- 6.1 Employees are referred to the Working Time Guidelines on the Warwick University in-site.
<http://www2.warwick.ac.uk/services/humanresources/newpolicies/wtr>.
- 6.2 Employees will not be rostered to work for more than 48 hours during any given seven day period subject to exceptional circumstances.

7. Annual Working Patterns and Payment

- 7.1 Within the University, the annual leave period is 1 October- 30 September. The annual hours target will be stated in the contract of employment along with payment details.
- 7.2 If an employee commences part way through an annual period, the calculation of annual hours will be based on the number of weeks from the date of commencement to the 30 September.
- 7.3 Monthly paid staff will receive payment per month equivalent to 1/12' of their annual salary.
- 7.4 No overtime payments will be made for hours worked in excess of 36.5 hours in any single week ,although additional payments will be made for sixth or seventh shift working as per overtime policy.
- 7.5 Where the working pattern is unpredictable due to the needs of the service, a minimum notice period will usually be applied for changes to be made to the employee's actual notified rota.

8. Contract of Employment

- 8.1 For new starters with the University on annualised hours the contracted hours to be paid will be stated in the contract of employment.

- 8.2 Where an existing employee moves from their current contracted hours to an version of an annualised hours contract, the manager will be required to complete a contract amendment form, and the employee will receive a letter to confirm this change.

9 Consolidation of extra payments

- 9.1 Where the operational requirement relies on staff working more than basic hours per week it may be necessary to include premium rates for hours worked above the University basic weekly hours of 36.5 in the target set for that year.

10. Sickness / Absence / Special Leave

- 10.1 The University policy relating to sickness absence will continue and further information can be found at:
<http://www2.warwick.ac.uk/services/humanresources/newpolicies/absence>
- 10.2 If a member of staff was scheduled to work on a certain day and is off sick this is counted as sick time. If a member of staff is sick on a day when they are not rostered to work this is not counted as a sick day unless they were off sick on their previous rostered day i.e. the sick period continues.
- 10.3 If an employee is sick for the whole of the normal working week, they should be credited with their normal contracted hours i.e. to make up the total of 36.5 hours. Where an employee is sent home sick on a working day, they should be credited with the rostered hours for that day.
- 10.4 Where an employee works part of a normal working week and then goes off sick for the rest of that week, they should be credited for the actual hours worked before they went on sick leave and all their contracted hours for the remainder of the week
- 10.5 Time allowed for special leave will be negotiated with the employee's manager in line with normal policy.

11. Other University Policies

- 11.1 Policies relating to, for example, training and education, special leave, maternity/ paternity leave, compassionate leave, antenatal care, time off for trade union representatives, work life balance etc. will all continue to apply.

12. Recording Arrangements

- 12.1 Employees will need to complete a weekly time sheet, Appendix 2, recording their actual hours worked and their running total. This time sheet should be signed by both manager and employee and kept by the manager.
- 12.2 Each week the hours should be entered on the annual record. Appendix 3, which will record hours worked, running totals and variances together with annual leave and sickness.

13. Monitoring

- 13.1 Managers should monitor targets as they receive the weekly timesheet and as they transfer this information to the summary sheet.
- 13.2 Those employees who have the most hours still banked will be the first to have additional hours scheduled.

14. Termination of Employment

- 14.1 When an employee leaves the employment of the University, arrangements should be made to recalculate the number of hours they should have worked pro rate to that date in the year. This figure should be compared to the actual hours worked which may result in an adjustment to the employee's final salary.

15. Working 5 over 7

There are some departments where weekend working is required as part of the role (s) in that department. The aim of a 5 over 7 contract is to enable managers to rota staff to work on any of the seven days within a week including Saturday and Sunday. Each day is a normal working days and 2 rest days are taken off during the week.

- 15.1 Overtime rates are payable upon working a sixth or seventh shift as per the University Overtime policy.
- 15.2 Specific wording for this type of flexible contract would be contained in offer letters and terms and particulars of employment on appointment or following consultation at local level.

15. Implementation of Operational Working Patterns

If organizational needs indicate the requirement to operate an annual hours, 5 over 7 or another atypical working arrangement, consultation with the relevant unions and individuals affected must be undertaken prior to implementation. For such an arrangement to be contemplated there must be a clear business case. Advice should be sought from link HR Advisor before progressing.

ANNUAL HOURS CONTRACT

ANNUAL HOURS TARGET

Name:.....

Post Title:.....

Department:.....

Example only please amend as appropriate (note annual leave)

a) Contracted hours per week x ...52 weeks =hrs.....mins
(Full year 52 weeks, part year pro-rata)

b) Annual leave entitlement (27, 29 or 33 days (depending on length of service)
plus 8 Bank Holidays)
(pro rata as appropriate)

c) Variance from previous year

a – b +/- c = Annual Target of hours required to workhrsminutes
Monthly target from 1 October 2010 to 30 September 2011hrsminutes

Signed: Date:
Line Manager/ Supervisor

Signed: Date:
Employee Name

Signed: Date:
Human Resources Adviser

ANNUAL HOURS CONTRACT

WEEKLY STAFF TIMESHEET

I declare that the information I have provided below is correct. I understand that to knowingly give false information is an act of gross misconduct liable to disciplinary action up to and including dismissal.

Employee's signature:

Employee's name:

Grade:

Week commencing:

Work area:

	Start	Finish	Break	Total hrs worked
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				
Total annual hours target	Current total		Hours worked this week	New running total

Unsocial hours enhancement:

Saturday/night enhancement:

Sunday/Bank holiday:

Manager signature: Date:

