

Cyclic Scheduling Business Rules – Custodial Corrections

1. Purpose

Corrective Services New South Wales (CSNSW) is committed to best practice for custodial and industrial staff scheduling, (rosters) which ensures staffing resources are allocated appropriately to provide high quality correctional centre operational outcomes whilst also providing as much flexibility as possible for staff to achieve work/life balance.

The purpose of an optimised scheduling approach is to correctly match the staff resource with operational requirements to achieve key performance targets for the correctional centre or workgroup in a cost effective and efficient manner as expected by Government and the NSW taxpayer.

Implementation of cyclic scheduling as a standard for all publicly operated correctional centres will enhance transparency, equity and flexibility for officers. The Operations Scheduling Unit (OSU) will be responsible for recording and reporting on these outcomes as well as compliance with the Business Rules and guidelines.

2. Legislative Context and Related Policies

- Custodial Staff - Scheduling Principles and Procedures 2012, will still apply unless superseded by this document.
- Crown Employees (Public Service Conditions of Employment) Award 2009
- Government Sector Employment Act 2013
- Crown Employees (Correctional Officers, Corrective Services NSW Award 2007 for Kempsey, Dillwynia and Wellington Correctional Centres (KDW Award)
- Crown Employees (General Managers, Superintendents, Managers Security and Deputy Superintendents, Department of Justice - Corrective Services NSW) Award 2009
- Crown Employees (Correctional Officers, Department of Justice) - Corrective Services NSW Award
- Crown Employees (Senior Assistant Superintendents and Assistant Superintendents) Department of Justice - Corrective Services NSW Award 2009

3. Key Definitions

- CSNSW: Corrective Services New South Wales
- FM: Functional Manager - Senior Assistant Superintendent / Principal CO
- Cyclic Scheduling: Term broadly covers custodial rosters
- Schedule: Actual roster displaying officer allocated shifts
- Cycle: Period of time for each schedule eg: 4 weeks, 6 weeks, 12 weeks
- OSU: Operations Scheduling Unit

- HR: Human Resources
- WHS: Work Health Safety
- Casual: Officer other than a part-time officer who is paid on an hourly basis
- N Shift: 12 hour (Night Shift) commences at 6pm and ceases at 6am
- L Shift: 12 hour (Day Shift) commences at 6am and ceases at 6pm
- Sector: Any custodial work location within a correctional centre
- Officer: Relates to all custodial / Corrective Services Industries (CSI) ranks outlined above, but only in the context applicable. Not all points where officer is used relates to all ranks
- RDO: Rostered Day Off

4. Implementation

It has been agreed with the Public Service Association (PSA) that the roll out of cyclic scheduling to all publicly operated correctional centres will commence in late 2017 progressively with full implementation to all locations by June 2018. **The new Business Rules will replace any previous stand-alone versions.**

5. Communication and Consultation

Critical to the development of the Business Rules has been consultation with a wide range of stakeholder groups including each key sub-branch from the PSA. Stakeholder groups provided a cross section from all officer levels and collaboratively provided key information in the development of the policy. Industrial Relations Branch (IRB) and Legal Branch within CSNSW were also consulted, to ensure compliance with all Award and Legislative requirements.

6. Policy Statement

Cyclic Scheduling is a new and fully integrated custodial roster process, that will benefit a number of stakeholders including:

- CSNSW Senior Executives (Commissioner, Assistant Commissioners, Directors Custodial Corrections, Group Director CSI)
- Custodial Operations Branch
- Operations Scheduling Unit
- Governors, General Managers and Managers of Security
- Senior Assistant Superintendent (SAS) / Principal Correctional Officer - Functional Manager (FM)
- CSI Overseers – all ranks
- Custodial Staff
- Scheduling Clerks
- Payroll
- Human Resources (recruitment, injury management, industrial relations)

Initially, schedules are forecast up to 15 months in advance to accommodate both officer and centre operational needs. Future cyclic schedules will be perennial with the introduction of the new automated scheduling system, which will allow officers greater flexibility to manage their personal circumstances by providing an unlimited view of rostered shifts.

7. Principles

Overarching scheduling principles take into consideration officer and organisational needs and skills required to maintain effective correctional centre operations on all shifts. Principles have been designed to guide the development of appropriate and efficient cyclic schedules.

➤ **Principle 1**

Scheduling must ensure the provision of sufficient and appropriately skilled officers to maintain effective correctional centre operations.

➤ **Principle 2**

All officers will be allocated a number, which will be assigned to a particular schedule pattern.

➤ **Principle 3**

Pays will continue to be averaged, with penalties and overtime paid on work performed as per the relevant Award.

➤ **Principle 4**

Schedules will be on physical display at each correctional centre, for 12 weeks in advance.

➤ **Principle 5**

Scheduling must conform to regulatory frameworks including Work Health Safety and Industrial Awards.

➤ **Principle 6**

Scheduling must make appropriate provision for adequate staff supervision and training.

➤ **Principle 7**

CSNSW must have appropriate governance structures in place to oversee scheduling planning, creation, approval, monitoring and reporting.

➤ **Principle 8**

Scheduling is based on co-operation with centre managers, employees and union sub-branches to promote fairness in rostering for all officers.

➤ **Principle 9**

Comply with agreed post structures, staffing establishments and the P28 pro-forma.

➤ **Principle 10**

When in operation, 12-15 month schedules will be displayed for the following year, no later than the 1 November of the current calendar year.

➤ **Principle 11**

When in full operation, schedules will commence in January of each year and as mentioned previously, will roll into a continual cycle once the new automated cyclic scheduling system is implemented.

8. Key Benefits of Cyclic Scheduling

Cyclic scheduling underpins a simple yet highly efficient approach to rostering. The development of each schedule considers the centres key operations and the staffing establishment for a pre-determined period of time with benefits including:

- Provides officers with a clear indication of future working shifts, rest days and leave for up to 15 months in advance.
- Schedules available for all officers to view in real time on the centre's M Drive for at least 12 months in advance, and in some cases up to 15 months in advance.
- Promotes consultation between custodial managers and officers.
- Managers can accurately calculate the cost of schedules.
- Forecast planned leave and ability to reduce excess leave.
- Better planning for training days.
- Capability for in-built officer rotation.
- Schedule designed by specific ranks or sectors.
- Discontinuation of rostering long stretches, of 10 continuous days.
- Officers can plan personal commitments around their schedule.
- Fair and transparent schedules, with equal access to all shifts.
- Provides a balance between work schedules and officer needs, including flexibility for reasonable changes and officer requests.
- Balance between work and effective rest and recreation days.
- Promotes the health, safety and wellbeing of officers, by considering the impact of shift work on the human body in relation to fatigue.

9. Staff Training Days in Correctional Centres

Cyclic scheduling is a valuable tool for centre management in forecasting and implementing effective training days, by using one or a combination of up to 3 methods being:

- Schedule additional employees on duty for a specific day.
- Identification of low demand leave blocks within the cyclic schedule
- Identification of specific lock down training days.

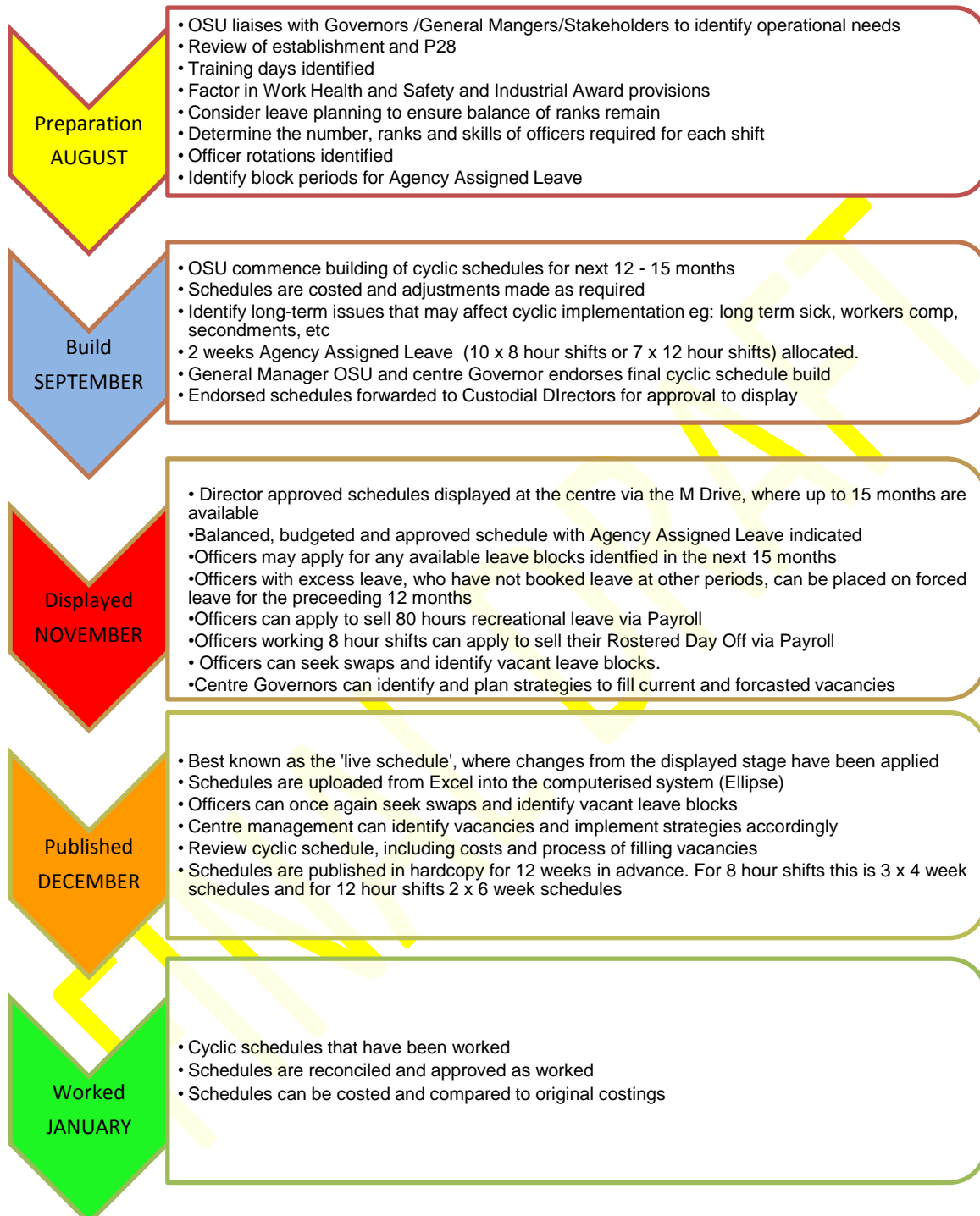
10. Stages of Cyclic Scheduling

Aligned to key principles and best practice are 5 stages of cyclic scheduling including:

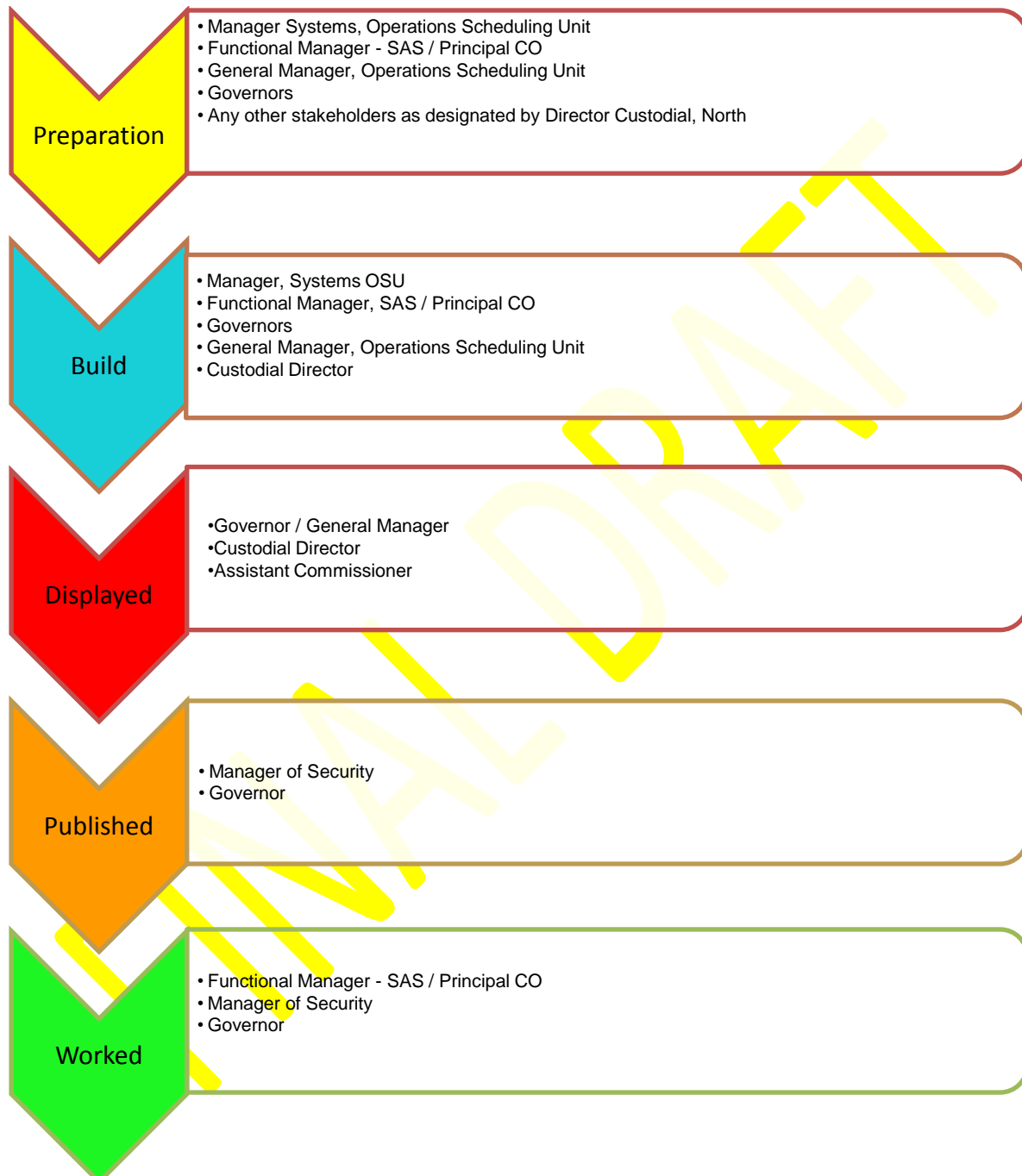
- Preparation
- Build
- Displayed
- Published
- Worked

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5 Key Stages of Cyclic Scheduling



Delegations for the 5 Stages of Cyclic Scheduling



11. Cyclic Scheduling Rules for 8 Hour Shifts

4 Week Cycle

- 8 hour shift comprises of 7 hours 36 minutes, with an additional 24 minutes that accrues toward a Rostered Day Off (RDO).
- 152 hours of duty over 19 x 8 hour shifts (can be a combination of leave / working).
- 8 normal rest days.
- 13 roster cycles in a 12 month period.
- 1 x RDO in 12 of the 13 schedules, that can be cashed in.
- 10 x days of Agency Assigned Leave automatically in-built to any one of the 13 schedules.
- Rostered a minimum of 3 continuous shifts.
- Rostered a maximum of 8 continuous shifts.
- Combination of shifts in accordance with rostering principles.
- Discontinuation of officer shift preferences.
- E, A, D & C shifts not preceding B shifts.
- C shifts not preceding E, A, B shifts.
- B, E, A shifts not following C shifts.
- A or C shifts can follow B shifts.
- Rostered a minimum of two consecutive days off.
- Days off before B shifts, and following C shifts.
- RDO to be scheduled with other days off.
- Rostered a maximum of 7 x B shifts
- All scheduling rules apply when one schedule ends and the next schedule begins.

Where Rostered Day Off is Cashed-in

- 160 hours duty and/or leave over 20 x 8 hour shifts.
- 8 rest days.
- Officers who cash-in their RDO will gain 1 additional working day in every 4 week schedule.

NOTE: Nothing contained above precludes an officer from swapping shifts from the published schedule. Notwithstanding, from a WHS perspective, officers should not perform only B or C shifts for a period of more than 3 consecutive months. Centre managers are to assess accordingly and must ensure all officers maintain competencies in the daily operations of the correctional centre which requires exposure to working A Shifts.

Recommended that officers work no more than 12 x B shifts, via swaps and overtime. However, this is a centre management decision, but it must not disadvantage an officer's opportunity to work overtime on a B watch.

6 Week Cycle

All the rules for a 4 week cycle schedule apply with the addition of:

- Officers rostered 28 working days and 14 days off per schedule, with each alternate 6 week schedule having 29 working days, and 13 days off.
- If RDO cashed-in staff will be rostered 29 working days in one cycle and 30 working days the next, and so forth. This equates to 3 additional working days, over every 2 x 6 week cycles.
- Rostered a maximum of 10 x B shifts.

Note: Under a 6 week cycle, it is recommended that officers work no more than 18 x B shifts, via swaps and overtime. However, this is a centre management decision, but must not disadvantage an officers opportunity to work overtime on a B watch.

8 Hour Shifts - KDW Award Locations

- Officers at the rank of Senior Correctional or below will be scheduled in accordance with the cyclic scheduling rules for 8 hour shifts, be it a 4 or a 6 week cycle.
- Officers above the rank of Senior Correctional Officer or Senior Overseer work a 28 day schedule comprising 20 x 8 hour shifts, and receive 1 x RDO in December and 1 x RDO in January. This RDO cannot be cashed-in.

12. Cyclic Scheduling Rules for 12 Hour Shifts

4 Week Cycle

- Only applies to the ranks of SCO and below.
- Consists of predominantly 12 x 12 hour shifts and 1 x 8 hour shift as 'hangover' to equal 152 hours.
- Other combination of hours may be used provided they do not exceed 152 hours over the 4 week cycle eg: 10 x 12 hour and 4 x 8 hour.
- 14 rest days.
- 1 x RDO that can be cashed in.
- 2 weeks of Agency Assigned Leave (7 x 12 hour shifts) built in to any one of the 13 schedules.
- 12 hour shift may comprise of duty or leave.
- 12 hour day shift will be identified as L Shift.
- 12 hour night shift will be identified as N Shift.
- 1 x 12 hour shift to be worked per day (double shifts are not permitted).
- Rostered minimum of 2 consecutive shifts.
- Rostered a maximum of 4 consecutive shifts.
- Combination of shift types can be scheduled.
- L shifts not preceding N shifts.

- If on a day off preceding any scheduled set of N shifts, the officer can only work an N Watch on overtime – L watch not permitted.
- Rostered a maximum of 7 x N shifts
- Officers should not to work more than 6 shifts consecutively, inclusive of swaps and overtime.
- Officers working 12 hour shifts are entitled to 2 crib breaks. The first crib break is to be taken between the 1st and 6th hour, and the second crib break between the 7th and 12th hour.
- During emergency situations officers can work an additional 4 hours before another officer is called in for 8 hours overtime.
- Where an officer is required to work additional hours, and does not receive an 8 hour break before their next scheduled shift, the following scheduled shift will be paid at the overtime rate.
- Casual Correctional Officers receive overtime for time worked in excess of 12 hours per shift, and for any hours worked in excess of 38 hours in a week.

Note: Recommended that officers work no more than 10 x N shifts, via swaps and overtime. However, this is a centre management decision, but must not disadvantage an officers opportunity to work overtime on a N watch.

Where Rostered Day Off is Cashed-in

- Officers will be rostered 12 x 12 hour shifts and 2 x 8 hour shifts to equal 160 hours
- 14 rest days per 4 week schedule.

6 Week Cycles

- 228 hours of duty and/or leave over 19 x 12 hour shifts.
- 2 x 12 hour 6 week schedules equates to 3 x 4 week schedules.
- 9 or 10 cycles in each calendar year, dependent on whether the previous schedule finished before or after the 20 January.
- 23 rest days.
- No RDO is accrued.
- 10 days of Agency Assigned Leave automatically in-built into any one of the 9 or 10 schedules, and is calculated as 7 x 12 hour shifts.
- 12 hour day shift will be identified as L Shift (Light).
- 12 hour night shift will be identified as N Shift (Night).
- Only 1 x 12 hour shift to be worked per day due to fatigue management.
- Rostered a minimum of 2 consecutive shifts.
- Rostered a maximum of 4 consecutive shifts.
- Combination of shift classes in a set of shifts.
- L shifts not preceding N shifts.
- If on a day off preceding any scheduled set of N shifts, the officer can only work an N Watch on overtime – L watch not permitted.
- Rostered a maximum of 12 x N shifts

- Officers should not work more than 6 consecutive shifts, inclusive of swaps and overtime.
- Officers working 12 hour shifts are entitled to 2 crib breaks. The first crib break is to be taken between the 1st and 6th hour, and the second crib break between the 7th and 12th hour.

Note: Recommended that officers work no more than 15 x N shifts, via swaps and overtime. However, this is a centre management decision, but must not disadvantage an officers opportunity to work overtime on a N watch.

12 Hour Shifts - KDW Award Locations

- Officers at the rank of Senior Correctional or below attract the same conditions outlined in the cyclic scheduling rules for 12 hour shifts, be it a 4 or a 6 week cycle.
- Officers above the rank of Senior Correctional Officer or Senior Overseer are not rostered 12 hour shifts; therefore, this section is not applicable.

NOTE: Nothing contained within the above precludes an officer from swapping shifts from the published schedule. Notwithstanding, centre managers WHS issues and ensure all officers maintain competencies in the daily operations of the correctional centre which requires exposure to working L shifts.

13. Overview of Cycle Schedule Build

Schedules are built to accommodate all custodial posts on the authorised P28, with any vacant posts identified by a shaded line on the schedule. Cyclic schedules will be created using one of two specific methods being:

Schedule Design by Rank

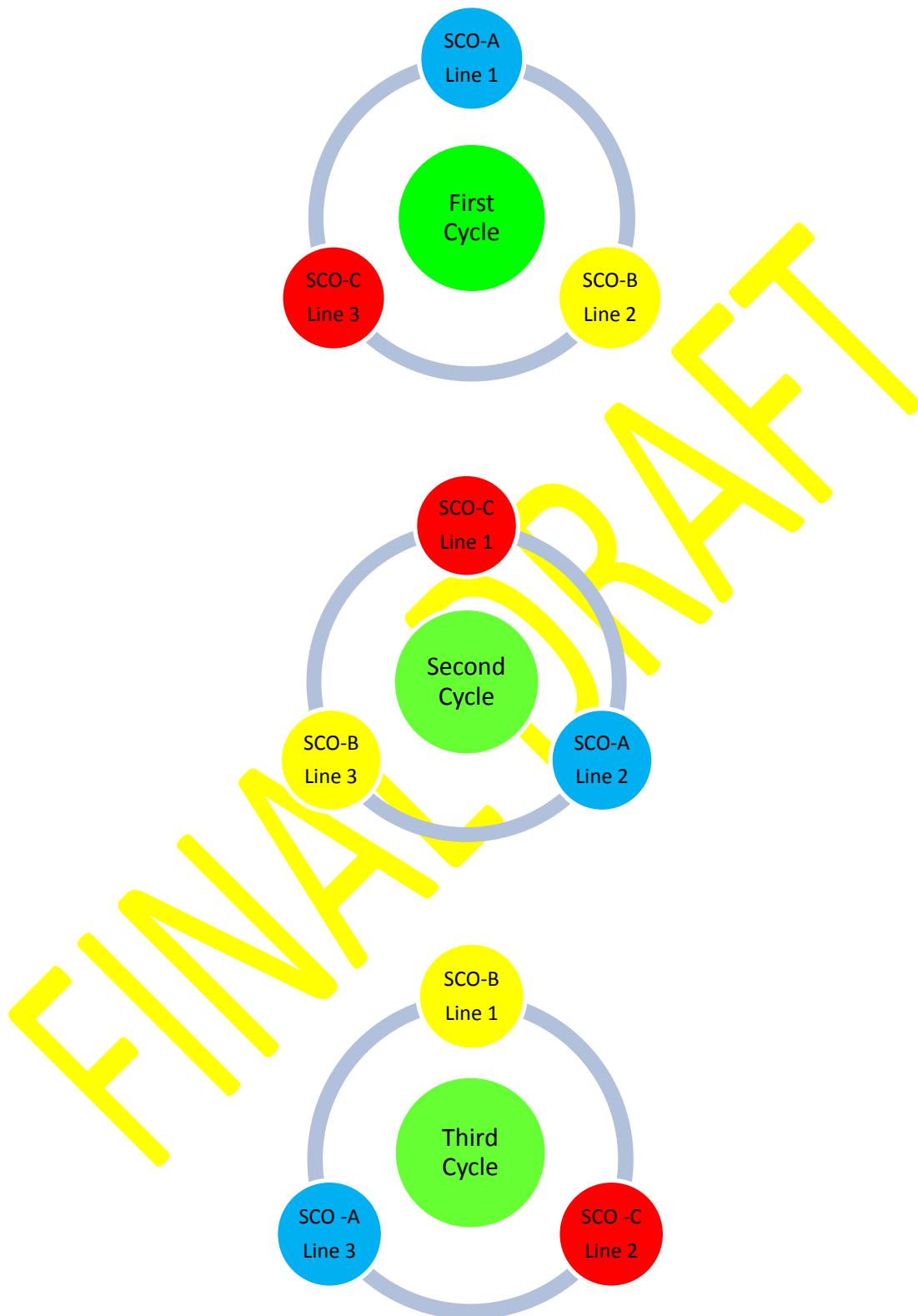
The schedule is built to cater for each rank within the centre with benefits including:

- Officers have opportunity to move through each activity within the schedule
- Provides fair, equitable, and transparent schedules
- Simple to manage
- Ideal for smaller sized centres
- Requires officers to rotate through each line pertaining to their rank after each schedule is completed

Example of Rank Based Schedule

Line	Rank	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1	SCO-A	B	B	B	B	B	X	X	X	A	A	A	A	A	A	X	X	X	A	A	A	A	X	X	X	C	C	C	C
2	SCO-B	C	C	X	X	X	A	A	A	A	A	X	X	C	C	C	C	C	C	X	X	A	A	A	X	X	A	A	A
3	SCO-C	A	X	X	A	A	A	A	A	X	X	B	B	B	B	B	B	X	X	A	A	A	A	A	A	A	X	X	X

Rank Based Schedule Flowchart - SCO



Schedule Design by Sector

The schedule is built for each specific sector within the centre such as accommodation, security, gate, monitor etc. Key features of this method encompass:

- Ideally suited for medium to large centres
- Establishes stable working groups and promotes teamwork
- Schedules can be created for rotation of officers through each sector
- At the completion of each schedule, officers rotate through each line within the sector pertaining to their rank
- Management may also rotate officers between different sectors to meet operational requirements, such as moving from accommodation to security

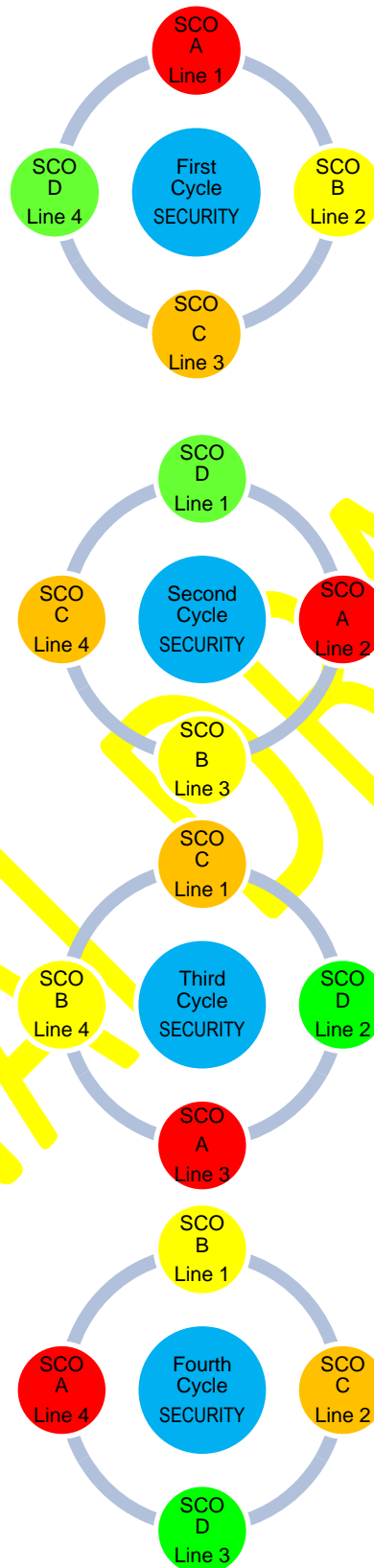
Example of Schedule for Security Sector

Line	Rank	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1	SCO-A	X	X	A	A	A	X	X	A	A	A	A	A	A	X	X	B	B	B	B	X	X	X	A	A	A	A	A	A
2	SCO-B	A	A	X	X	X	B	B	B	B	B	X	X	A	A	A	X	X	C	C	C	C	C	C	C	X	X	A	A
3	SCO-C	A	A	A	A	A	X	X	X	C	C	C	C	X	X	A	A	X	A	A	A	A	A	A	A	A	X	X	X
4	SCO-D	X	X	A	A	A	A	A	A	X	X	X	A	A	A	A	A	A	X	X	B	B	B	B	B	B	B	X	X
5	CO	X	X	A	A	A	X	X	A	A	A	A	A	A	X	X	B	B	B	B	X	X	X	A	A	A	A	A	A
6	CO	A	A	X	X	X	A	A	A	A	A	X	X	A	A	A	X	X	C	C	C	C	C	C	C	X	X	A	A
7	CO	A	A	A	A	A	X	X	X	A	A	A	A	X	X	A	A	A	X	A	A	A	A	A	A	A	X	X	X
8	CO	X	X	A	A	A	A	A	A	X	X	X	A	A	A	A	A	A	X	X	B	B	B	B	B	B	B	X	X
9	CO	L	L	L	L	L	X	X	L	L	L	L	L	X	X	X	X	A	A	A	A	X	X	X	A	A	A	A	A
10	CO	A	A	X	X	X	B	B	B	B	B	X	X	A	A	A	X	X	A	A	A	A	A	A	A	X	X	A	A
11	CO	A	A	A	A	A	X	X	X	C	C	C	C	X	X	A	A	X	A	A	A	A	A	A	A	A	X	X	X
12	CO	X	X	A	A	A	A	A	A	X	X	X	A	A	A	A	A	A	X	X	A	A	A	A	A	A	A	X	X

Example of Schedule for Accommodation Sector

Line	Rank	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1	SCO-A	X	X	A	A	A	X	X	A	A	A	A	A	A	A	X	X	A	A	A	A	X	X	X	A	A	A	A	A
2	SCO-B	A	A	X	X	X	C	C	C	C	C	X	X	A	A	A	A	X	X	B	B	B	B	B	B	X	X	A	A
3	SCO-C	A	A	A	A	A	X	X	X	A	A	A	A	X	X	A	A	A	X	C	C	C	C	C	C	C	X	X	X
4	SCO-D	X	X	B	B	B	B	B	B	X	X	X	A	A	A	A	A	A	A	X	X	B	B	B	B	B	B	X	X
5	CO	X	X	A	A	A	X	X	A	A	A	A	A	A	A	X	X	A	A	A	A	X	X	X	C	C	C	C	C
6	CO	C	C	X	X	X	A	A	A	A	A	X	X	C	C	C	C	X	X	A	A	A	A	A	A	X	X	B	B
7	CO	B	B	B	B	B	X	X	X	A	A	A	A	X	X	A	A	A	X	A	A	A	A	A	A	A	X	X	X
8	CO	X	X	A	A	A	A	A	A	X	X	X	B	B	B	B	B	B	B	X	X	A	A	A	A	A	A	X	X
9	CO	A	A	A	A	A	X	X	A	A	A	A	A	X	X	X	X	A	A	A	A	X	X	X	A	A	A	A	A
10	CO	A	A	X	X	X	B	B	B	B	B	X	X	A	A	A	A	X	X	C	C	C	C	C	C	X	X	A	A
11	CO	A	A	A	A	A	X	X	X	C	C	C	C	X	X	A	A	X	A	A	A	A	A	A	A	A	X	X	X
12	CO	X	X	A	A	A	A	A	A	X	X	X	A	A	A	L	L	L	L	L	X	X	L	L	L	L	L	X	X

Sector Based Schedule Flow Chart for Security - SCO



14. Shift Penalty Payments under Cyclic Scheduling

Shift penalties will be paid in accordance with Custodial Staff Scheduling Principles and Procedures, and applicable Awards. Penalty payments are compensation for time actually worked and are not paid during any leave. If part of a shift is worked because of part day leave, then a penalty payment is paid only for the time worked.

Penalties for 8 Hours

- Saturdays 50%, Sundays 75%, Public Holidays 50%.
- Early morning shift (E shift) an allowance of 10% for any 8 hour shift commencing before 6am.
- Day shift (A shift) nil allowance for 8 hour shifts commencing at or after 6am and before 10am.
- Afternoon shift (C or D shift) an allowance of 15% for 8 hour shifts finishing after 6pm and at or before midnight.
- Night shift (B shift) an allowance of 17.5% for 8 hour shifts finishing after midnight and at or before 8am.

Penalties for 12 Hours

L shift 12 hour (day shift light) commences at 6am and ceases at 6pm attracts:

Weekday	○ 12hrs at normal hourly rate
Saturday	○ 12hrs at 50%
Sunday	○ 12hrs at 75%
Public Holiday	○ 12hrs at 50%

N shift 12 hour (night shift) commences at 6pm and ceases at 6am attracts:

Weekday into Weekday	○ 12 hours 17.5%
Weekday into Saturday	○ 12 hours at 50%
Weekday into Public Holiday	○ 12 hours at 50%
Saturday into Sunday	○ 12 hours at 75%
Sunday into Public Holiday Monday	○ 12 hours at 50%
Public Holiday Weekday into Saturday	○ 12 hours at 50%
Public Holiday into a Public Holiday	○ 12 hours at 50%
Sunday into normal Weekday	○ 12 hours at 17.5%

Overtime under Cyclic Scheduling

The following overtime rates apply:

- Monday to Saturday: Time and a half for the first 2 hours and double time after that.
- Sunday: Double time all day.
- Public Holidays: Double time and half all day.

15. Higher Duties Allowance under Cyclic Scheduling

Higher Duties (HD) should be linked to individual development plans under MyPerformance. When placing officers in higher level positions, managers are to ensure that fairness and equity is applied. HD is to be equally distributed over the financial year and is based on monetary earnings for **actual higher duties allowance**. Other methods such as overall salary earnings or number of occasions worked **are not** to be utilised as create disparity with HD allocation.

Officers will not be scheduled to perform duties in a higher capacity when there are other officers holding that rank who are performing duties at a lower level on the same shift. The exception to the above is when it is impractical to redeploy officers within a centre, or into duties that they are not qualified to perform eg. IAT, AVL.

- Minimum of 8 hours must be worked in order to be eligible for payment of higher duties allowance.
- Officers working 12 hour shifts who perform higher duties in 8 hour posts will attract payment for the 8 hour period only. The daily roster will place officer in the higher duty role for 8 hours, and also be shown in their substantive rank for the remaining 4 hours. This results in backfilling of the 12 hour post for 8 hours only.
- Probationary Correctional Officers or Casual Correctional Officers are not entitled to higher duties allowance while performing the duties of Correctional Officer (one stripe) or Correctional Officer First Class. (2 stripes or 2 stripes with 10 year bar)

16. Leave Management under Cyclic Scheduling

Cyclic schedules replace local leave planners, with any leave taken automatically reflected on the schedule, providing accurate cost forecasts. Centre management will continue to monitor officer's leave balances to ensure compliance with the 30 day limit. This also applies to remote areas that accrue an additional 5 days leave per annum, where the limit remains at 30 days. Management may direct officers with forecasted excess balances to take leave to comply with current Premiers directions.

There are 2 types of leave identified on the cyclic schedule being:

1. Agency Assigned Leave

2. Officer Booked Leave

AGENCY ASSIGNED LEAVE

Agency Assigned Leave consists of leave blocks which are automatically built into the schedule by CSNSW, over the 12 month calendar year.

Due to the automated function of Agency Assigned Leave, some leave blocks will fall in high demand periods such as, school holidays and Christmas.

Leave blocks will be in the form of two (2) consecutive weeks for both 8 hour and 12 hour schedules as follows:

- 8 hour schedules will be 10 days, with up to 5% of officers placed on Agency Assigned Leave at any one time
- 12 hour schedules will be 7 days with up to 4% of officers placed on Agency Assigned Leave at any one time

As officers, rotate through the lines in the schedule they will automatically be allocated Agency Assigned Leave where it is displayed. The only exceptions to this rule will be:

- Officers who have less than (25 days) recreational leave prior to the commencement of the yearly schedule, where the Agency assigned leave block applies.
- Officers have gained approval to move the Agency Assigned Leave to another available Agency Assigned Leave period in the calendar year.
- Officers who have gained approval to cancel Agency Assigned Leave, to take a larger block of Officer Booked Leave at a later period within the 12-15 month cycle.
Note: Centre management must ensure that leave is not cancelled again, and that at least 10 days are taken in the 12 month calendar year.
- Officers may seek approval to swap entire blocks of Agency Assigned Leave with other officers of any rank, (with the exception of the Christmas block period).
- Some centres may only have a small amount of officers within the rotational area. When this occurs, the Ellipse system will initially allocate 2 or more sets of Agency Assigned Leave. In these instances, officers may elect which block of 10 days of Agency Assigned Leave to take, and the leave block not selected will be converted back to working A shifts.
- Once the cyclic schedule has been displayed for the upcoming 12 to 15 months, there may be Agency Assigned Leave blocks that are vacant, which officers may also apply for.

OFFICER BOOKED LEAVE

Officers who seek to take leave other than Agency Assigned Leave may apply for additional leave. This leave type is called Officer Booked Leave and covers:

- Recreation Leave outside of Agency Assigned Leave
- Maternity & Paternity
- Military
- Extended
- Situations where management have directed officers with forecasted excess leave to take leave to comply with the 30 day limit

Set out below are the guidelines surrounding Officer Booked Leave:

- 8 hour schedules up to 5% of officers placed on Officer Booked Leave at any one time
- 12 hour schedules up to 4% of officers placed on Officer Booked Leave at any one time
- Leave as outlined above, requested by the officer after the 12 to 15 month Cyclic Schedule has been displayed.
- Officer Booked Leave can be applied for in any period within the displayed schedule and will replace any existing working days for the period requested.
- Officers are required to maintain a maximum recreation leave balance of 30 days.
- Key popular leave periods identified by management such as Easter, Christmas and School Holidays will continue to have a ballot process that will be standardised for all locations.
- Officer Booked Leave replaces any shifts displayed within the schedule.
- Any days off (DO) identified within any Officer Booked Leave period will be replaced by a crossed day off (XDO).
- Centre management may request officers to swap shifts prior to approving any Officer Booked Leave.
- Unscheduled leave, such as sick leave, worker's compensation for more than 28 days is to be considered a Long Term Vacancy. This provides the trigger for a casual to be placed on a Temporary Appointment (TE), to cover the shortage and not disadvantage ongoing officers from accessing leave.
- Officers with insufficient balances, may still book leave in advance provided they accrue the required amount of leave by the due date. When this occurs the Officer Booked Leave is provisionally approved pending the required balance being attained.
- If sufficient leave is not accrued by the time the schedule is published, management may cancel the Officer Booked Leave or approve alternate leave such as LWOP.
- Leave requests from any officer that creates a staffing/rank imbalance that unduly impacts centre operations, will be subject to further consideration by centre management prior to approval.

- Officers transferring by choice who have leave already booked, will not be guaranteed of approval at the new location.
- Officers being moved to another location at the Agency's direction will keep their leave.

Note: The combined percentages of Agency Assigned and Officer Booked of leave approved by management should remain as 10% for 8 hour and 8% for 12 hour schedules. Although this is only a guide and management may approve additional leave over the suggested percentages should they consider it appropriate, at times such as Christmas.

Ballots for Christmas Period

- The OSU will consult and develop a standard ballot system for Christmas period, to be used by all locations, and will include identifying the leave blocks and dates for Officer Booked Leave. This will take effect from Christmas 2018.
- Officers who receive Agency Assigned Leave over the Christmas block period, but don't require it, cannot swap this block with another officer. Rather the Agency Assigned Leave block is forfeited, and is included in the Officer Booked Leave ballot. *(This only applies for the Christmas period)*

17. Shift Swaps under Cyclic Scheduling

CSNSW is committed to providing officers with the flexibility to swap any shifts on displayed or published schedules.

Swap Types

- Individual or a block of shifts with other officers.
- Entire schedules with other officers.
- Agency Assigned Leave.
- Officer Booked Leave.

Where an officer moves between sectors, swaps are to remain for the period indicated and are inherited by whoever commences that line.

Swapping Between Ranks and Sectors

- Provides maximum flexibility but still ensures centre operational needs are met.
- Officers (SCO, CO) can swap shifts with each other, provided management approve and officers can perform the full capabilities of the role.
- Officers can swap between sectors, as long as they are capable of performing the full duties of the role, with management to assess accordingly.

Swap Requirements

- Swaps can be done at **anytime** prior to the commencement of the shift.
- Officers complete the swap application form. (If not possible to complete a swap application form prior to the shift approval can be gained via email or verbally).
- Agreed to by all relevant parties involved with the swap.
- Swap approved by management.
- Ideally swaps should occur between officers of the same rank or grade. However, management can approve swaps between different ranks, if both parties can perform the roles in question.
- If swapping entire schedules, the officer is to remain in their original position, for the purpose of rotating to the next line.
- Managers are to consider fatigue issues when approving swaps, particularly those officers working 12 hours shifts.
- No officer should be approved to work more than 6 x 12 hour shifts or 10 x 8 hour shifts consecutively, as a result of a swap.

Swaps instigated by centre management

Centre management may occasionally require changes to an officer's schedule to best meet operational needs. Officers will be provided as much notice as possible when this occurs. Changes to schedules initiated by management will be a rarity, and will only occur when all other alternatives have been exhausted with the following steps to be taken:

- 3 days notice of any change of shifts.
- Immediate change of shifts where the officer being consulted agrees.
- 7 days notice of any changes within a specific published schedule (this must be in consultation with the officer).
- 28 days notice where an entire schedule is changed, so officers are provided sufficient time to manage personal arrangements. This would only occur due to an officers request or emergent operational need, with Director OSU approval required
- Immediate change if due to disciplinary reasons – officer will be consulted.

18. Officer Rotations under Cyclic Scheduling

- Rotations are CSNSW best practice which can be built into any cyclic schedule, whether it is rank or sector based. Each centre is responsible for managing the officer rotation process.
- During the preparation stage of building a rank or sector based schedule, centre management are to advise the Operations Scheduling Unit, of officers being rotated.
- Schedules can be designed so officers flow from one sector to another. This is not required in a rank based schedule as all officers will have access to perform all roles.

19. Requests for Shift Preferences or Specific Sectors

- The forecasted predictability of schedules provides officers with enhanced opportunity to seek swaps and/or leave to meet any personal commitments well in advance.
- Officers may request what sector they would prefer to work, but is subject to management approval.
- Any change to the sector that leads to a rank imbalance, may not be approved.
- Only Directors or Governors may approve changes to officers scheduled shifts to assist them with short term significant personal requests, for up to 3 months. This would normally be reserved for marital breakdowns, caring for a terminal relative or similar. Any period in excess of 3 months will be subject to written approval from the relevant Custodial Director.

20. Fatigue Management

Business Rules contribute toward minimising fatigue and is a shared responsibility between centre managers and officers. Every officer will ensure they are fit for duty and that they have obtained sufficient rest in order to fulfil the requirements of the rostered shift.

Any variation to schedules initiated by officers must be considered by centre management for fatigue implications. Considerations may include the mode of travel, the travel time, previous work, future scheduled shifts, and any other factors relevant at the time.

Officers are not to accept additional work if they are unfit to perform the inherent duties of a custodial officer. Where basis for concern exists, management may determine working arrangements that mitigate such concerns.

21. Part Time Work Agreements under Cyclic Scheduling

- Cyclic schedules allow officers requesting part time work agreements (PTWA) to forecast their schedules 12 months in advance. Officers can liaise with management to achieve an outcome that is mutually beneficial.
- Officers approved to work reduced hours may identify the available shifts on the “displayed” schedule they are available to work.
- Alternatively, management may consider changes to schedules to accommodate any approved PTWA. All PTWA must be reviewed at least every 12 months, or as designated by centre management.

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